



West Lothian
Council

Culture and Leisure Policy Development and Scrutiny Panel

West Lothian Civic Centre
Howden South Road
LIVINGSTON
EH54 6FF

19 August 2015

A meeting of the **Culture and Leisure Policy Development and Scrutiny Panel** of West Lothian Council will be held within the **Council Chambers, West Lothian Civic Centre** on **Thursday 27 August 2015 at 8:30am**.

For Chief Executive

BUSINESS

1. Apologies for Absence
2. Order of Business, including notice of urgent business
3. Declarations of Interest - Members should declare any financial and non-financial interests they have in the items of business for consideration at the meeting, identifying the relevant agenda item and the nature of their interest.

Public Session

4. Confirm Draft Minute of Meeting of Culture and Leisure Policy Development and Scrutiny Panel held on Thursday 28 May 2015 (herewith).
5. Sport and Outdoor Education Performance - Report by Head of Area Services (herewith).
6. Community and Leisure Performance - Report by Head of Area Services (herewith).
7. Community Facilities Update - Report by Head of Area Services

DATA LABEL: Public

(herewith).

8. Ambition & Opportunity: A Strategy for Public Libraries in Scotland 2015-2020 - Report by Head of Area Services (herewith).
9. Culture & Leisure PDSP Workplan (herewith).

NOTE **For further information please contact Eileen Rollo on 01506 281621 or email eileen.rollo@westlothian.gov.uk**

MINUTE of MEETING of the CULTURE AND LEISURE POLICY DEVELOPMENT AND SCRUTINY PANEL of WEST LoTHIAN COUNCIL held within COUNCIL CHAMBERS, WEST LoTHIAN CIVIC CENTRE, LIVINGSTON, on 28 MAY 2015.

Present – Councillors Dave King (Chair), Cathy Muldoon, Carl John, Frank Toner

Apologies – Councillor Jim Dixon, Jim Walker

1. ORDER OF BUSINESS, INCLUDING NOTICE OF URGENT BUSINESS

The Chair ruled that Agenda Item 9 (Community Learning and Development Plan) would not be considered and would be replaced with the Community Learning and Development Performance report.

2. DECLARATIONS OF INTEREST

There were no declarations of interest made.

3. MINUTE

The panel confirmed the Minute of its meeting held on 14 May 2015 as a correct record.

4. ADULT BASIC EDUCATION PERFORMANCE REVIEW

The panel considered a report (copies of which had been circulated) by the Head of Area Services providing an update on Adult Basic Education (ABE) activity and performance for the period 1 November 2014 – 31 March 2015.

Appendix 1 to the report included a summary of the latest service performance figures and notable achievements over the past year. Customer satisfaction results were consistently high and the service continued to meet targets for working with hard-to-reach individuals.

Appendix 2 was the latest Adult Basic Education News which showed the impact made by working in partnership with other organisations.

The report highlighted developments across the service to support learners and volunteers to progress to positive destinations and the embedding of digital inclusion within delivery.

In the conclusion the report asked the panel to note the progress made by Adult Basic Education in working towards enabling adults to acquire and use their skills effectively.

Decision

To note the terms of the report.

5. THE ENGLISH FOR SPEAKERS OF OTHER LANGUAGES (ESOL) STRATEGY FOR ADULTS IN SCOTLAND 2015

The panel considered a report (copies of which had been circulated) by the Head of Area Services providing information on the refresh of the English for Speakers of Other Languages (ESOL) strategy for adults in Scotland.

The report advised that following the publication of the original strategy in 2007, ESOL was increasingly delivered in the context of public service reform, meeting skills requirements for immigration and benefits purposes as well as contributing to the wider social and economic agendas.

The refreshed strategy would maintain the principles of provision, inclusion, diversity, quality, achievement and progression to continue to improve the quality of ESOL provision.

Adult Basic Education, West Lothian College and the Worker's Educational Association work as a partnership within the county to provide an ESOL pipeline. West Lothian College provided accredited, paid learning opportunities and the Workers Educational Association works with employers to embed ESOL within the workplace.

In 2008/09, the partnership worked with 148 learners and in the following three years there was a modest 10% increase in learners. By 2012/13, the Scottish Government's "Fresh Talent Initiative" and the changes in EU rules meant that there was an increase in people coming to live and work in West Lothian.

With the closure of Vion in February 2013 there were over 700 workers for whom English was not their first language who needed additional support to overcome barriers to gaining employment.

The Head of Area Services advised that evidence suggested that demand for learning had peaked and that going forward, there required to be provision for approximately 650 places each year.

The largest cohort of learners was within community based provision which was delivered by the Adult Basic Education Services. Provision for ESOL continued to develop in the last year with 500 adults attending learning opportunities. Engagement widened with 35 nationalities being represented within the student body compared to 26 nationalities in 2013/14.

In conclusion the report advised ESOL learning was recognised as a key factor to the successful integration of those coming to live in Scotland. ESOL provision should be integral to all public service provision and support personal and family life which could help people access further learning opportunities, enhance their employability and support them to live, integrate and be actively involved in their local community.

The report recommended that the panel:-

1. Note the content of the report and that the information was communicated to the West Lothian Community Planning Partnership Board; and
2. Note the partnership approach to delivery of ESOL within West Lothian and in particular:
 - The pathway from non-formal, community learning through to formal, accredited options; and
 - The work being undertaken to secure funding for the continued delivery of ESOL.

Decision

To note the terms of the report.

6. SPORTING GRANTS SCHEME 2014/15

The panel considered a report (copies of which had been circulated) by the Head of Area Services providing an update on the 2014/15 Sport Grant Scheme budget allocation. Appendix 1 to the report contained a copy of a Sporting Grants Scheme Application form.

The report advised that the West Lothian Council Sporting Grants budget, administered by the Sport and Outdoor Education service aimed to support local sports clubs, athletes, volunteers and coaches to build their infrastructure and support their development through funding in the following categories:-

- Club Development;
- Coach Education, Individual Athlete;
- Facilities;
- Disability Sport;
- Nelson Mandela Sports Bursary;
- Sport Scholarship Passes; and
- Clubs that progress through the Club Accreditation Scheme

In 2014/15 the Sporting Grants Scheme budget was £142,363 of which a total of £137,791.62 was allocated across 167 awards. The report went on to provide a breakdown of the allocation within each category.

The Head of Area Services provided details in the report of a number of case studies within each of the categories.

In conclusion the report advised that a record number of applications were made to the Sporting Grants Scheme in 2014/15 and a record amount of grant funding was allocated.

The Sporting Grants Scheme budget 2015/16 would be allocated by applying the same successful principles from 2014/15, including partnership working and regular promotion by the Sport and Outdoor Education Service.

The report recommended that the panel note the contents of the report.

Decision

To note the terms of the report.

7. COMMUNITY ARTS GRANT SCHEME 2014/15

The panel considered a report (copies of which had been circulated) by the Head of Area Services providing an update on the 2014/15 Community Arts Grants Scheme.

The report advised that West Lothian Council Community Arts Grants Scheme aimed to support individuals, professional artists, schools and community groups and organisations to participate in, develop or promote the arts in West Lothian.

The Arts Grants Scheme offered the following four different funding streams which were designed to support arts in the community:-

- A fund to support voluntary arts organisations;
- A fund to support professional visual artists or crafts people who were resident in West Lothian or who had studio space in West Lothian;
- A fund to support individuals wishing to develop their skills in the arts; and
- A fund to support schools wishing to deliver extra-curricular arts activities.

The Head of Area Services provided details of a number of case studies within the report.

In conclusion the report advised Community Arts administers the council's Arts Grants Scheme which encouraged increased participation in the arts and supported groups and individuals to develop or promote the arts in West Lothian. The provision of arts grants contributed to improved outcomes for individuals, groups and communities in West Lothian.

The report recommended that the panel note the contents of the report.

Decision

To note the terms of the report.

8. COMMUNITY LEARNING AND DEVELOPMENT PLAN

The Chair had previously ruled that this item of business would not be considered at this meeting.

9. COMMUNITY LEARNING AND DEVELOPMENT PERFORMANCE

The panel considered a report (copies of which had been circulated) by the Head of Area Services providing an update on Community Learning and Development activities for the year 2014/15.

Appendix 1 to the report contained a summary of the performance figures from 1 April 2014 to 31 March 2015 across the main service activities of community based adult learning, community capacity building and crèche services.

The report advised that community based adult learning delivered to 644 learners in 86 classes, 17 of which were accredited. Of those enrolled learners living in West Lothian who provided address information 29.38% resided in the worst 20% date zones.

The Head of Area Services explained that Digital inclusion learning accounted for 78% of all community based learning delivered by community learning and development. The crèche service provided 79 separate crèches with a total of 6028 child places to enable adults to access learning programmes from Community Learning and development and other council services.

In conclusion the report illustrated the impact of the service and targeting of priority audiences in contributing to key outcomes within the single outcome agreement.

Decision

To note the terms of the report.

10. COMMUNITY YOUTH SERVICES PERFORMANCE

The panel considered a report (copies of which had been circulated) by the Head of Area Services providing an update on Community Youth Services (Work with Young People and More Choices More Chances (MCMC) teams) performance from April to March 2015 and to highlight notable achievements and areas for improvement.

Appendix 1 to the report outlined the performance of the Community Youth Services team from April 2014 – March 2015. Several Initiatives

and projects were highlighted within section 2.

During the reporting period 115 young people were referred onto an Activity Agreement and 49% progressed from an Activity Agreement to a positive destination. Based on best practice visits to other local authorities, the service and its partners revised processes and support, introducing an induction period for young people. Closer monitoring and tracking of individual learner progress and progression was in place, as a result performance for quarter 1 of 2015-16 was at 75% for positive destinations.

The DofE awards programme in West Lothian made significant progress and in addition to Burnhouse, Beatlie and Cedarbank schools, all 11 secondary schools were now delivering DofE. The number of award groups had increased with the introduction of Linlithgow Rose Community Football Club and the Busy Youth Project.

In conclusion Community Youth Services continued to make good progress in delivering a variety of positive learning opportunities, employability and personal development support to young people in West Lothian.

Over the next year, the service would focus on increasing accredited learning opportunities across all provision, and improving positive destinations, particularly young people engaging in the Activity Agreement programme.

1. The range of learning opportunities offered and the numbers of young people completing accredited learning programmes across all settings.
2. The number of young people that have progressed to a positive destination.
3. The high quality of support offered to young people through the West Lothian LGBT Youth Forum and Glitter Canons provision achieving the COSLA Chairman's Award and the Silver Award for "Tracking inequality and improving health".
4. It was further recommended the panel note the actions taken to improve the Activity Agreement programme performance.

The report recommended that the panel note the significant progress and contribution made in meeting the needs of young people across West Lothian, in particular:-

Decision

To note the terms of the report.

11. COMMUNITY FACILITIES UPDATE

The panel considered a report (copies of which had been circulated) by

the Head of Area Services providing an update on progress with the capital investment programme in relation to community facilities.

Appendix 1 to the report was a work plan of current projects, including status updates. It showed that a number of exciting community projects was being progressed in communities across West Lothian. Consultation and briefing arrangements would continue with local community stakeholder, elected members and service partners with regard to the projects in financial years 2015/16 up to 2017/18.

The work plan of current projects showed that a number of exciting community projects was being progressed in communities across West Lothian. Consultation and briefing arrangements would also continue with local community stakeholders, elected members and service partners with regard to the projects in financial years 2015/16 up to 2017/18.

- Livingston Skatepark refurbishment was now complete with users providing positive feedback;
- Kirkton Park tennis courts upgrade at tender stage;
- Murieston Village Hall refurbishment complete.

In conclusion the report advised that progress continued to be made in conjunction with colleagues in Housing Construction and Building Services to develop projects funded in the West Lothian capital programme and West Lothian Leisure capital programme.

The report recommended that the panel consider the contents of the report and the progress made on the listed projects within the council's capital programme.

Decision

To note the terms of the report.

12. WEST LOTHIAN – GAMES LEGACY PLANNING

The panel considered a report (copies of which had been circulated) by the Head of Area Services providing details of legacy events, projects, programmes and initiatives introduced in support of the connected and sustainable themes which were included within the approved West Lothian Games Legacy Plan.

The report advised that projects, programmes and initiatives directly working towards successfully achieving an active legacy were received from the following services; Health Improvement Team, Sport and Outdoor Education, West Lothian Leisure, Finance and Estates, Construction Services, NETs, Land and Countryside Services and Active Schools.

The West Lothian Legacy Plan focussed on eleven national projects,

programmes and initiatives, supported by nineteen West Lothian actions, some of which included Game on Scotland, Physical Education Cluster Planning, Glasgow 2014 Culture Development Programme, Recycling on the go and Street Soccer Scotland. Appendix one to the report provided West Lothian Evidence of Reach.

Documents detailing each national legacy theme were in the process of being developed in an attempt to promote all actions delivered by West Lothian. Connected and sustainable documents would detail all relevant sections within the legacy plan raising awareness and understanding

The report went on to provide a short narrative on the Excellence in School Sport, Community Sport Club Network Evening, Continued Professional Development, Midnight League and Street Football, West Lothian community Sport Hub Network and the National Legacy Week.

In conclusion the report advised the XX Commonwealth Games in Glasgow continued to benefit residents in West with all service areas delivering diverse events, programmes projects and initiatives.

The report recommended that the panel note the update on activities and programmes which lead officers and council officers were engaged in before, during and after the XX Commonwealth Games, Glasgow 2014.

Decision

To note the terms of the report.

13. READER IN RESIDENCE IN WEST LOTHIAN 2015-16

The panel considered a report (copies of which had been circulated) by the Head of Area Services providing details of the Library Services success in a bid to Scottish Book Trust to host a placement for a Reader in Residence from August 2015 to Spring 2016.

The report advised that the Scottish Book Trust invited library services to work with Readers in Residence to bid for funding to stimulate and deliver innovative projects around reading. The Reader in Residence worked on a freelance basis for one year and for a fixed fee, working for an element of that year for 2.5 days per week in a library authority.

The work will commence in August 2015 and would include activities such as:-

- A Book Doctor Service, including stalls at libraries and a dedicated email mailbox for readers to contact the reader in residence, recommending books based on readers suggestions and enquires, with a focus on fiction, poetry, graphic fiction and creative non-fiction. Health information and reading would also be offered through the ongoing collaboration with West Lothian Community Health and Care Partnership.
- A reading aloud service to extend the newly established

partnership with the Food Train delivering books to housebound readers. Workshops in reading aloud to Food Train volunteers would be offered to leave a legacy for this project.

- Themed workshops and events in collaboration with the Scottish Mental Health Arts and Film Festival and LGBT History Month.
- Workshops in performing your own work for school groups, as part of our popular annual Young Writers' competition, which would bring West Lothian libraries and schools together in a celebration of books and reading.
- Running a Reader in Residence blog, exploring West Lothian's communities, discuss reading for health and wellbeing and documenting workshops.

In conclusion the key outcomes of the Reader in Residence programme would be to host at least ten workshops for different target groups and at least three live reading events, to establish a sustainable reading aloud service, reaching a total audience of 500 through the live events, and an additional audience of 200 through the blog, social media and email service.

The report recommended that the panel:-

1. Note the success of the bid to Scottish Book Trust to host a placement for a Reader in Residence in West Lothian, with the aim of promoting literacy, wellbeing and reader development; and
2. Note that a further report would be submitted to the panel as the project progressed.

14. COMMEMORATION OF THE GREAT WAR UPDATE

The panel considered a report (copies of which had been circulated) by the Head of Area Services advising of the progress made with commemorative activities for the centenary of the Great War.

The report advised that 2014 marked 100 years since the start of the First World War. Commemorative activities had taken place to mark this historic centenary.

The Head of Area Services provided an update on a range of planned and prospective activities including:

- Working with Communities
- Working with Schools
- New Resources
- Planned Local Events

- Planned National Events

In conclusion the report advised that a great deal of activity had already taken place and that further activity and events were planned for the four year commemoration. West Lothian would also participate in national events where appropriate.

Decision

To note the terms of the report.

15. CULTURE AND LEISURE PDSP

The Panel considered a list of items that would form the basis of the Panel's work over the coming months.

Decision

To note contents of the workplan



CULTURE AND LEISURE POLICY DEVELOPMENT AND SCRUTINY PANEL

SPORT AND OUTDOOR EDUCATION PERFORMANCE REPORT

REPORT BY HEAD OF AREA SERVICES

A. PURPOSE OF REPORT

This report provides an update on Sport and Outdoor Education performance and activities since the previous report in February 2015.

B. RECOMMENDATION

It is recommended that the PDSP notes the performance and activities of the Sport and Outdoor Education service and key partners.

C. SUMMARY OF IMPLICATIONS

I Council Values	Focusing on our customers' needs; being honest, open and accountable; providing equality of opportunities; making best use of our resources; and working in partnership.
II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	None.
III Implications for Scheme of Delegations to Officers	None.
IV Impact on performance and performance Indicators	An updated report on performance against a range of key indicators is included in appendix 1.
V Relevance to Single Outcome Agreement	SOA4 – We live in resilient, cohesive and safe communities. SOA7 - We live longer, healthier lives and have reduced health inequalities.
VI Resources - (Financial, Staffing and Property)	Within existing resources.
VII Consideration at PDSP	A performance report for the service is presented to the PDSP on two occasions per calendar year.
VIII Other consultations	Not applicable.

D. TERMS OF REPORT

The previous performance report was presented to PDSP on 5 February. This report provides information on performance, key initiatives and activities during the period February to August 2015.

The report, included as Appendix 1, provides a summary of the latest performance figures, achievements and key areas of work of the Sport and Outdoor Education team and key partners.

Appendix 1 details that the Sport and Outdoor Education team facilitated the delivery of 68,312 participant sessions from 1 April 2014 to 31 March 2015 which is an increase of 4827 participant sessions when compared with 2013/2014. These figures evidence the significant work undertaken by the service and partners to encourage more people to be more active more often.

E. CONCLUSION

The report, included as Appendix 1, illustrates the wide range of inputs and activities related to sport and physical activity in West Lothian. The report also demonstrates the value of the Sport and Outdoor Education service, Active Schools and West Lothian Leisure in increasing opportunities and encouraging greater participation in sport and physical activity assisting in the achievement of identified health, well-being and community capacity-building outcomes.

F. BACKGROUND REFERENCES

Area Services Management Plan
Sport For All in West Lothian
West Lothian Leisure Business Plan

Appendices/Attachments: one

Appendix 1 – Performance Report, Sport and Outdoor Education

Contact Person: Lorraine Durie, Sports Development & Facilities Team Leader

E-mail – lorraine.durie@westlothian.gov.uk Tel - 01506 283 501

Steve Field
Head of Area Services
Date: 27 August 2015

2015

Culture and Leisure PDSP

27 August 2015

Appendix 1: Sport and Outdoor Education Performance Report



Contents

1.	Overview	2
1.1	Sports Development	2
1.2	Outdoor Education	2
2.	Activity Update	3
2.1	Activity Report Summary	3
3.	Sports Development	3
3.1	Club Development	3
3.2	Club Network Night	4
3.3	Sporting Grants	4
3.3.1	Sporting Grants Case Studies	5
3.4	Athlete Scholarships	5
3.5	Coach Education & CPD	6
3.6	Legacy Week (w/k 9 March 2014)	6
3.7	Community Sport Hubs	6
3.8	Celebrating Sport Awards	7
4.	Outdoor Education	7
4.1	Programme update	7
4.2	Easter Holiday Programme	8
4.3	Outdoor Education Provision to the Autism Service	8
4.4	Pinewood School	8
4.5	Duke of Edinburgh Award	8
5.	Residential Experience	8
5.1	Residential Groups	8
5.2	Catering	8
6	Key Performance Indicators	9

1. Overview

Sport and Outdoor Education

The Sport and Outdoor Education team provides a range of learning, development and community capacity building interventions targeted at increasing participation rates in physical activity, improving performance in formal sport and outdoor activities and contributing to children's experiences and outcomes, as detailed by Curriculum for Excellence.

This currently includes:

- Delivering Continuing Personal Development programmes for children and adults.
- Developing a range of holiday and after school activities for children.
- Providing an extensive programme of structured activity and residential experience for school and community groups.
- Encouraging and supporting the development of community based clubs and organisations.
- Supporting performance programmes and initiatives including the Excellence in School Sports Programme and the SCA Sprint Kayak Development Squad.
- Developing the sporting facilities infrastructure in West Lothian and supporting the principles of community self-management where appropriate.
- Providing facilities for community use at Low Port Centre.

A significant level of the work of the Sport and Outdoor Education team is carried out in partnership with other council services, West Lothian Leisure and external agencies including sportscotland, Governing Bodies of Sport, East of Scotland Institute of Sport, Police Scotland and Historic Scotland. The Sport and Outdoor Education team continues to work cohesively with the Active Schools team with the aim of getting more people more active more often.

1.1 Sports Development

The Sports Development team and Facilities team works to build the capacity of partners which will:

- empower them to support and drive forward the development of sport across West Lothian;
- increase participation in sport and physical activity; and
- improve the performance of local athletes and teams.

1.2 Outdoor Education

The Outdoor Education team delivers a broad range of activities across West Lothian to support schools in their delivery of Curriculum for Excellence particularly through using outdoor activities and learning to achieve developmental milestones. The team is also a provider of Health and Safety Executive First Aid at Work training and provides opportunity for outdoor education activity for community groups.

The Outdoor Education team, the Residential team (including kitchen and domestic staff) and the Sports and Outdoor Education Administration team are based at the Low Port Centre in Linlithgow.

The Low Port Centre offers residential opportunities to schools, adults and community groups including international exchanges and also provides a variety of facilities for community use.

2. Activity Update

The purpose of this report is to update panel members on the Sport and Outdoor Education Service's performance since the last report in February 2015 and to highlight notable achievements and developments.

2.1 Activity Report Summary

The total number of participant sessions delivered through the various programmes run by Sports Development and Outdoor Education between April 2014 and March 2015 was **68,312**. Activities include outdoor education activities, athletics, basketball, rugby and a range of football opportunities. These sessions are delivered to children and young people from nursery school right up to the top end of secondary school. A key aim of this participation is directed towards local clubs in order to help them recruit new members at this young age group and to be able to develop positive habits in young people building towards lifelong participation in sports and outdoor activities.

April 2014 to March 2015

Activity Type	Participant Sessions
Sports Development participant sessions	40,375
Outdoor Education participant sessions	13,068
Club Development participant sessions	14,869
Total participant sessions	68,312

3. Sports Development and Facilities Team

3.1 Club Development

The Sports Development team continues to work with local sports clubs in strengthening administration processes and improving best practice in sports coaching and volunteering through the club accreditation process. To date, there are a total of 60 accredited clubs in West Lothian across the following categories:

Access Level 1	37
Community Level 2	13
Development Level 3	10
Total	60 accredited

There are more clubs than ever before now meeting the advanced criteria for levels 2 and 3 highlighting progression through the scheme, improved quality and higher standards.

Some of our local clubs have also received recognition via their respective governing bodies including Special Recognition Award for Livingston District Dolphins for achieving Level 3 Accreditation, SwiMark Plus and Scottish Swimming Club of the year Award. Special Recognition Awards have also been presented to Level 3 Clubs Blackburn United CFC, and Murieston United CFC after achieving QualityMark Legacy Level from the SFA demonstrating the highest levels of club structure, coach education and administration.

3.2 Club Network Night

On 1 April 2015 the Sports Development and Facilities Team, in partnership with West Lothian Sports Council and Active Schools, organised a club network night at Howden Park Centre. Committee members, coaches and volunteers from across West Lothian took part in workshops and listened to presentations which focused on the theme 'Grow your Club know your contacts'. Breakout areas allowed representatives from different clubs to chat, share information and experiences with each other, WL Sports Council, sports development officers, active schools co-ordinators and sportscotland representatives. 34 clubs signed up on the evening representing 20 different sports including, football, cricket, badminton, triathlon, golf, judo, bowling, handball, swimming, karate, wheelchair basketball, multi-sports club, disability badminton, gymnastics, cycling, table tennis, netball, tennis, basketball, tae-kwon-do , making the 2015 event the most successful to date.

3.3 Sporting Grants

Two Sporting Grants Scheme panel meetings took place between February and June 2015, with a total of 67 applications being submitted in club, coach, disability, facility, individual and Nelson Mandela sports bursary categories. The following table provides a breakdown of the number of successful applications and the amount awarded per category across the two panel meetings in February and June 2015.

Grant category			No. of successful applications	Total amount awarded
Club			8	£20,055
Coach			26	£3,991
Disability			0	£0
Facility			3	£14,388
Individual			17	£4,750
Nelson	Mandela	Sports	5	£2,457.20
Bursary				
Total			59	£45,641.20

3.3.1 Sporting Grants Case Studies

Club

Livingston and District Dolphins were awarded a maximum club grant of £2,000 at the February panel meeting. This was used to: purchase a variety of equipment, including an underwater camera; organise a team manager workshop to increase volunteer training and support; create a new section within the disability section, for non-swimmers; arrange a new gala event for swimmers with a disability; and organise a National Rescue course for those who coach and teach swimmers with a disability.

Coach

Ten new volunteer coaches received contribution towards their United Kingdom Coaching Certificate (UKCC) Level 1 badminton qualification, supporting the needs of three badminton clubs in West Lothian.

Facilities

Greenburn Golf Club was the recipient of a facilities grant of £4,980, to upgrade and develop facilities with their junior membership in mind. The grant will be used to install driving nets, upgrade the short game practice facilities and create a six-hole pitch and putt course on existing land. The aim of this project is to increase the recruitment and retention of junior members from the national ClubGolf programme.

Nelson Mandela Sports Bursary

The West Lothian Handball Development Group was the inaugural recipient of the Nelson Mandela sports bursary. The grant of £457.20 contributed towards the cost of hosting an Easter Holiday Camp at Linlithgow Academy and Deans Community High School, which funded venue hire and t-shirts.

3.4 Athlete Scholarships

This year a total of 34 scholarship passes (16 adult, 14 youth and 4 coach) were awarded via the Sporting Grants panel. These passes provide access to Xcite West Lothian facilities, allowing West Lothian's top performing athletes to train in various locations. These elite athletes feel that this support helps them to achieve or maintain personal best results across a wide range of sports, including athletics, badminton, ice skating, sprint kayaking and triathlon.

3.5 Coach Education and CPD

The team continues to deliver a number of coaches to support club coaches and volunteers, including the following:

Course name	No. of courses (Feb-July 2015)	No. of participants
Safeguarding and Protecting Children	1	14
In Safe Hands	2	17
Emergency First Aid for Sports Coaches	2	18

3.6 Legacy Week (W/C 9 March 2015)

Legacy Week is an opportunity for people, communities and organisations across Scotland to highlight the legacy of the Commonwealth Games and how programmes, projects and investment that are benefitting people across Scotland and in Glasgow.

In West Lothian, two new table tennis tables from the games, complete with Glasgow 2014 nets and 10 court dividers, are now in place at Bathgate Academy. They will be used by both school pupils and members of the West Lothian Table Tennis Club (WLTTC), who are based at the school.

West Lothian Council's Sport Development team supported the club to apply for the equipment, with the aim of building links between WLTTC and the Bathgate Academy community.

As part of the Glasgow 2014 legacy plan, West Lothian has received an allocation of sports items from the Commonwealth Games through **sportscotland's** Active Schools Network. This includes rugby balls, netballs, shuttlecocks, whistles, and stop watches

West Lothian athletes Adam Cox (silver medal winning gymnast) and John Buchanan (bronze medal winner in judo) nominated two locations to benefit from the cycle parking stands, Meldrum Primary School in Livingston and West Calder. The stands provide parking for at least 10 bikes, and sport the 2014 Games logo and the colour of the nominating medallist.

3.7 Community Sport Hubs

West Lothian Council has been successful in its application to sportscotland to receive funding to further develop Community Sport Hubs. The team will work to establish hubs at Whitburn Academy, Bathgate Academy, Linlithgow Academy, St Margaret's Academy and West Calder High School over the next four years.

Community sport hubs provide a home for sport. They focus on the clubs and other local organisations that want to work together to improve the sport offered in their local community.

Each community sport hub is unique but the common thread is that each works to the following five principles:

- Growth in participation
- Engage the local community
- Promote community leadership
- Offer a range of sporting opportunities
- Bring all appropriate (key) partners/ groups/people together.

3.8 Celebrating Sports Awards

The annual Celebrating Sports awards took place on Thursday 26 June 2015 at Low Port Centre. This year saw more applications than ever and an overall rise in the standard of application which made the job of selecting winners for the panel even harder. It was the first time the awards had been held at Low Port which worked very well.

4. Outdoor Education Team

The Outdoor Education team continues to work with internal and external partners in the delivery and development of outdoor education and learning for mainstream and additional support groups of young people. We are also supporting continued learning and professional development of staff and national governing body skills and leadership training for adults in a range of outdoor activities.

4.1 Programme Update

The following gives an indication of the range of programmes delivered over the period:

- Adult courses – 39 participants attended skills development courses of varying length
- HYPE groups attended one day per week throughout this period
- Nurture groups from the west of West Lothian met one day per week during spring and summer terms
- More Choices, More Chances groups attended programmes during spring term
- Evening and weekend activities were arranged in partnership with Social Policy for 'looked after' children
- Schools skiing and snowboarding courses – 216 participants, this programme had to be extended to meet the high level of demand from primary schools over the winter months.
- Emergency 1st Aid – 319 adults
- 1st Aid at Work qualification/requalification – 122 participants

4.2 Easter Holiday Programme

This year's public children's programme was very popular and additional staff had to be brought in to help meet the high level of demand. We delivered 562 participant sessions of 3+ hours each. In addition, there were 37 attendances at our wraparound provision and 180 journeys on our minibus pick up/drop off service across the council area. We also worked with groups from the Chill Out Zone in Bathgate and Dunblane Kids Club who attended separate activities, adding a further 34 participant sessions. Income from the Easter Holiday programmes and activities totalled £7835

4.3 Outdoor Education Provision to the Autism Service

A member of the Outdoor Education team has delivered a very successful programme of learning through outdoor education to the Autism service over the past three school years.

4.4 Pinewood School

We started summer term by welcoming the children from Pinewood School. The children took part in a mix of land and water-based activities, supported by their school staff working along with our instructors.

4.5 Duke of Edinburgh Award

Low Port Centre is now accredited by the Duke of Edinburgh Award Scheme to provide expedition training and assessment to the wider public. We hope to develop this in addition to the support we currently give to local groups.

5. Residential Experience

5.1 Residential Groups

A mix of West Lothian Primary and Special School pupils have stayed in the residential accommodation since January. We have also welcomed youth and community groups attending training or activity weekends as well as older people including groups with the Care for Carers organisation. In total, 52 groups have stayed between January and end of June 2015.

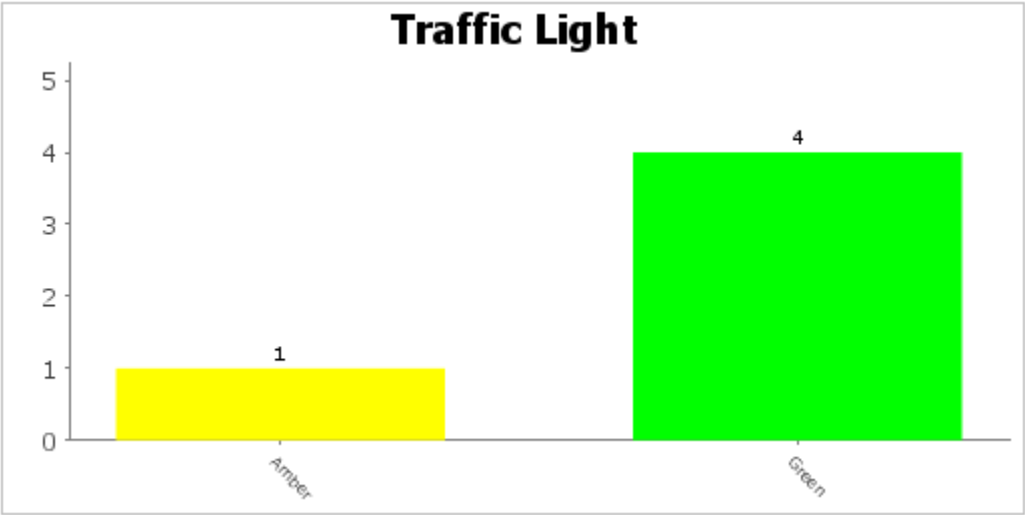
5.2 Catering

The community café continues to be very popular. Special catering events have included providing meals and facilities for some of the bands involved in Linlithgow Marches and also welcoming this year's Celebrating Sport awards evening.

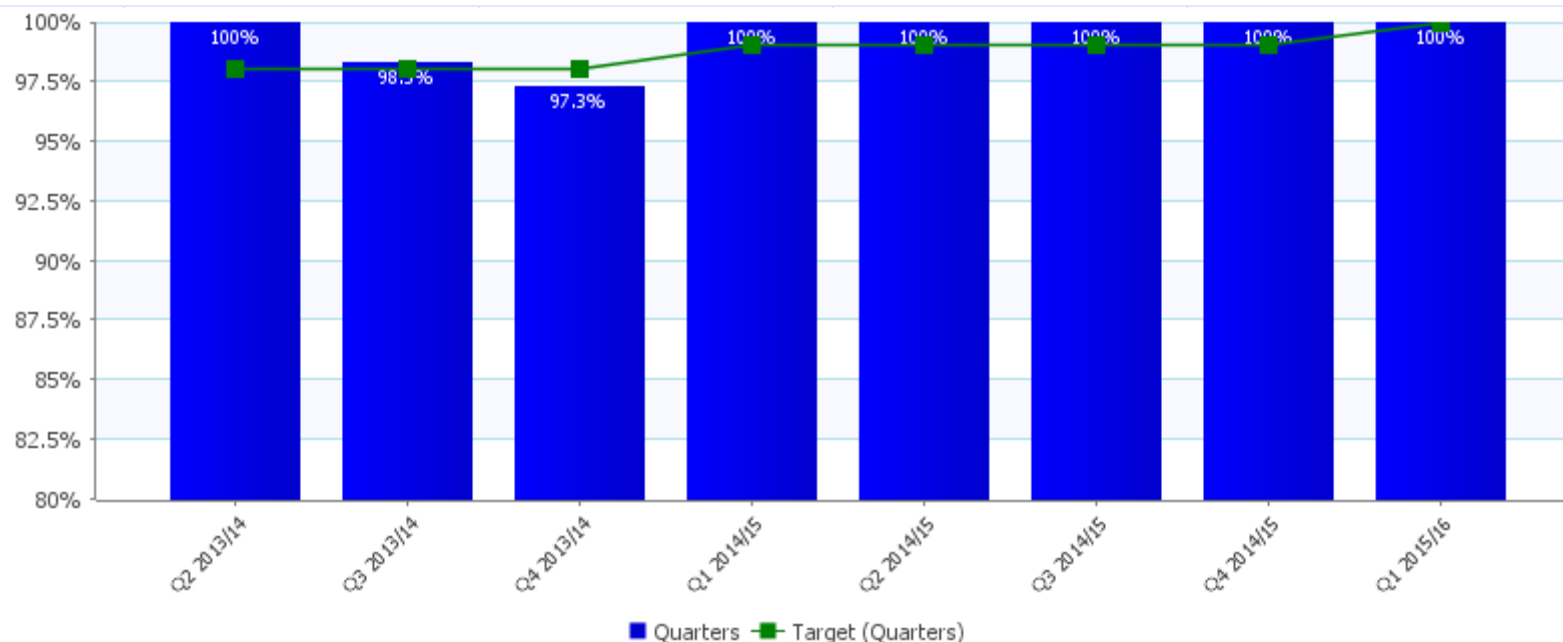
6.0 Performance Indicators for PDSP Performance Reports - Sport & Outdoor Ed



Report Author: Steven Arthur
Generated on: 21 July 2015 15:31
Report Layout: Area Services .PDSP_PIs_All(Detail)_DL



PI Code & Short Name	P:CRSOE007_6a.7 Sport, Recreation & Outdoor Education - Percentage of customers who rated the overall quality of customer service as good or excellent.
Description	<p>This indicator measures the satisfaction of surveyed customers who used the Sport and Outdoor Education Service. This service includes Sports Development, Outdoor Education and Low Port Centre.</p> <p>All customer feedback responses are collated on a central monitoring spreadsheet with the percentage rating the particular aspect of the service as good or excellent calculated and reported. This provides valuable customer insight on key aspects of service delivery enabling any dips in performance to be detected and addressed accordingly.</p>



Trend Chart Commentary:

The chart demonstrates that the Sport and Outdoor Education team has recorded a consistently high level of customer satisfaction since quarter one 2013/14.

2015/16

Quarter 1 - performance of 100%, this is a result of 44 completed surveys in quarter 1. This is the same result as recorded in quarter 4 2014/15.

2014/15

Quarter 4 - performance of 100%, this is a result of 123 completed surveys in quarter 4 This is the same result as recorded in quarter 3.

Quarter 3 - performance of 100%, this is a result of 96 completed surveys in quarter 3. This is the same result as recorded in quarter 2.

Quarter 2 - performance of 100%, this is a result of 47 completed surveys in quarter 2. This is the same result as recorded in quarter 1.

Quarter 1 - performance of 100%, this is a result of 27 completed surveys in quarter 1. This shows an improved performance from quarter four 2013/14.

2013/14

Quarter 4 - performance of 97.3%, this is a result of 114 completed surveys in quarter 4. This is lower than the performance recorded in quarter 3. Customer's feedback details that the performance follows from issues booking one particular First Aid course which affected two customers. This feedback has been used to review the service with improvements implemented.

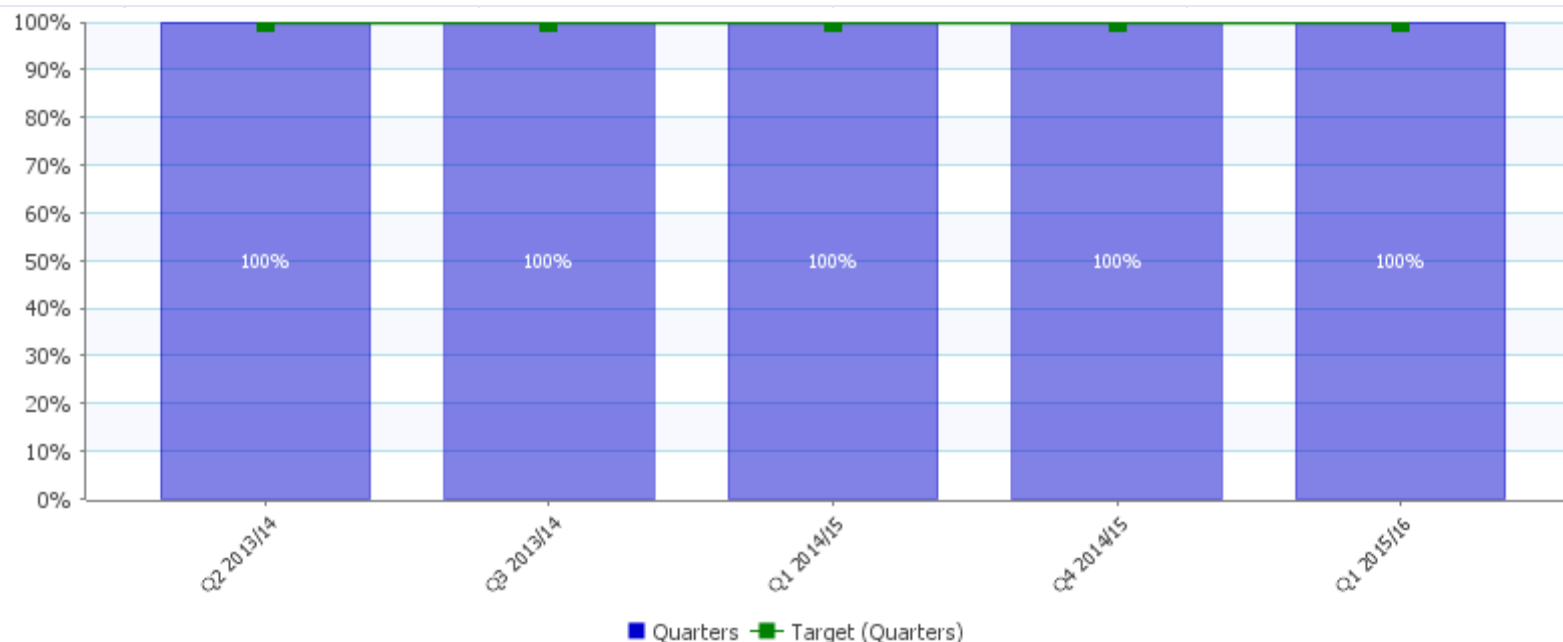
Quarter 3 - performance of 98.3%, this is a result of 71 completed surveys in quarter 3. This is lower than the performance recorded in quarter 2. Customer feedback details one First Aid course attendee was dissatisfied with the level of information provided and equipment used on the course. This feedback has been used to review the service with improvements implemented.

Quarter 2 - performance of 100%, this is a result of 14 completed surveys in quarter 2. This is the same result as recorded in quarter 1.

Quarter 1 - performance of 100%, this is a result of 126 completed surveys in quarter 1.

The target has been increased to 100% for 2015/16 in order to encourage sustained high performance in this measure. The Sport and Outdoor Education Management team regularly monitor feedback and specific comments made on customer feedback forms to make improvements to customer experience.

PI Code & Short Name	CRSOE017_6b.1 Sport, Recreation & Outdoor Education - Percentage of complaints resolved within the Service Level Agreement timescale.
Description	<p>This Performance Indicator measures the percentage of complaints, relating to the Sport and Outdoor Education service which were resolved within the Service Level Agreement. The Service Level Agreement states that Stage 1 complaints should be resolved within 5 working days and Stage 2 complaints within 20 working days.</p> <p>Complaints are monitored and processed on the CRM system enabling complaint resolution timescales to be reported on a quarterly basis and monitored by the Sport and Outdoor Education Management Team.</p>



Trend Chart Commentary:

The performance, in this measure, is influenced by the number of complaints received.

2015/16

One complaint was recorded and resolved by the service in quarter 1.

2014/15

Two complaints were recorded by the service in quarter four with both resolved within the stage 1 service level agreement timescale of 5 days. No information is displayed for Qtrs 2 and 3, as no complaints were received by the service. One complaint was received by the service in Qtr 1, which was responded to within 5 working days.

2013/14

No information is displayed for Qtrs 1 and 4, as no complaints were received. Three complaints were received in Qtr 2 and 1 complaint was received in Qtr 3, with all being responded to within 5 working days.

100% of complaints received since 1 April 2013 have been resolved within the agreed timescales.

A total of five complaints have been received from 01 April 2013 to 31 December 2014.

PI Code & Short Name**P:CRSOE042_9a.1a Low Port Centre carbon production per square metre.****Description**

This measures the carbon production, in kilograms per square metre, of the Low Port Centre facility. The aim is to minimise carbon production and so achieve performance below the stated target.

**Trend Chart Commentary:**

The chart shows that carbon production at Low Port Centre is subject to fluctuating seasonal demands. This seasonal trend is expected given the increased requirement to heat and light the building through the autumn and winter months and with reduced demand for utilities during the summer months.

2015/16

Quarter 1 is showing a small increase compared to the same period in the previous year. This may be explained by lower temperatures compared to the previous year, which

was sustained throughout quarter 1.

2014/15

The chart illustrates that carbon production was within target for quarters one to three in 2014/15 and that carbon production reduced in every quarter when compared with the performance outturn of the corresponding quarters in 2013/14. Quarter 4 is in line with the same quarter in the previous year.

2013/14

The chart illustrates that carbon production was within target for all quarters in 2013/14.

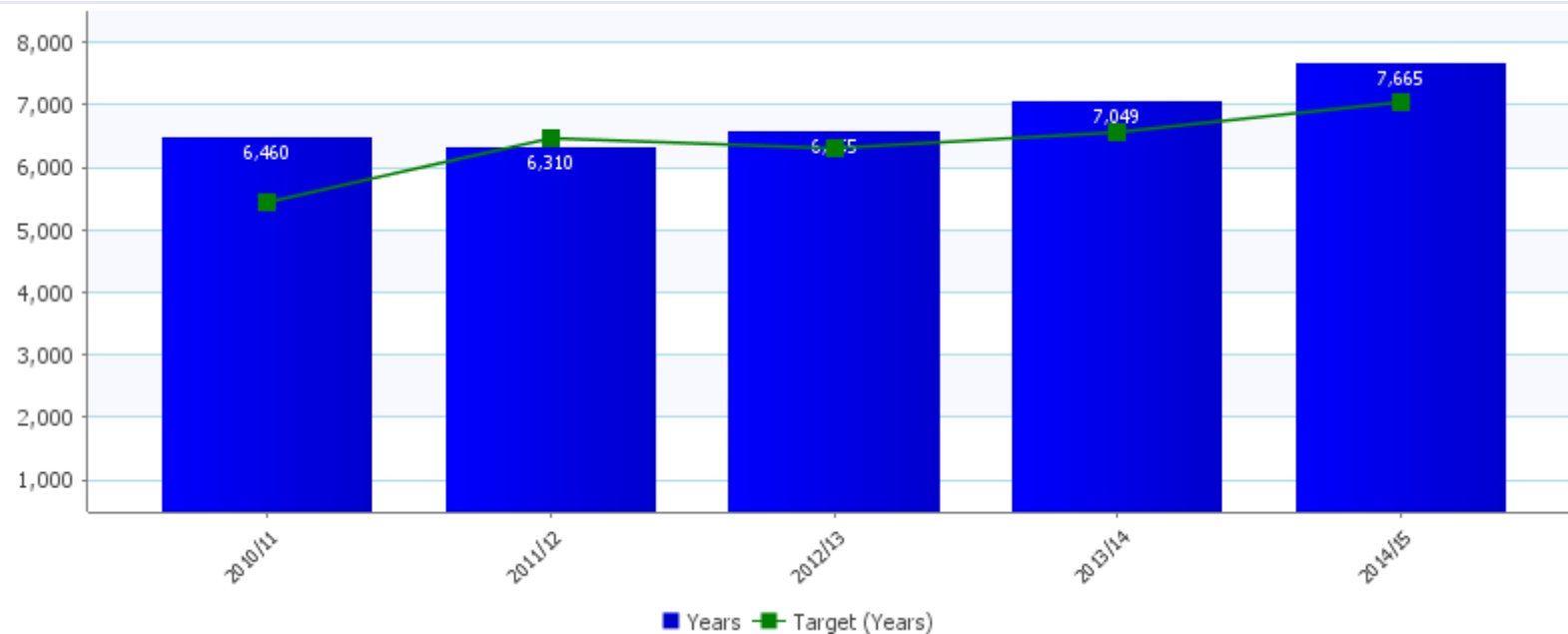
These positive improvements are a reflection of continued energy awareness amongst facility operators and also energy saving initiatives such as the replacement luminaire project which installed energy efficient lighting at Low Port Centre in early 2013.

2014/15 targets were reduced by 1kg to reflect improved performance through 2013/14 and will continue to reflect seasonal variations.

2015/16 targets will be adjusted in line with the council's Carbon Management Plan once approved.

PI Code & Short Name**P:CRSOE051_9b.1a Number of attendances per 1000 population at indoor sport & leisure facilities.****Description**

This indicator measures the number of attendances per 1,000 population for all public indoor sports and leisure facilities, excluding pools in a combined complex that are accessible on a pay per visit basis. This indicator is also reported annually to Audit Scotland as a specified performance indicator. Facility attendances are collated from West Lothian Leisure, Deans Community High School, Inveralmond Community High School and Fauldhouse Partnership Centre. Attendances are recorded on a central monitoring spreadsheet with summary calculations and final performance calculated.

**Trend Chart Commentary:**

The trend chart shows a continued increase in attendances per 1,000 population for indoor sport and leisure facilities since 2010/11 with the exception of 2011/12 where a dip in performance was recorded due to the closure of Whitburn Leisure Centre during this period.

2014/15

Performance of 7,665 attendances per 1,000 population which represents a significant increase on target and 2013/14 performance. This follows from 130,573 additional indoor attendances in 2014/15 and is a result of facility development projects completed by West Lothian Leisure in 2013/2014 which have increased capacity at key sites. Craigswood Sports Centre, for example, recorded an additional 65,012 attendances in 2014/15 and follows from the major fitness suite extension at this site.

2013/14

The 2013/14 performance is a result of increasing membership growth, through successful West Lothian Leisure membership promotion schemes implemented during the period, and the ongoing increase in admissions at key sites. In particular, indoor leisure facilities at East Calder Sports Centre and Whitburn Leisure Centre have undergone major capital facility improvements and extensions leading to increased attendances.

2012/13

Performance in 2012/13 improved on 2011/12 and also shows an increase on the 2010/11 performance. This follows from increased migration of customers to other public leisure sites during the continued closure of the Whitburn Leisure Centre facility during this period.

2011/12

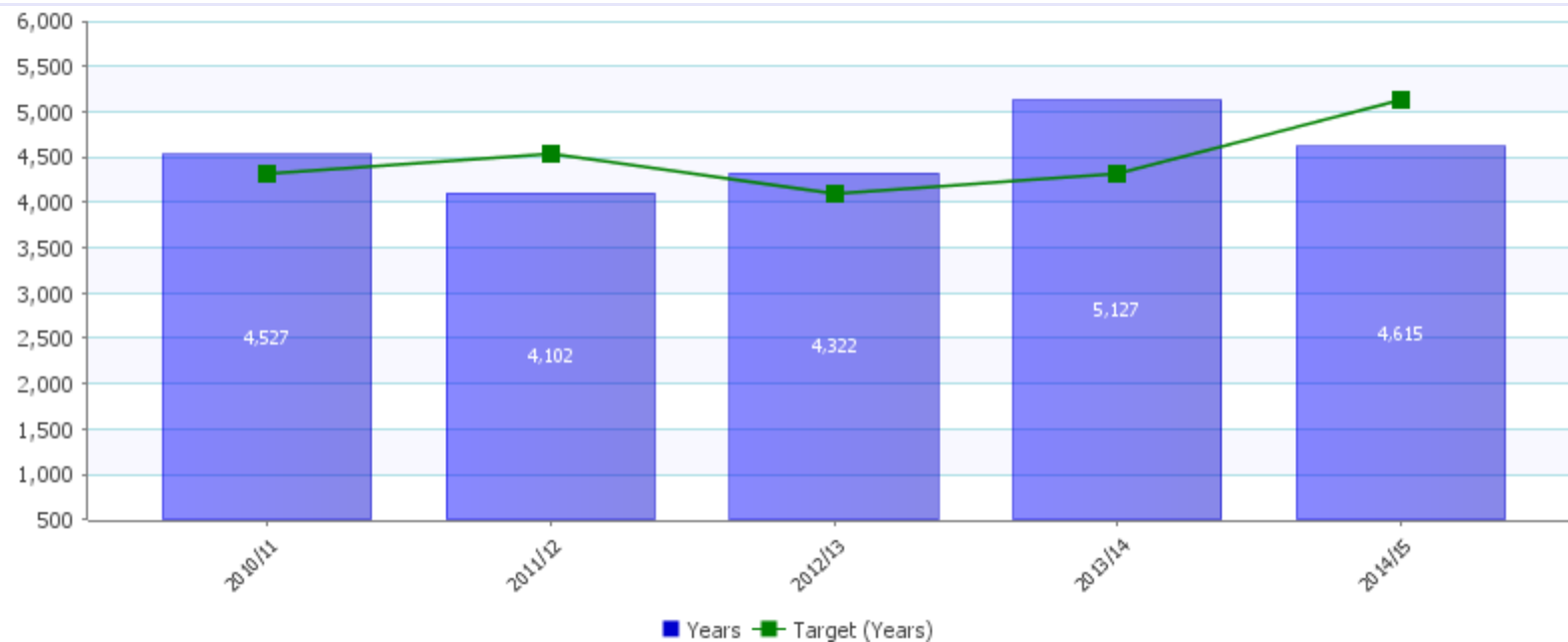
A reduction in performance in this period, compared with 2010/11 is identified as a result of the closure of the Whitburn Leisure Centre facility during this period.

2010/11

Performance was above target for this period which reflects continued growth in attendance figures at indoor public leisure sites and follows from the successful programming and promotion developed by West Lothian Leisure.

PI Code & Short Name**CRSOE054_9b.1a Number of attendances per 1000 population at swimming pools.****Description**

This indicator measures the number of attendances per 1,000 population for all public pools accessible on a pay per visit basis in West Lothian. This indicator is also reported annually to Audit Scotland as a specified performance indicator. Facility attendances are collated from West Lothian Leisure, Deans Community High School, Inveralmond Community High School and Fauldhouse Partnership Centre. Attendances are recorded on a central monitoring spreadsheet with summary calculations and final performance calculated.

**Trend Chart Commentary:**

The trend chart shows, following a drop in performance in 2011/12, a continued increase in attendances per 1,000 population for swimming pools up to 2014/15 where a further drop in performance is recorded.

2014/15

Performance of 4,615 attendances per 1,000 population which is below the target of 5,127 and a downturn in performance compared with 2013/14. This performance reflects a downturn in swimming pool attendances of 89,417 when compared with 2013/14. Facility Managers have identified a series of pool closures and the good weather conditions in 2014 as factors in this performance.

2013/14

Performance of 5,127 which is above target and an improvement on 2012/13. This performance is a result of continuing West Lothian Leisure membership growth, and the ongoing increase in admissions at key sites. In particular, significant growth in swimming pool admissions have been recorded at Livingston Leisure Centre, Bathgate Leisure Centre and the reopened Whitburn Leisure Centre.

2012/13

Performance in 2012/13 improved on 2011/12 but still shows a reduction from 2010/11 due to the continued closure of the Whitburn Leisure Centre swimming pool during this period.

2011/12

A reduction in performance in this period, compared with 2010/11 is identified as a result of the closure of the Whitburn Leisure Centre swimming pool during this period.

2010/11

Performance was above target for this period which reflects continued growth in attendance figures at public swimming pool sites and follows from the new Bathgate Swimming Pool development.



CULTURE AND LEISURE POLICY DEVELOPMENT AND SCRUTINY PANEL

COMMUNITY AND LEISURE PERFORMANCE REPORT

REPORT BY HEAD OF AREA SERVICES

A. PURPOSE OF REPORT

The purpose of this report is to facilitate scrutiny of Community and Leisure activities and performance in the second half of 2014/15 and to highlight the impact of the service.

B. RECOMMENDATION

To note the content of the attached report (Appendix 1).

C. SUMMARY OF IMPLICATIONS

I Council Values	Focusing on our customers' needs.
	Being honest, open and accountable.
	Providing equality of opportunities.
	Making best use of our resources
	Working in partnership.
II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	None.
III Implications for Scheme of Delegations to Officers	None.
IV Impact on performance and performance Indicators	None.
V Relevance to Single Outcome Agreement	Community and Leisure services contribute mainly to:
	<ul style="list-style-type: none">• Outcome 4 – we live longer, healthier lives.
	<ul style="list-style-type: none">• Outcome 3 – we are better educated, more successful, renowned for our research and innovation.

VI Resources - (Financial, Staffing and Property)	None.
VII Consideration at PDSP	Performance reports are submitted to the Culture and Leisure PDSP twice a year.
VIII Other consultations	None.

D. TERMS OF REPORT

The report, attached as Appendix 1, includes a summary of the latest service performance information across the main activities of Sport and Leisure, Adult Learning and Under-5s services.

E. CONCLUSION

Appendix 1 provides evidence of the value of the contribution of Community and Leisure and the positive impact made on the health and well-being and education of service users.

F. BACKGROUND REFERENCES

None.

Appendices/Attachments: One

Appendix 1: Community and Leisure Performance Report

Contact Person:

Neil Sharp, Community and Leisure Co-ordinator, (T- 01506 438093) and (T-01506 282155)

Email: neil.sharp@westlothian.gov.uk

Steve Field

Head of Area Services

Date: 27 August 2015

2015

Culture and Leisure PDSP

27 August 2015

Appendix 1: Community and Leisure Performance Report



Contents

1	Overview	2
2	Performance	4
3	Management Actions	11
4	Key Activities	12
5	Consultation Schedule	13
6	Key Performance Indicator Charts	14

1 Overview of Community and Leisure

Mission and Vision

Community and Leisure's mission is to provide high quality leisure and learning accessible to all in our communities.

We share in the Community Regeneration vision of 'Thriving Communities through Working Together' and the Area Services vision: 'By delivering high quality services locally we support individuals, families and communities in West Lothian to grow, achieve and succeed.'

Purpose and Outcomes

Community and Leisure provides sport, leisure, adult learning and childcare services in Deans and Inveralmond Community High Schools. These activities make a significant contribution to the quality of life for numerous individuals, families and communities. Community and Leisure is committed to delivering the council's outcomes – particularly outcome 4 – we live longer, healthier lives and outcome 3 – we are better educated, more successful, renowned for our research and innovation.

Service Description and Significance

The main services provided by Community and Leisure are:

- Sport and leisure programmes, clubs, classes and events in excellent indoor and outdoor facilities.
- Regular programmes of adult learning courses many of which offer external awards.
- Under-5s centres providing childcare and developmental support to children, parents and carers.

Other aspects of the service include co-ordinating a P7 transition programme, supporting community sports clubs, providing training and work experience to young people and adults with special needs and working with partners to deliver diversionary youth work programmes and school holiday activities. The service accommodates and supports some major annual events including the WLC Spring Concert Series in March.

The scale and significance of the service is reflected in the following key statistics:

- 7,500 – customer visits per week

- 18.0% - proportion of membership customers from the 20% most deprived areas of West Lothian
- 171,176 – hours of physical activity (half year to 31 March 2015)
- 840 – children enrolled for swimming lessons (in 2014/15)
- 6,631 – hours of care and support provided by Under 5s staff (half year to 31 March 2015)
- £325,461 – annual income (2014/15)
- 138 – clubs and groups (with regular lets)
- 23 – adult and community classes (in each programme, two programmes per year)

Priorities

Our priorities in 2015/16 are to:

- Complete the successful transition to a modernised Community and Leisure service to achieve an efficient, outcome-focussed service aligned to a sustainable budget.
- Provide opportunities for individuals, families, communities and clubs to access a wide range of sport, leisure and learning in the community high schools.
- Provide opportunities to access sport, leisure and learning opportunities for those less likely to participate due to physical, social or economic barriers and raise participation from residents in the worst 20% of data zones in West Lothian.
- Support and develop the capacity of local voluntary sports and community organisations in collaboration with others in Area Services.
- Support schools and youth work providers to meet the objectives of the Curriculum for Excellence, enabling young people to be successful learners, confident individuals, responsible citizens and effective contributors.
- Provide developmental support to young children and their parents/carers.
- Develop the venues –Deans CHS and Inveralmond CHS - to provide high quality facilities for community use and for performances and events which add to the quality of life in West Lothian.

Customers

Our main customer groups are:

- Adults of working age (fitness gyms, adult learning, crèche provision)
- Children and Young People (community clubs, youth work, leisure facilities)

- Older People (adult learning, leisure facilities)
- Residents in the most disadvantaged 20% of data zones in West Lothian
- Community clubs and organisations

Service Modernisation

Community and Leisure was restructured in July 2011 with the community staff at Deans and Inveralmond Community High Schools moving to Area Services. An integrated staffing structure was finalised in January 2012. The service remains fundamentally connected to the community high schools but as part of Community Regeneration opportunities for collaboration with other teams in Area Services have been enhanced. Alongside this reorganisation the service has become more focussed and efficient enabling savings of over £500,000 since 2010/11. The final elements of the service and staffing changes required to deliver these savings were completed in November 2014.

Partnership

Community and Leisure work closely with the other teams across Area Services and with external partners including West Lothian College, Police Scotland, community and voluntary organisations and the Care Inspectorate.

2 Performance

A comprehensive set of new Key Performance Indicators were developed for the service from the start of 2012. This is the eighth Community and Leisure performance report to the panel. The report covers six-monthly performance information for the second half of 2014/15. Also included are comments from individual service users evidencing the impact of aspects of the service.

2.1 Performance update

Customer satisfaction

Customer satisfaction was measured via customer feedback forms completed by sport and leisure customers, adult class participants and parents/carers using the under-5s service. Satisfaction levels

Page 4

were rated using the standard five point scale. Overall satisfaction with the quality of service delivered in the six month period to the end of March 2015 was high at 98.7%, up 0.1% on the previous six months.

For the half year ending on 31 March 2015 the percentage of respondents rating aspects of the service as good or excellent was as follows:

• Overall quality of the service	98.6%
• Timeliness of service	94.3%
• Communication	98.0%
• Staff attitude	100 %
• Staff professionalism/knowledge	99.4%
• Service delivered	99.3%
• Fairness ('Yes' response to 'Were you treated fairly?')	100%

Complaints

Only one complaint was received in the six months from October 2014 to March 2015. This related to services changes which took effect in October 2014 and the complaint was partially upheld. By comparison no complaints were received in previous half year period and a total of four complaints were received in the previous year ending in March 2014.

Participation and Business Volume

The number of people engaging with Community and Leisure and the volume of business over the six months to 31 March 2015 is measured via five Key Performance Indicators (KPIs). Figures for this latest half-year period are:

- Income: £163,441 (above the combined monthly targets for October 2014 March 2015)
- Transactions: 39,690 (exceeding target of 38,000)
- Physical Activity Hours: 171,176 (target was 140,000)
- Adult Learning Hours: 7,081 (target was 7,000)
- Under-5s Hours: 6,631 (target was 6,000)

Efficiency and Impact

The efficiency and impact of Community and Leisure over the six months to 31 March 2015 is measured via seven Key Performance Indicators (KPIs). Figures for this latest half-year period are:

- Customers living in the 20% most disadvantaged areas: 18.0% (target was 18%)
- Net unit cost per participant session: £1:05 (target was £1:30)
- Net unit cost of processing customer transactions: £1.11 (target was £1:05)
- Net unit cost per swim: £0:71 (target was £1:30)
- Average number of customer engagements per front line member of staff: 7,293 (target was 6,000)
- Percentage of courses cancelled due to insufficient demand: 2.1% (target was 7.5%)
- Percentage of staff dealing directly with customers: 95.0% (target was 85%)

All of these are on target except the cost of processing customer transactions where the number of financial transactions has reduced due to much greater use of card payments. Accordingly the average value of financial transactions has increased significantly.

2.2 Outcomes

The key outcomes are improvements to health and wellbeing as reported by service users. These results represent customer feedback in the half-year period to 31 March 2015.

- Percentage of customers reporting improvements to their health and wellbeing as a result of participating in sport and leisure activity 92.0% (target 90%)
- Percentage of customers reporting improvements to health and wellbeing as a result of participating in under-5s provision 88.6% (target 90%)

Feedback forms also provide information on the extent to which customers are more active in their communities as a result of community and leisure services and 69.7% reported being more active in their community as a result of participating in community and leisure activity.

2.3 Customer Comments

The following comments were received from customers via customer feedback forms and course evaluations forms. Forms ask customers if there is anything they wish to tell us about the service and provide space for comments.

Under-5s Centre Users - All Comments from feedback forms

- I am really happy with the service provided by the crèche. I'm glad to see if the hours get extended. Happy to send my kid for more hours.
- Staff go over and above our expectations in the crèche. My daughter absolutely loves coming and it enables me to run classes for the community. Without this childcare support I would be unable to run classes and earn an income from them. Knowing my child is in a safe and positive environment puts my mind at ease and she is always excited when she knows she is coming in.



- It would be of great benefit to my family and others in the community if the crèche service (at Inveralmond) was reinstated on a Friday.
- The staff at Inveralmond High school do an excellent job at the crèche. All the wee ones are well behaved and have learnt a lot of life skills at the crèche. Geni has to be singled out for high praise as Geni has kept the crèche going almost single handed since the start of term last August 2014. The lack of confirmed funding and lack of permanent staff has been very unsettling for parents and children. Geni has kept a positive attitude throughout all the uncertainty and kept parents and children well informed. Geni is a star and deserves recognition for all her hard work. Thank you Geni for everything.

Sport and Leisure Customers – All Comments from feedback forms

- Always happy with service.
- Excellent service from both Christine and Fiona. Both very helpful.
- Reception staff are exceptionally good.
- Need a broader timescale for swimming slots.
- Cut in session times has caused problems.
- I would like the gym to be open longer in the morning on a Monday, Thursday and definitely Friday.
- Gym should be open longer in the morning some days.
- Pilates class is very good.
- Great. Keep it going. Thanks.
- Pleasure to deal with.
- Staff are welcoming.
- Very good, informative, friendly. I can go at my own pace.
- Excellent class. Nice people. Nice pace. Good routines which have results.
- First class instructor.
- Very good class. All activities covered are good.

- Really enjoying pilates class.
- ICHS is an excellent community facility. I use it regularly in preference to other facilities closer to my home.
- Attendant Mark, I think he is called, goes the extra mile – very helpful.
- Always received excellent support and service by all staff members. Our group are very well received and inclusive of community services. Excellent facility for this sports group (Special Olympics). Great communication.
- Paying daily access to gym meant a lengthy wait each time.
- Each time we have attended it took too long in setting us up for access to gym. Hopefully taken out monthly membership will have improved that.
- Always a smile and very professional and always talk to the children making them feel good.



Adult Learners – All Comments from feedback forms

- Dance studio would be preferable for class as sometimes space too tight.
- The room has lots of equipment but is very small for the number of people per class.
- Venue too small.
- The room used is very small – not big enough for the class.
- The room is too small to accommodate the number of people required to run the course. Why need x number of people to run a class when the room only comfortably holds 6 to 8 if we actually want to be able to work? Wasn't really designed with a community class in mind.
- Fantastic course.



3 Management Actions (from Covalent)

- The development of a strategy to further increase participation by residents in the 20% most disadvantaged areas in West Lothian is underway and will be completed on time.
- The development of a comprehensive guide to the performance venues at Inveralmond and Deans Community High schools is on target for completion on time. The guide will bring together all technical, compliance and other user information relating to the theatre at Deans CHS and the Assembly Hall at Inveralmond CHS.
- Both actions linked to specific risks identified in a routine cash security audit have been completed on schedule. These were to assess the feasibility of installing panic buttons and silent alarms in reception areas and acquiring a safe for Deans CHS which is fully compliant with current standards.
- The Community and Leisure Service Modernisation incorporating service and staffing changes to deliver the final tranche of agreed savings was completed on schedule with the final service changes being implemented on 29 October 2014 and the associated staffing changes being concluded on 8 November 2014.

4 Key Activity (from Area Services Management Plan 2015/16)

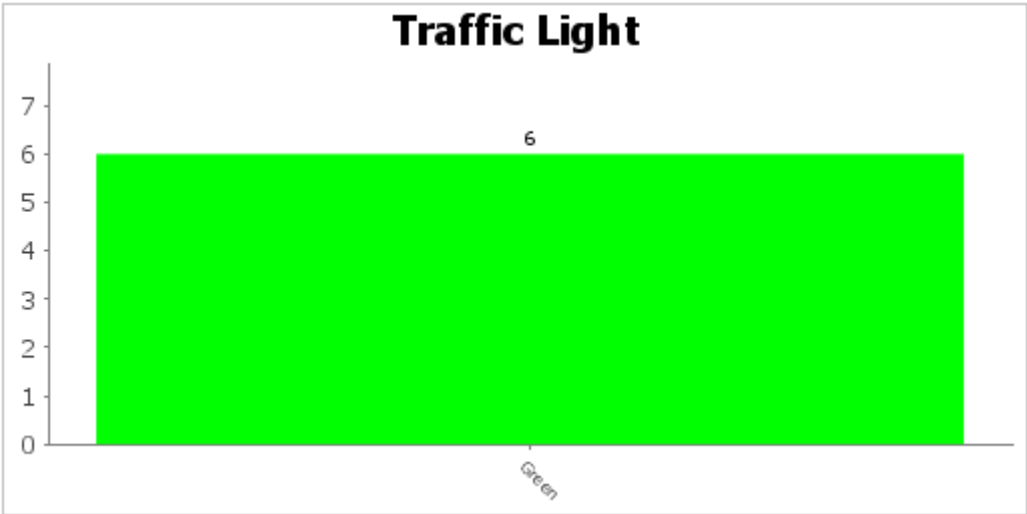
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2015/16	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2015/16 £	Revenue Income Budget 2015/16 £	Net Revenue Budget 2015/16 £
Community & Leisure	Provision of sport and leisure, adult learning and under-5s services in community high schools	7. Delivering positive outcomes on health	CRCL031_9a.1c Community & Leisure net unit cost per participant session. (Target £1.30)	PUBLIC	28.8	705,886	(343,452)	362,434
			CRCL041_9b.1b Percentage of Community & Leisure customers living in the 20% most disadvantaged areas in West Lothian. (Target 18%).	PUBLIC				

5 Customer Consultation Schedule

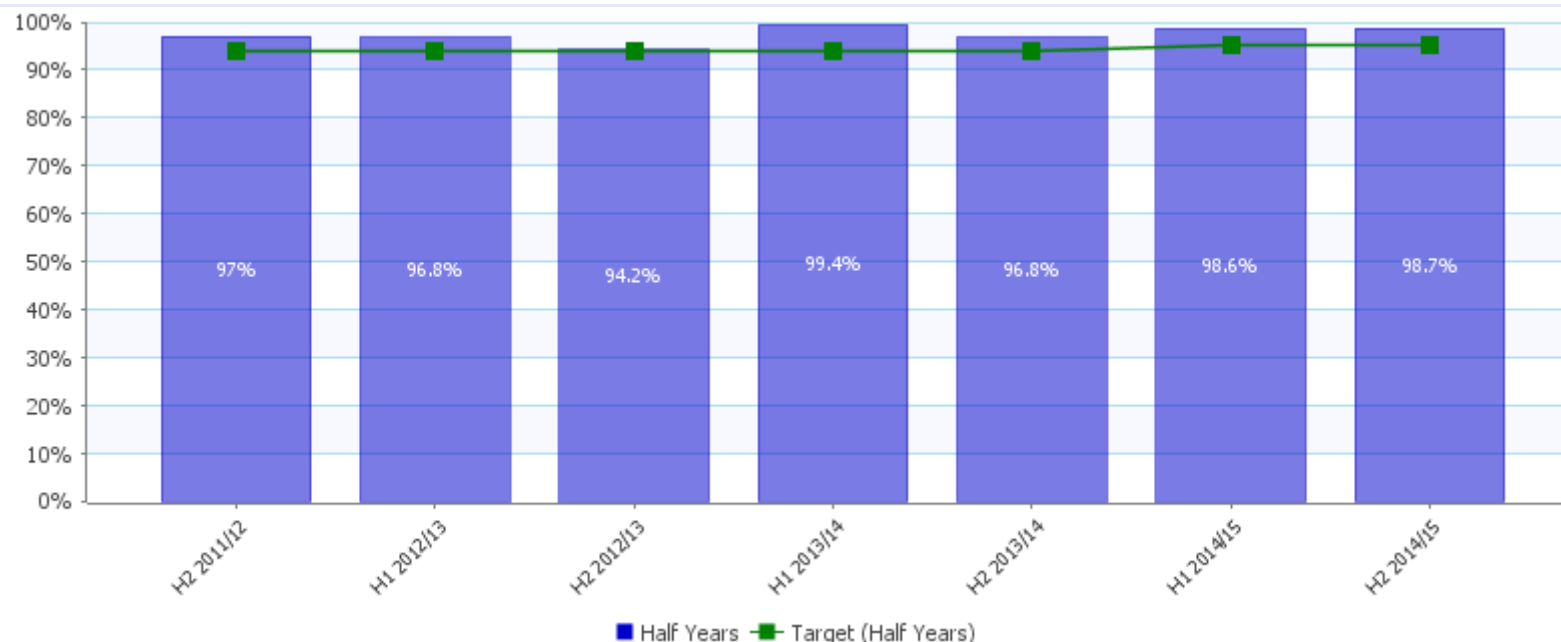
Customers Group	Survey Method	Frequency	Responsible Officer	Feedback Method
Community & Leisure Sport and Leisure Customers	Survey Questionnaire	6 Monthly	Neil Sharp	Websites
Community & Leisure Adult Class Participants	Evaluation Survey	6 Monthly	Neil Sharp	Websites
Community & Leisure Under-5s Centre Users	Satisfaction Survey	6 Monthly	Neil Sharp	Websites and Notice-boards
Event Organisers	Review Meetings	After events	Neil Sharp	Email or Letter

Performance Indicators for PDSP Performance Reports - Community & Leisure

Report Author: Steven Arthur
Generated on: 20 July 2015 14:28
Report Layout: Area Services .PDSP_PIs_All(Detail)_DL



PI Code & Short Name	CRCL007_6a.7 Community & Leisure - Percentage of respondents who rated the overall quality of the service as excellent or good.
Description	This performance indicator measures the number of customers that rated the overall quality of the service as good or excellent. Collected as part of a six monthly survey, customers are asked to rate the overall quality of the service provided as excellent, good, adequate, poor or weak. The survey is of a random sample of customers. Results are analysed to identify service improvements.



Trend Chart Commentary:

The chart shows ratings for all periods in view were above target and consistently high.

2014/15

H2 - Performance of 98.7% This is a result of 157 completed surveys with 155 scoring the overall quality of service as excellent or good. This is up 0.1% on the previous period.

H1 - Performance of 98.6% This is a result of 293 completed surveys with 289 scoring the overall quality of service as excellent or good. This is up 1.8% on the previous period.

2013/14

H2 - Performance of 96.8% This is a result of 219 completed surveys with 212 scoring the overall quality of service as excellent or good. This is down 2.6% on the previous period.

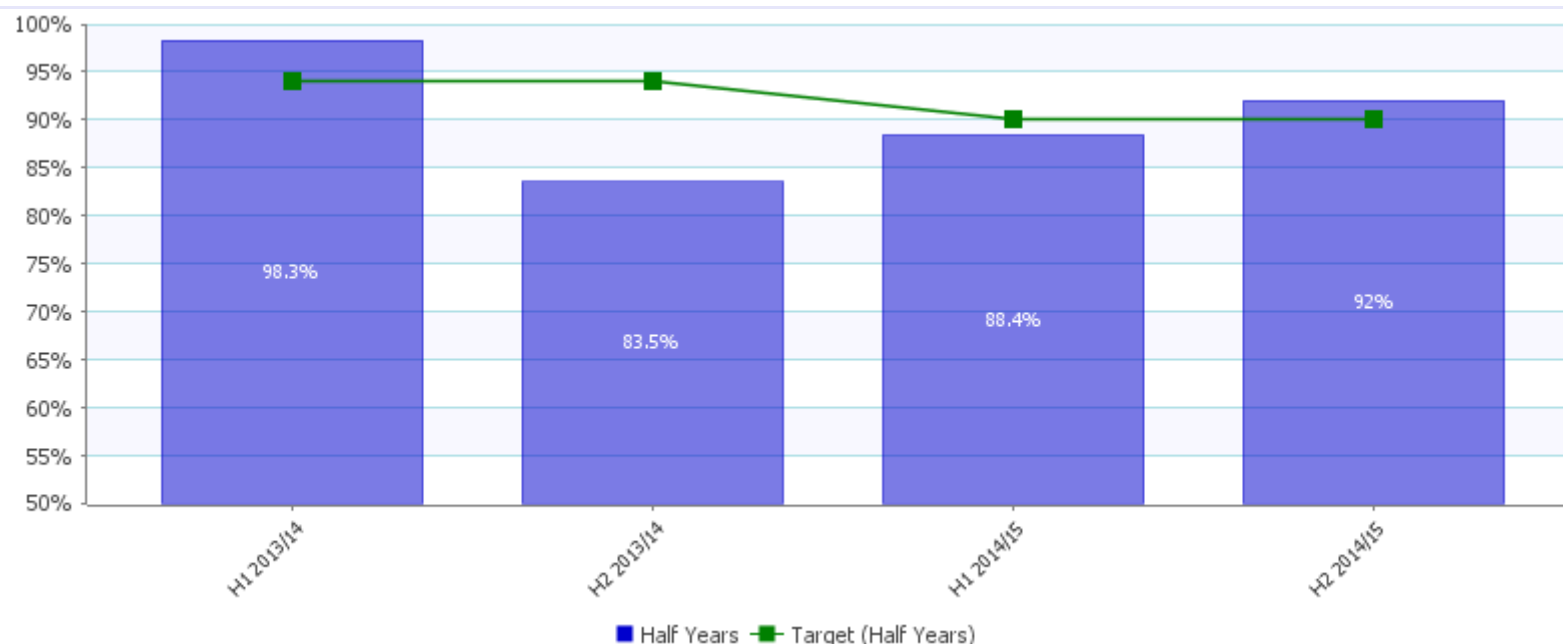
H1 - Performance of 99.4% This is a result of 180 completed surveys with 179 scoring the overall quality of service as excellent or good. This is up 5.2% on the previous period.

2012/13

H2 - Performance of 94.2% This is a result of 138 completed surveys with 130 scoring the overall quality of service as excellent or good. This is down 2.6% on the previous period.

H1 - Performance of 96.8% This is a result of 188 completed surveys with 182 scoring the overall quality of service as excellent or good. This is down 0.2% on the previous period.

PI Code & Short Name	CRCL008_6a Community & Leisure - Percentage of customers who report improvements to their Health and Wellbeing as a result of participating in sport and leisure activity.
Description	This performance indicator measures the percentage of Community and Leisure customers who agree or strongly agree that their Health & Wellbeing has improved as a result of participating in sport and leisure activity which includes swimming, sport clubs, fitness gyms, fitness classes and dance. Collected as part of a six monthly survey customers are asked if their health and wellbeing has improved as a result of participating in sport and leisure activity and are asked to select one of these response options - strongly agree, agree, neither agree nor disagree, disagree, strongly disagree or not applicable. The survey is of a random sample of customers. Results are analysed to identify improvements.



Trend Chart Commentary:

2014/15

H2 - Performance of 92.0%. This is a result of 75 completed surveys with 69 agreeing or strongly agreeing that their health and wellbeing has improved as a result of participating in sport and leisure activity. This is up 3.6% on the previous period.

H1 - Performance of 88.4%. This is a result of 95 completed surveys with 84 agreeing or strongly agreeing that their health and wellbeing has improved as a result of participating in sport and leisure activity. This is up 4.9% on the previous period.

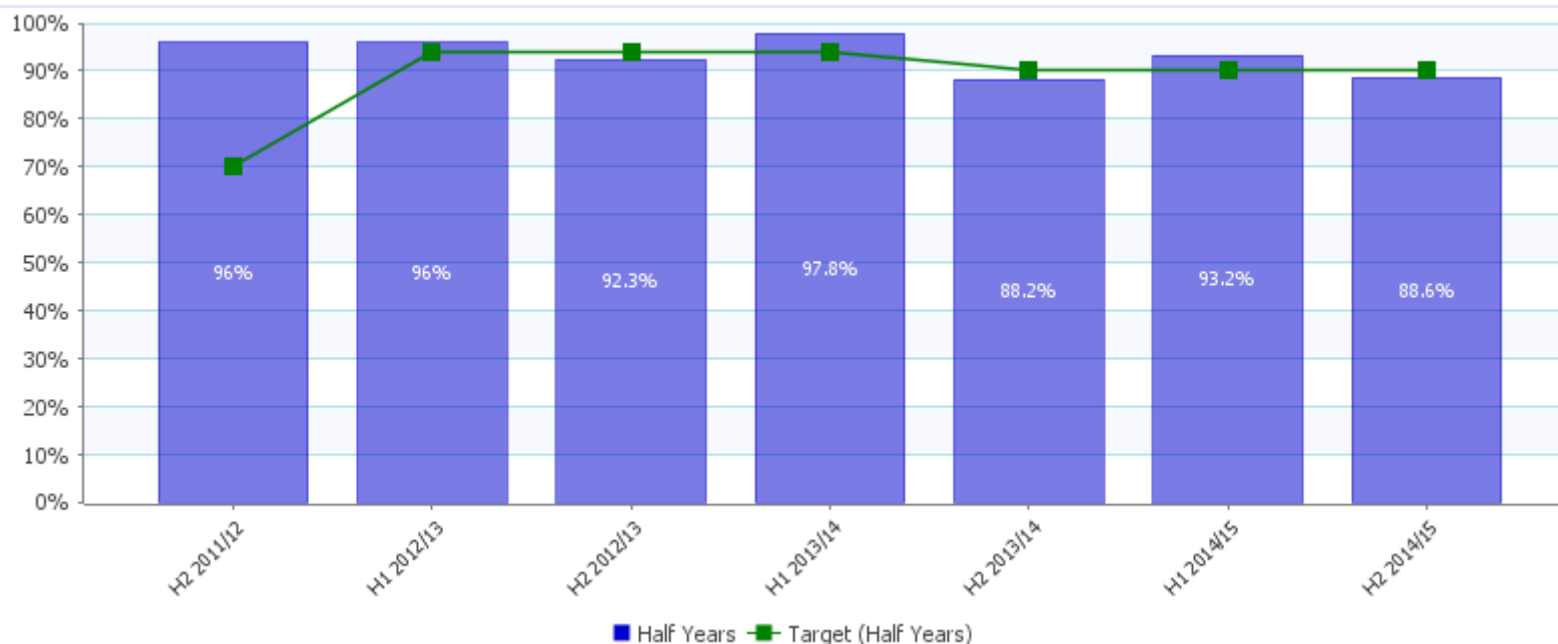
2013/14

H2 - Performance of 83.5%. This is a result of 85 completed surveys with 71 agreeing or strongly agreeing that their health and wellbeing has improved as a result of participating in sport and leisure activity. This is down 14.8% on the previous period.

H1 - Performance of 98.3%. This is a result of 61 completed surveys with 60 agreeing or strongly agreeing that their health and wellbeing has improved as a result of participating in sport and leisure activity. This is up 2.8% on the previous period.

Changes to the layout and wording of customer feedback forms may account for the significant variation in results which occurred between September 2013 and March 2014.

PI Code & Short Name	CRCL009_6a Community & Leisure - Percentage of customers who report improvements to Health and Wellbeing as a result of participating in under-5s provision.
Description	This performance indicator measures the percentage of Community & Leisure customers who agree or strongly agree that their Health & Wellbeing has improved as a result of participating in under-5s provision. Collected as part of a 6-monthly survey customers are asked if their health and wellbeing has improved as a result of participating in under-5s provision and are asked to select one of these response options - strongly agree, agree, neither agree nor disagree, disagree, strongly disagree or not applicable. The survey is of a random sample of customers. Results are analysed to identify improvements.



Trend Chart Commentary:

The chart shows that from customer feedback surveys covering the 7 half year periods to 31 March 2015 between 88.2% and 97.8% of respondents reported improvements to health and wellbeing resulting from participation in under-5s provision.

2014/15

H2 - Performance of 88.6% This is a result of 44 completed surveys with 39 agreeing or strongly agreeing that their health and wellbeing has improved as a result of participating in under-5s provision. This is down 4.6% on the previous period.

H1 - Performance of 93.2% This is a result of 44 completed surveys with 41 agreeing or strongly agreeing that their health and wellbeing has improved as a result of participating in under-5s provision. This is up 5.0% on the previous period.

2013/14

H2 - Performance of 88.2% This is a result of 51 completed surveys with 45 agreeing or strongly agreeing that their health and wellbeing has improved as a result of participating in under-5s provision. This is down 9.6% on the previous period.

H1 - Performance of 97.8% This is a result of 45 completed surveys with 44 agreeing or strongly agreeing that their health and wellbeing has improved as a result of participating in under-5s provision. This is up 5.5% on the previous period.

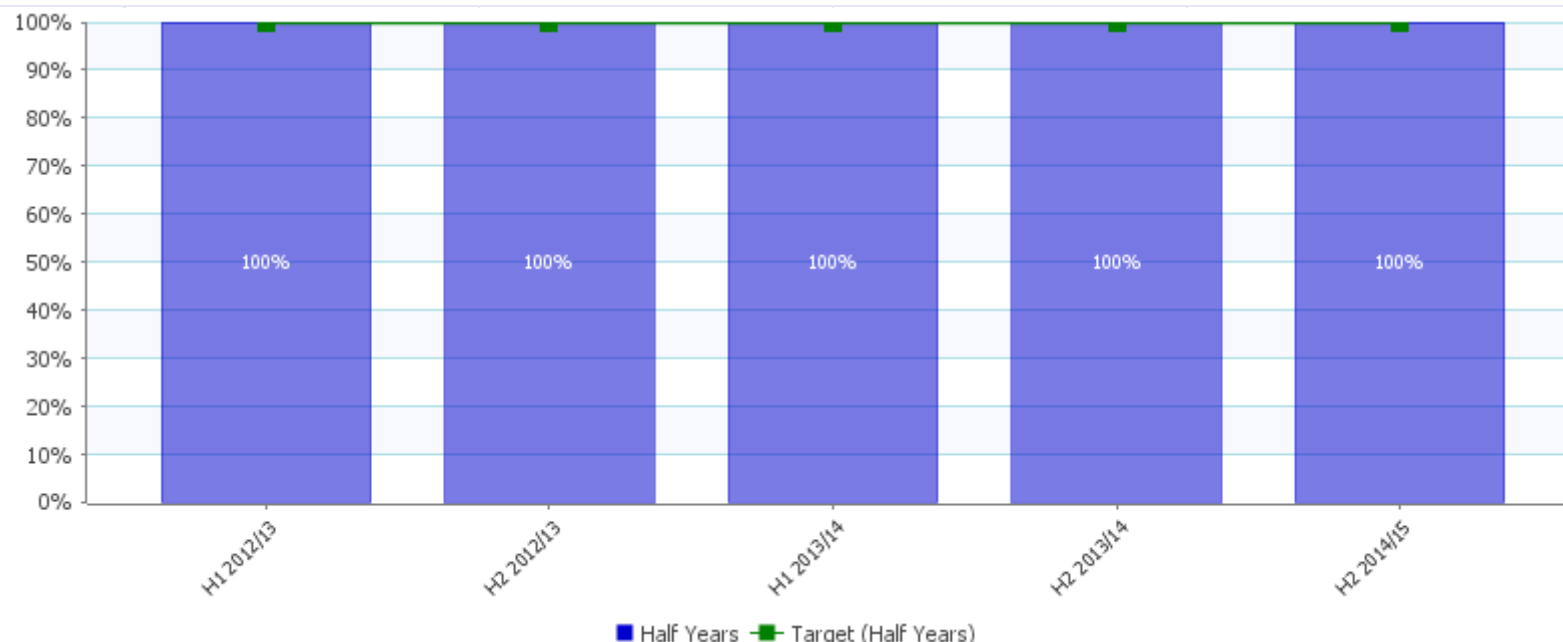
2012/13

H2 - Performance of 92.3% This is a result of 39 completed surveys with 36 agreeing or strongly agreeing that their health and wellbeing has improved as a result of participating in under-5s provision. This is down 3.7% on the previous period.

H1 - Performance of 96.0% This is a result of 25 completed surveys with 24 agreeing or strongly agreeing that their health and wellbeing has improved as a result of participating in under-5s provision. This is the same as the previous period.

The target for 2015/16 will remain at 90%.

PI Code & Short Name	CRCL013_6b.2 Community & Leisure - Percentage of complaints received resolved within 5 working days.
Description	This performance indicator measures the percentage of complaints received about Community and Leisure services which were resolved within 5 working days. Results are analysed to help identify improvements.



Trend Chart Commentary:

2014/15

H2 - One complaint received in H2 was resolved within 5 working days.

H1 - No information displayed as there were no complaints received during this period.

2013/14 -

H2 - Both complaints received in H2 resolved within 5 working days.

H1 - Both complaints received in H1 resolved within 5 working days.

2012/13 -

All 11 complaints received in 2012/13 were resolved within 5 working days. This matches the target of 100% and indicates a trend of the target being consistently achieved

as well as a reducing number of complaints. The number of complaints is low given that there are around 400,000 customer visits each year.

Targets will remain at 100% for 2015/16.

PI Code & Short Name	CRCL031_9a.1c Community & Leisure net unit cost per participant session.
Description	This performance indicator measures the net unit cost per participant session in sport and leisure activity, adult learning or in an under 5s centre at Inveralmond and Deans Community High schools. The number of participant sessions are collated on a monthly basis and reported every 6 months. Results are analysed to identify improvements.



Trend Chart Commentary:

The chart shows that the cost per participant session was well within target for both the first half and second half of 2014/15 and much lower than for the previous year. This reflects year on year efficiencies particularly regarding staff costs.

2014/15

H2 - Performance of £1:05 based on 184,888 participant sessions and net expenditure in the period of £194,757. This in an improvement in performance of £0.04 on the previous period.

H1 - Performance of £1:09 based on 197,209 participant sessions and net expenditure in the period of £214,471. This in an improvement in performance of £0.32 on the previous period.

2013/14

H2 - Performance of £1:41 based on 198,630 participant sessions and net expenditure in the period of £279,934. This is a dip in performance of £0.06 on the previous period.

H1 - Performance of £1:35 based on 158,907 participant sessions and net expenditure in the period of £215,139.

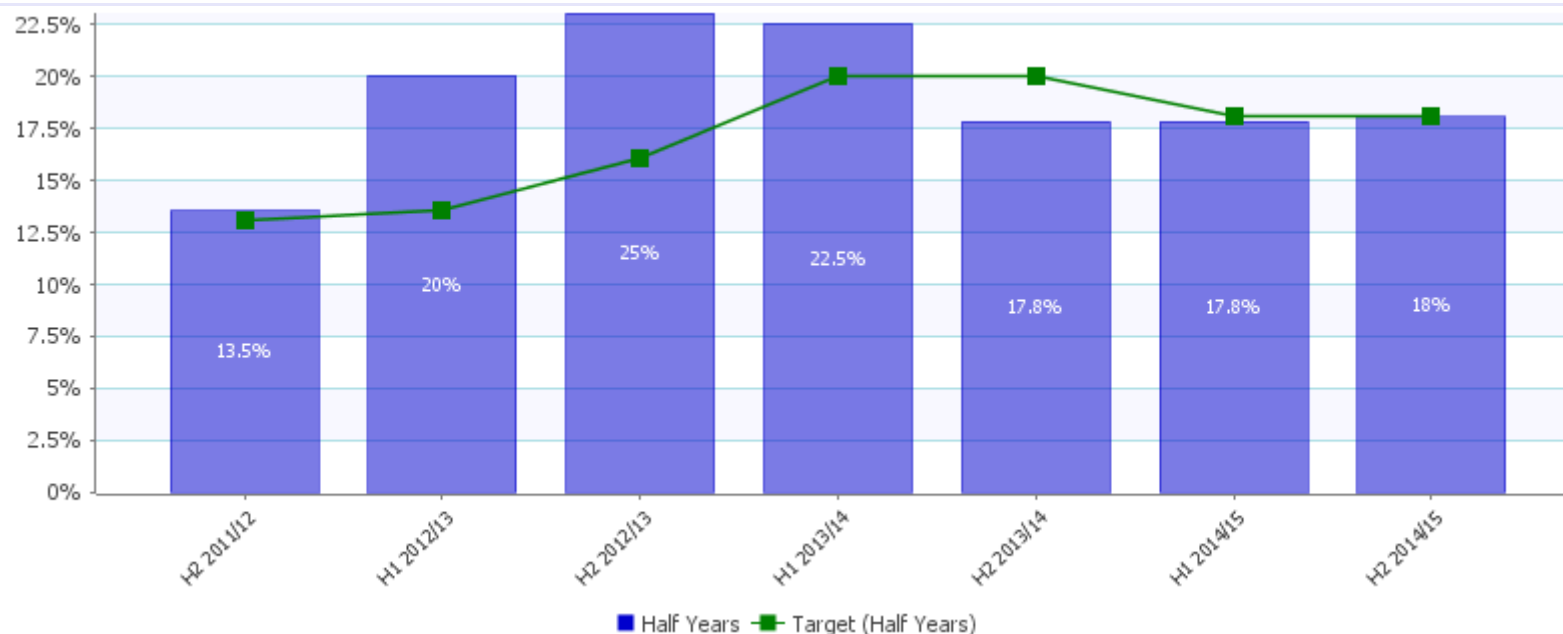
Historically participation, income and expenditure are all higher in the second half of each year and the targets reflect this. However services changes which came fully into effect in October 2014 have resulted in lower participation, expenditure and income in the second half of 2014/15 compared with the corresponding period in 2013/14.

PI Code & Short Name

CRCL041_9b.1b Percentage of Community & Leisure customers living in the 20% most disadvantaged areas in West Lothian.

Description

This performance indicator measures the percentage of customers living in the 20% most disadvantaged areas in West Lothian. Customers are defined as current members resident within West Lothian whose postcodes are recorded on the service's membership databases. The 20% most disadvantaged areas in West Lothian are identified from the Scottish Index of Multiple Deprivation. The analysis is conducted every 6 months and the results are reviewed to identify trends and improvements.



Trend Chart Commentary:

2014/15

H2 - Performance of 18.0%. This is based on analysis of 4,893 member postcodes with 879 members living in the 20% most disadvantaged communities in West Lothian. This is up 0.2% on the previous period.

H1 - Performance of 17.8%. This is based on analysis of 4,632 member postcodes with 826 members living in the 20% most disadvantaged communities in West Lothian. This is the same as the previous period.

2013/14

H2 - Performance of 17.8%. This is based on analysis of 4,381 member postcodes with 779 members living in the 20% most disadvantaged communities in West Lothian. This is down 4.7% on the previous period.

H1 - Performance of 22.5%. This is based on an analysis of a sample of 200 member postcodes with 45 members living in the 20% most disadvantaged communities in West Lothian. This is down 2.5% on the previous period.

2012/13

H2 - Performance of 25%. This is based on an analysis of a sample of 200 member postcodes with 50 members living in the 20% most disadvantaged communities in West Lothian. This is up 5.0% on the previous period.

H1 - Performance of 20%. This is based on an analysis of a sample of 200 member postcodes with 40 members living in the 20% most disadvantaged communities in West Lothian. This is up 6.5% on the previous period.

Performance for the most recent period is on target. It should be noted that the results for the periods prior to October 2013, when an integrated database became operational, were based on samples of customer postcodes rather than a full analysis of membership data. Also membership data does not necessarily represent customers as a whole and other data indicates that the proportion of customers from the most disadvantaged areas in West Lothian may be higher than 18%. Targeted marketing will aim to continue to increase the number of customers and members from disadvantaged areas.



CULTURE AND LEISURE POLICY DEVELOPMENT AND SCRUTINY PANEL

COMMUNITY FACILITIES UPDATE

REPORT BY HEAD OF AREA SERVICES

A. PURPOSE OF REPORT

This report provides an update to the Policy Development and Scrutiny Panel on progress with the capital investment programme in relation to community facilities.

B. RECOMMENDATION

The Policy Development and Scrutiny Panel is asked to consider the contents of the report and note the progress made on the listed projects within the council's capital programme.

C. SUMMARY OF IMPLICATIONS

I Council Values	Focusing on our customers' needs; being honest, open and accountable; making best use of our resources; and working in partnership.
II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	Adopted Policy – Open Space Strategy; Outdoor Sports Facilities Strategy; West Lothian Community Sports Club Strategy; Sport For All in West Lothian; and West Lothian Council Capital Programme. SOBCs completed and approved for all capital projects.
III Implications for Scheme of Delegations to Officers	None.
IV Impact on performance and performance Indicators	Increase in attendances at sport and recreational facilities.
V Relevance to Single Outcome Agreement	SOA4 – We live in resilient, cohesive and safe communities. SOA7 - We live longer, healthier lives and have reduced health inequalities.
VI Resources - (Financial, Staffing and Property)	Expenditure approved within the council's capital budget and within existing staffing and resource budgets.
VII Consideration at PDSP	Regular updates provided to Culture and Leisure PDSP.

VIII Other consultations

Consultation undertaken through the West Lothian Sports Facilities Strategies. Individual consultation with users of specific facilities.

D. TERMS OF REPORT

D.1 Background

Facilities play a key role in the development of community activity, sport and recreation. An appropriate facilities infrastructure supports the delivery of community programmes and activities and the achievement of associated health and well-being outcomes.

Sport and Outdoor Education (Community Regeneration) and the Community Facilities team, within Area Services, lead on the development of a number of facilities projects within the council's capital programme. This paper provides an update to the Policy Development and Scrutiny Panel on current projects.

D.2 Progress

A work-plan of current projects, including status updates, is attached as appendix 1.

The work-plan shows that a number of exciting community projects are being progressed in communities across West Lothian. Consultation and briefing arrangements will also continue with local community stakeholders, elected members and service partners with regard to the projects in financial years 2015/16 to 2017/18 inclusive.

Progress has been made with a number of projects since the last report to Culture and Leisure PDSP on 18 May 2015. The Panel is asked to note the updated work-plan (appendix 1) including:

- Whitburn KGV skate park is now complete;
- the project to upgrade Kirkton Park tennis courts is now on site with a 8-10 week build programme;
- tenders are back for the 3G Project which includes four new 3G pitch instalments in various localities throughout the county; and
- the refurbishment of the Murieston Village Hall is now complete.

E. CONCLUSION

West Lothian Council and West Lothian Leisure have invested significant capital funds in the improvement of community facilities in recent years.

Progress continues to be made, in conjunction with colleagues in Housing, Construction and Building Services, to develop those projects funded in the West Lothian Council capital programme and West Lothian Leisure capital programme.

F. BACKGROUND REFERENCES

West Lothian Community Sports Club Strategy.

Sport For All in West Lothian.

Open Space and Sports Facility Strategy documents.

Appendices/Attachments: one

Appendix 1: Community Facilities Capital Projects Status Update.

Contact Person: Andrew Smyth – Sports Development and Facilities Team Leader

Tel - 01506 283510

E-mail – andrew.smyth@westlothian.gov.uk

Gordon Connolly – Community Facilities Manager

Tel – 01506 281274

E-mail – Gordon.Connolly@westlothian.gov.uk

Steve Field

Head of Area Services

Date: 28 August 2015

Community Facilities report - Appendix 1		
Aug-15		
PROPERTY	PROJECT DESCRIPTION	STATUS
BLACKBURN PARTNERSHIP CENTRE	New build centre to comprise Health, Community, Library, Police, Pharmacy	Planning permission has been approved. Awaiting project brief.
MURRAYFIELD PARK, BLACKBURN.	New pavilion and synthetic training area.	The pavilion is now complete and the synthetic 3G pitch project has been awarded planning permission. At time of writing tenders are in and being evaluated.
CRAIG INN CENTRE	Internal alterations.	The library re-location is now complete. Further minor works (reception desk and roof) will be progressed in the remainder of 2015.
KETTIL'STOUN MAINS	Provision of services and access road to proposed recreation ground to the West of Linlithgow Leisure Centre.	Consultation with stakeholders over design and planning phase is progressing.
LIVINGSTON SKATEPARK	Refurbished and extended wheeled sports facility at Almondvale.	Project complete.
MURDESTON VILLAGE HALL	Roof replacement	Project complete. Community open day scheduled for 23 August.
INVERALMOND CHS	Pool Changing Area - replacement flooring.	Work is planned to replace the flooring in the pool changing area. The work will require the removal of the changing cubicles and lockers from the changing area and the pool will have to be closed to public use for a period of about six weeks. This work has been re-scheduled to take place in the school summer holidays 2015 with a temporary relocation of the service being explored.
KIRKTON PARK TENNIS COURTS	Extend and renew existing blaes tennis courts with all weather surface with floodlighting.	Work started on site on 15/07/2015, with a 8-10 week build programme.
WEST LOTHIAN LEISURE XCITE LINLITHGOW	Extension to fitness suite, internal re-configuration and additional car parking	At time of writing tenders are in and being evaluated, the 3G pitch project is estimated to commence on site in August/September 2015.
KING GEORGE V, WHITBURN	New community sports changing pavilion and park improvements.	Park improvements, including new path, trim trail, drainage and planting, have been completed on site. The final phase of the project, including changing pavilion, play park re-location and landscaping, is currently at tender analysis stage.
WATSON PARK, ARMADALE	New community sports changing pavilion and new natural grass pitch.	Briefing/consultation to be progressed in line with other capital projects planned for Armadale. Project phased to commence financial year 2016/17.
LOW PORT CENTRE	Refurbishment and improvements to the existing centre.	At briefing/consultation stage; project phased to commence financial year 2016/17.
KING GEORGE V PAVILION, UPHALL	Replacement changing provision.	The project is estimated to commence on site in August 2015.

Community Facilities report - Appendix 1		
Aug-15		
<u>PROPERTY</u>	<u>PROJECT DESCRIPTION</u>	<u>STATUS</u>
BRIDGEND COMMUNITY CENTRE	External and internal improvements	Works commence 3 August 2015.
BRIDGEND PARK	Pitch levelling, drainage.	Briefing/consultation complete, project to commence summer 2015.
BROXBURN ACADEMY SYNTHETIC PITCH	New full size, floodlit synthetic turf pitch.	Conditional planning has been awarded. At time of writing tenders are being evaluated.
FAULDHOUSE SYNTHETIC PITCH	New full size, floodlit synthetic turf pitch.	At planning stage. Subject to planning, project estimated to commence on site in late summer 2015.
WEST CALDER HS	New PE/sports provision	Briefing/consultation to be progressed as part of new school proposal.
EAST CALDER PARTNERSHIP CENTRE	New partnership centre to include sports changing provision.	Briefing/consultation currently under way and a steering group in place. A site start is targeted for financial year 2016/17.
UPHALL STATION RECREATION PARK	Additional provision for Uphall Station.	Briefing/consultation underway; project estimated to commence on site in September 2015.
SECONDARY SCHOOL SYNTHETIC PITCH REPLACEMENT	Replacement synthetic carpets at St Margaret's Academy and Linlithgow Academy as per asset replacement schedule.	Briefing/consultation to be progressed, project to commence financial year 2016/17.
STONEYBURN COMMUNITY CENTRE	Refurbishment of community centre and alterations to changing rooms.	Works commenced 29 June 2015 however due to evidence of bat roosting work is now on hold until appropriate survey completed. Completion is now anticipated to be around end of December 2015.
KIRKNEWTON CHANGING PAVILION	New changing provision.	Briefing/consultation underway, project to commence financial year 2016/17.
LANTHORN COMMUNITY CENTRE	Main hall heating upgrade and new floor	Works being carried out over July and August 2015.
CRAIGWILLOW CENTRE	Minor upgrade.	At time of writing identified works estimated to complete by the end of July 2015.



CULTURE AND LEISURE POLICY DEVELOPMENT AND SCRUTINY PANEL

**AMBITION & OPPORTUNITY: A STRATEGY FOR PUBLIC LIBRARIES IN SCOTLAND
2015-2020**

REPORT BY HEAD OF AREA SERVICES

A. PURPOSE OF REPORT

This report provides the panel with information on the first strategy for public libraries in Scotland.

B. RECOMMENDATION

The PDSP is asked to note the national outcomes for public libraries and the implementation process to support public library services across Scotland.

C. SUMMARY OF IMPLICATIONS

I Council Values	Focusing on our customers' needs; being honest, open and accountable; providing equality of opportunities; making best use of our resources; and working in partnership
II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	Public library services are a statutory service.
III Implications for Scheme of Delegations to Officers	None.
IV Impact on performance and performance Indicators	The national strategy will play a key role in the self-evaluation process How Good Is Our Public Library Service?.
V Relevance to Single Outcome Agreement	SOA1 Our children have the best start in life and are ready to succeed.
VI Resources - (Financial, Staffing and Property)	Within existing resources.
VII Consideration at PDSP	A performance report for library and heritage services is presented to the PDSP twice each

year.

VIII Other consultations

Not applicable.

D. TERMS OF REPORT

D.1 Background

The first national strategy for public libraries in Scotland was published on 2 June 2015 at the national conference for the Chartered Institute of Library and Information Professionals in Scotland.

Why A National Strategy?

- Needs of communities are changing
- Decline in book lending
- Changes in information and knowledge sharing
- A focus on joined up and preventative working
- Required for efficiency savings
- Need to articulate a clear, relevant and positive role

The Process

Public Consultation and the Heads of Public Library Services fed into a cross cultural and community sector strategy group. This group considered the public Your Views consultation, focus group information, visits across the library sector in Scotland and took evidence from worldwide experts and created the strategy document which was consulted on widely before a final document was created. The document was considered by the Cosla working group for Culture and then endorsed by the Scottish Government and Cosla Executive.

The Library Landscape

There are over 600 library service points in Scotland with 28 million visits per year, 20 million books lent per year, used by 61% of the Scottish population and a powerful network for reading, learning and information. The challenges faced by the sector include: financial pressures, digital technology, evidencing impact, and public perception of libraries. The changes and innovations in technology have seen significant changes in libraries over the past twenty years with the introduction of “the People’s Network” which saw pcs being introduced into libraries and all library staff being trained up to assist customers learn and use the new technology. The prime use in public libraries has been to help customers learn information literacy as well as digital literacy skills, so that they can use the technology to find the exact information they require assisted by staff rather than just Google.

D.2 The Strategy

The strategy sets the vision, mission and outcome for Scotland's libraries, along with strategic aims and recommendations.

Vision: Scotland's public libraries are trusted guides connecting all of our people to the world's possibilities and opportunities.

Mission: Scotland's public libraries are part of a shared civic ambition to fulfil the potential of individuals and communities.

Outcome: Every step individuals and communities take towards fulfilling their potential adds to Scotland's social, economic and cultural wellbeing.

Strategic Aim 1: Public Libraries in Scotland promote education and learning for all, develop a culture of reading for pleasure, offer support for everyone from early years to older people, and enable people to make informed choices.

Recommendations:

- Ensure access to library services for all citizens using new technology.
- Develop and promote the core offer from public libraries in Scotland.

Strategic Aim 2: Public Libraries in Scotland make best use of digital technologies to deliver high quality, efficient and responsive services, enabling access to information and services wherever and whenever citizens want them.

Recommendations:

- Develop Scotland-wide digital access resources.
- Ensure WiFi is available and accessible in all public libraries.

Strategic Aim 3: Public libraries in Scotland contribute to Scotland's economic wellbeing, supporting jobseekers, offering courses in digital skills, language courses and support for small businesses.

Recommendations:

- Develop national, regional and local partnerships with advice services, job centres and enterprise organisations.
- Mainstream activities to improve STEM (Understanding Science, Technology, Engineering and Math) skills in young children.
- Test and replicate a model of public libraries providing co-working spaces for small businesses.

Strategic Aim 4: Public libraries in Scotland contribute to social wellbeing, tackling social isolation, inequality, disadvantage, fractured communities and ill health.

Recommendations:

- Create strong national, regional and local partnerships with all public services and community planning partners.

- Share best practice on how to create effective and accessible public service or community hubs.
- Build on current practice to become champions of community engagement and empowerment.
- Develop guidelines on the appropriate use of volunteers to bring added value to services.

Strategic Aim 5: Public Libraries in Scotland promote their role as cultural centres, inspiring people through books and literature, music, film and theatre, and encourage creativity.

Recommendations:

- Develop and strengthen national, regional and local partnerships with arts and cultural organisations.
- Pilot a collaborative venture to provide access to e-books from Scottish publishers.
- Support librarians to become effective voices for freedom of information and expression.

Strategic Aim 6: Public libraries must be supported to continuously improve their services.

Recommendations:

- Continue to develop methods for reporting on the impact and outcomes of library activities through How Good is our Public Library Service (HGIOPLS).
- Develop and implement a learning and development programme for all library staff.
- Explore alternative approaches to generating financial investment.
- Engage proactivity with models for efficient procurement of goods and services at national level.

D.3 Delivery of the Strategy

A national Implementation group will be set up, led by the Scottish Library and Information Council to look at how the strategy is led and delivered. There are two options being considered:

1. Partnership Approach
2. National Development Body

West Lothian is well placed to deliver on this strategy and a schedule of what we delivery and what will be taken forward is attached in Appendix 2 of this report.

E. CONCLUSION

West Lothian libraries deliver many of the aims and recommendations of the National Strategy, but this strategy provides a framework to champion our role as community hubs, delivering a flexible service tailored to the needs of local people and enabling communities to respond to the demands of the 21st century.

F. BACKGROUND REFERENCES

None.

Appendices/Attachments:

Appendix 1 Ambition and Opportunity: A Strategy for Public Libraries in Scotland 2015-2020

Appendix 2 West Lothian Delivers the National Strategy for Public Libraries 2015

Contact Person: Jeanette Castle, Library and Heritage Central Support Coordinator,

Tel: 01506 281273, e-mail Jeanette.castle@westlothian.gov.uk

Steve Field

Head of Area Services

Date of meeting: 27 August 2015

A Strategy for Public Libraries in Scotland 2015-2020





ABOUT THE SCOTTISH LIBRARIES AND INFORMATION COUNCIL

The Scottish Library and Information Council (SLIC) is the independent advisory body to the Scottish Government on library and information services. SLIC offers leadership focus and support to the Scottish library and information sector, coordinating and promoting national service developments to benefit Scotland's people and enrich our cultural, educational and economic landscape. www.scottishlibraries.org



ABOUT THE CARNEGIE UK TRUST

The Carnegie UK Trust works to improve the lives of people throughout the UK and Ireland, by changing minds through influencing policy, and by changing lives through innovative practice and partnership work. The Carnegie UK Trust was established by Scots-American philanthropist Andrew Carnegie in 1913. www.carnegieuktrust.org.uk

June 2015

CONTENTS

Chair's Introduction	2
About the National Strategy for Public Libraries in Scotland Strategic Group	4
Developing the National Strategy	5
Visual Executive Summary	6
1. 2015-2020: Challenges & Opportunities	8
2. Vision, Aims and Objectives	13
Strategic Aim 1: Libraries promoting reading, literacy and learning	14
Strategic Aim 2: Libraries promoting digital inclusion	18
Strategic Aim 3: Libraries promoting economic wellbeing	22
Strategic Aim 4: Libraries promoting social wellbeing	25
Strategic Aim 5: Libraries promoting culture and creativity	30
Strategic Aim 6: Libraries as excellent public services	33
3. Leading the Delivery of the Strategy	37
4. Recommendations	40
5. References	41

CHAIR'S INTRODUCTION

Map and compass

A strategic approach to the future of public libraries in Scotland needs to provide both a map and a compass: a map to show the terrain ahead; and a compass to set a clear direction of travel. We aim to be realistic about the challenges which may be before us, and to provide suggestions about how the public library service can be equipped to tackle this terrain, showing how they can plot a way through the ever-changing territory which is the future. To this end, we hope to strengthen the role of libraries in their local communities, while at the same time encouraging stronger partnerships, stimulating innovative practice and promoting shared learning. We have worked hard to sift through the evidence and views of library funders and providers, users and non-users of public libraries. We have learned from library services in other jurisdictions of the UK and further afield.

The strategy builds on the high regard which people in Scotland have for public libraries, and sets out recommendations for all those involved: Scottish Government, local authorities, library services, library staff, publishers and more.

Scotland is rightly proud of its strong tradition of public library provision, supported in the early years by the Scots-American philanthropist Andrew Carnegie. Carnegie's vision for public libraries was that they opened opportunities for education and advancement by providing access to books containing a huge wealth of information and knowledge not otherwise available.

Libraries and local government have built on this tradition over many decades, providing access to ideas, knowledge and information for everyone in the community, no matter what their circumstances. Public libraries in Scotland constitute a valued and trusted resource at the heart of local communities. These communities in their turn can and should play a central role in the design and delivery of library programmes and services, exploring the new ways in which public libraries can interact with their local communities in the digital age.

Beyond 'warehouses for books'

The 21st century public library has to position itself in a world where immense amounts of knowledge, information and culture can be accessed almost instantaneously, '24 hours a day' through smartphones, tablets and computers. The old business model for public libraries was based on the aim of providing collections of material – 'warehouses for books'. Books were expensive and in short supply. The job of the public library was to provide a civic solution to this social problem. Public libraries have been extraordinarily successful over the last 150 years. They have collected information and knowledge in written form and made it available, free of charge, to anyone who needed it.

The library promise, their social contract with the public, now needs to be refreshed and updated. The best libraries are changing their model from safeguarding and lending information to actively helping citizens improve their wellbeing by pursuing their interests, aspirations and potential.

We need to accelerate this progress, to promote effectively and then replicate the pioneering developments already taking place. This way, libraries will continue to be relevant and useful, even sought after, as we move further into the 21st century.

Some people have told us that the future of libraries lies in physical books. They are only partly right. Books will remain an important part of the future of libraries. However, in our view it is essential that libraries contribute directly and creatively to supporting the aim of local government, which is to enable local people and communities to flourish. This should be their clear, shared mission, in partnership with local government.

Most popular civic resource

Public libraries constitute an extensive network of known public spaces, free at the point of access, with dedicated staff, where all members of the community can go. The fact this network exists

is of great credit both to the stewardship of local government and to the culture generated by library staff. Local government has by a combination of deliberate design and happy accident created and maintained these spaces and library staff have in turn innovated and developed services. With 28 million visits each year public libraries remain extraordinarily popular. They are the most popular civic resource that local government offers.

Outcome focus

My hope is that an agreed and widely supported national strategy for public libraries will:

- Reinvigorate advocates for public libraries and encourage them to forge links with 'unusual friends'.
- Align and make explicit the wide range of activities provided by library services with the priorities of funders and decision-makers.
- Support library service to become even more active and confident partners with other services.
- Encourage librarians to be vocal leaders in the digital age on access to information, intellectual freedom and freedom of expression.
- Embrace an evidence-based and measurement-rich culture.

Martyn Evans
Chair

A STRATEGIC APPROACH TO PUBLIC LIBRARIES IN SCOTLAND



VISION STATEMENT

Scotland's public libraries are trusted guides connecting all of our people to the world's possibilities and opportunities.



MISSION STATEMENT

Scotland's public libraries are part of a shared civic ambition to fulfil the potential of individuals and communities.



OUTCOME STATEMENT

Every step individuals and communities take towards fulfilling their potential adds to Scotland's social, economic and cultural wellbeing.

ABOUT THE NATIONAL STRATEGY FOR PUBLIC LIBRARIES IN SCOTLAND STRATEGIC GROUP

The Scottish Library and Information Council (SLIC) was asked by the CoSLA Arts and Culture Working Group to take forward the development of a national strategy for public libraries in Scotland. SLIC convened a strategic group – the National Strategy for Public Libraries in Scotland Strategic Group – which has been tasked with the development of a National Strategy for Scotland's public libraries. The group is chaired by Martyn Evans, Chief Executive of the Carnegie UK Trust, and comprises members with expertise from within the library profession and from other sectors and backgrounds relevant to the issue such as digital and the third sector.

The members of the Strategic Group are:

- **Martyn Evans**, Chief Executive, Carnegie UK Trust (Chair)
- **Amina Shah**, CEO, SLIC
- **Gillian Daly**, Policy & Projects Officer, SLIC until December 2014
- **Trish Caimbeul Botten**, Manaidsear, Leabharlainn agus Oighreachd (Manager Libraries & Heritage), Comhairle nan Eilean Siar
- **Duncan Campbell**, Deputy Chief Executive, National Library of Scotland
- **Jeanette Castle**, President, Chartered Institute of Library and Information Professionals in Scotland (CILIPS)
- **Cleo Jones**, Manager, Information and Learning Resources, City of Edinburgh Council
- **Martina McChrystal**, Acting Library and Information Services Manager, City of Edinburgh Council
- **Louise Macdonald**, CEO, Young Scot
- **Ian McKay**, Regional Chairman, Institute of Directors (Scotland)
- **Helen Milner**, Chief Executive, Tinder Foundation
- **Sophie Moxon**, Deputy Director, Scottish Book Trust
- **Jenny Niven**, Portfolio Manager – Literature, Publishing and Languages, Creative Scotland
- **Jenny Peachey**, Policy Officer, Carnegie UK Trust
- **Peter Peacock**, Policy Director, Community Land Scotland
- **Robert Ruthven**, Director, Library Services, Glasgow Caledonian University
- **Marion Sinclair**, CEO, Publishing Scotland
- **Claire Stevens**, Chief Officer, Voluntary Health Scotland
- **Rosemary Ward**, Director, Gaelic Books Council

Observers:

- **Anne Dagg**, Policy Officer, Scottish Government
- **Caroline Johnston**, Policy Manager, COSLA



DEVELOPING THE NATIONAL STRATEGY

The national strategy has been informed by a process of engagement including independent deliberative research, a questionnaire to gather views, presentations by a range of stakeholders, and a series of visits to public libraries.

Independent Research

Blake Stevenson was commissioned to conduct deliberative research with users and non-users of libraries. Focus groups were conducted with people across Glasgow, Dundee, Duns, Bathgate, Elgin, Greenock, Dingwall and Edinburgh. The final research report can be accessed on the Scottish Library and Information website:

www.scottishlibraries.org

'Your Views on Scottish Public Libraries'

A questionnaire was distributed to key stakeholders and promoted via social media to gather views on what public library services in Scotland should look like; what its visions, values and aims should be; the services it should deliver and the skills staff will require; the practicalities of how and with whom services could best be delivered; and measuring and evidencing the impact of public libraries. The questionnaire and overview of responses can be accessed on the Scottish Library and Information website:

www.scottishlibraries.org

Presentations

A range of library and non-library stakeholders were solicited for their expertise. Presentations included an overview of current approaches in Nordic countries, the Society of Chief Librarians' universal offers in England, digital participation in Scotland, reading, e-reading and publishing, and the National Entitlement Card.

Library Visits

The Chair and group members conducted a series of visits to public libraries across Scotland, including Edinburgh, Glasgow, the Highlands, Perth and Kinross, Dundee, the Western Isles, and Dumfries and Galloway. The visits enabled group members to hear the views of library staff and stakeholders, build on the understanding gained from responses to the questionnaire, and experience current good practice in libraries.

The group is grateful to everyone who gave their time and energy to discuss the future of public libraries with us during this process.

A special acknowledgement goes to Liz Macdonald, Carnegie Associate, for her insight and expert support.



VISUAL EXECUTIVE SUMMARY



VISION

Scotland's public libraries are trusted guides connecting all of our people to the world's possibilities and opportunities



MISSION

Scotland's public libraries are part of a shared civic ambition to fulfil the potential of individuals and communities



STRATEGIC AIM 1

Reading, literacy and learning



STRATEGIC AIM 2

Digital inclusion



STRATEGIC AIM 3

Economic wellbeing



STRATEGIC AIM 4

Social wellbeing



STRATEGIC AIM 5

Culture and creativity



STRATEGIC AIM 6

Excellent public services

RECOMMENDATIONS

NATIONAL OUTCOMES

Ensure access to library services for all citizens using new technology

Develop and promote the core offer from public libraries in Scotland

Develop Scotland-wide digital access resources

Ensure WiFi is available and accessible in all public libraries

We have tackled the significant inequalities in Scottish society

We are better educated, more skilled and more successful, renowned for our research and innovation

Develop partnerships with advice services, job centres and enterprise organisations

Mainstream activities to improve STEM skills

Test and replicate provision of co-working spaces for small businesses

We realise our full economic potential with more and better employment opportunities for our people

Create strong national, regional and local partnerships with all public services and community planning partners

Share best practice on how to create effective and accessible public service or community hubs

Build on current practice to become champions of community engagement and empowerment

Develop guidelines on the appropriate use of volunteers

We live longer, healthier lives

We have improved the life chances for children, young people and families at risk

Develop and strengthen national, regional and local partnerships with arts and culture organisations

Pilot a collaborative venture to provide access to eBooks from Scottish publishers

Support librarians to become effective voices for freedom of information and expression

We take pride in a strong, fair and inclusive national identity

Continue to develop methods for reporting on the impact and outcomes of library activities through 'How Good is Our Public Library Service?'

Develop and implement a learning and development programme for all library staff

Explore alternative approaches to generating financial investment

Engage proactively with models for efficient procurement of goods and services at national level

Our public services are high quality, continually improving, efficient and responsive to local people's needs

1. 2015–2020: CHALLENGES & OPPORTUNITIES

1.1 Libraries now and in the future

Scotland's public libraries have adapted and evolved for over 150 years to connect individuals and communities to information, knowledge and culture. The service is universally recognised and highly regarded across Scotland.

Public libraries provide a highly valued universal service to the people of Scotland: a service which at its heart is about opening up a world of opportunity for everyone. It is intimately linked with the promotion of literacy through the encouragement of reading. It is a central point of access to an incredibly wide range of information and knowledge, open to all, with the benefit of qualified staff to support those who need help in identifying what they need or what it means.

Public libraries operate both as social change agents and as a key strand in the social safety net, providing essential lifelines to jobs, educational opportunity, literacy, health resources and access to government and community services for all, especially the least advantaged.

Public libraries provide the space in which a very wide range of activities can take place: spaces for learning; spaces for meeting; spaces for local services; spaces for innovation and creativity.



“Libraries provide a neutral, safe and welcoming space for all members of the community to come and sit, read, learn, discuss, debate, meet, be entertained, be informed, research, discover.”

RESPONDENT TO CONSULTATION

Reading is the most popular form of cultural participation in Scotland, with 68% of adults having read for pleasure in 2013, roughly three times more than the next most popular activity, creative work on a computer or on social media¹. Libraries were the cultural venue which was most often visited on a weekly basis. Deliberative research carried out to inform this strategy confirmed the key statistics by identifying the library services that the public felt are most important to them (Figure 2). The role of libraries in providing book lending and computer and IT services is clear. Many recognised the role of the library in community life and referred to using the library to find out about local events and groups.

We are committed to the aspiration that over the next five years the public library service in Scotland will continue to be open to everyone in Scotland, accessible to all, and one which:

- Encourages reading for pleasure and recreation, enables discovery, and promotes literacy and lifelong learning.
- Supports individuals in relation to their economic wellbeing, their health, their cultural opportunities and their social wellbeing.
- Promotes the use and understanding of digital for all.
- Strengthens the identity of the community in which it is based, and is valued by its community for the range of services it provides access to.
- Collects, curates and makes available information, knowledge, ideas and works of imagination.

These five roles are already played by most public libraries, and they will continue. The challenges for public libraries will be to fulfil and measure the impact of these roles given the increasingly fast rate of digital change and the need to be responsive to local community needs.

FIGURE 1: KEY FACTS ABOUT PUBLIC LIBRARIES IN SCOTLAND²



OVER 600

libraries and other service points
(such as mobile libraries)



423 + 1,839

Staff with library qualifications
+ other staff



61%

of the public use libraries,
higher than in England and Wales



£166

annual return on investment per user,
at a cost of £21 per head of population



20,000,000

books loaned every year,
more than the number sold
every year in Scotland



IMPORTANCE

Those living in disadvantaged
areas are more likely to say libraries
are important to them



28 MILLION

physical visitors in 2013/14



9 MILLION HOURS

of internet access provided in 2013/14



13.6 MILLION

virtual visits in 2013/14, with virtual visits increasing



1,848

volunteers working in public libraries across Scotland



200+ COURSES

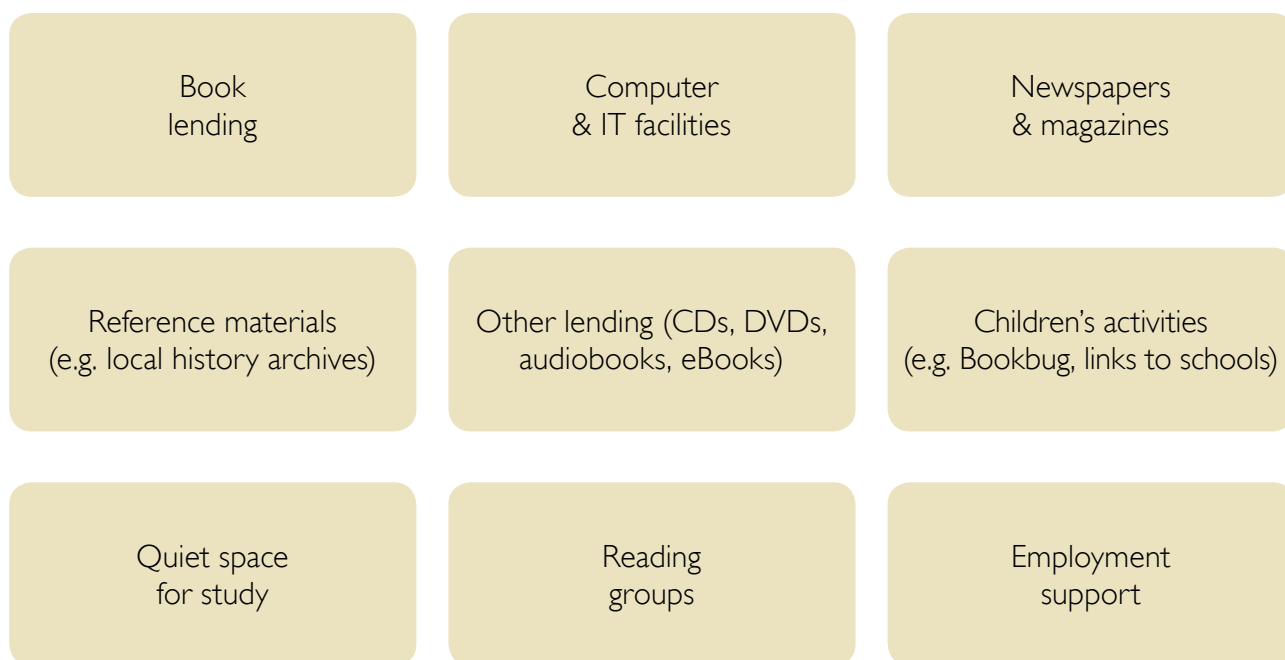
Provided to support
digital skills development



NETWORK

Public libraries constitute a powerful network
supporting sharing of learning and best practice

FIGURE 2: KEY SERVICES USED IN LIBRARIES



1.2 Why we need a national strategy

The time is right to articulate a shared national vision for public libraries and a strategy for how that vision will be achieved. As with other public services in Scotland, this is a time of significant transition and change. As financial and demographic pressures bite harder, governments in the UK and in other OECD countries are realising that traditional models of public service delivery require rethinking if we are to 'weather the storm'³.

In response to these challenges, and in the wake of the Christie Commission, the Scottish Government set out its approach to public service reform as follows:

- A decisive shift towards prevention.
- Greater integration of public services at a local level driven by better partnership, collaboration and effective local delivery.
- Greater investment in the people who deliver services through enhanced workforce development and effective leadership.
- A sharp focus on improving performance, through greater transparency, innovation and use of digital technology⁴.

This is the context within which a new strategy for public libraries in Scotland must be placed. In parallel with this changing policy environment, there has been growing interest in 'bottom up' ways of working that give citizens and communities more control. For example, The Community Empowerment (Scotland) Bill provides a strategic framework for empowering Scotland's people, improving outcomes and further enabling local level decision-making, and the purpose of COSLA's Commission for Strengthening Local Democracy is to identify a route map to deliver a shift in power towards local people in Scotland⁵.

Public services continue to face financial pressures and it is a welcome fact that local government spend on libraries has dropped by only 2% between 2007/8-2013/14⁶. It is likely that Scottish local authorities will face increasing financial pressure over the next few years, and there is no room for complacency that there will not be further, potentially more severe reductions in spending capacity. This strategy is based on the expectation that there will be increasing pressure on local authorities to reduce their spending levels, and to prioritise the services they fund. This is a challenge

which library authorities have already been facing over the last few years, with many creative responses and new partnerships as a result.

However, it is a strength of the public library sector that their level of funding is very small relative to other sectors, as the following diagram shows (Figure 3). Libraries represent incredibly good value for money in terms of the scale of their impact on local communities. They punch way above their weight and they have the invaluable advantage of public trust and support.

While much of the UK debate focuses on the reduction in the number of libraries it is important to note that since 2009/10 there has been only a small decrease in the number of libraries in Scotland. 13 library service points (open 10 hours or more, including mobiles) have closed since 2011/2012; over the same time period 120 service points have closed across the UK⁷. Reductions in budgets have been more likely to lead to reduced opening hours, stock purchases and staff numbers than to closures. A decrease in opening hours makes the service less accessible to its users, and creates a cycle of decline which contributes to falling book lending figures. A positive case for the future of Scotland's public libraries is required to avoid the risk of 'death by a thousand cuts'.

In this climate, public libraries have an opportunity to re-present themselves to the public and to policy makers as centres of learning, innovation and creativity, places which can provide answers to problems, proactively support policy goals and create inspiring settings where people can acquire new skills, and where stronger, more vibrant communities can be supported.

We must articulate a clear, relevant and positive role for public libraries in Scotland in the 21st century. Libraries themselves are in a period of transition, continuing to support book-based services while at the same time moving their library services online. Library spaces will still house and provide physical and unique materials, as a key part of their role as custodians and curators of

information and local resources, but increasingly in the next five years people will visit libraries not to borrow material but to participate in learning programmes, take part in creative activity, join groups, and seek guidance and expertise from library staff and from other partners providing services in the library space.

Libraries' ability and potential to support free of charge, lifelong learning and to promote economic wellbeing and social outcomes puts them in a strong position to play a key role in improving access to opportunities for all of us, including the most vulnerable, and in alleviating the increasing pressure the expanding and ageing population will have on public services.

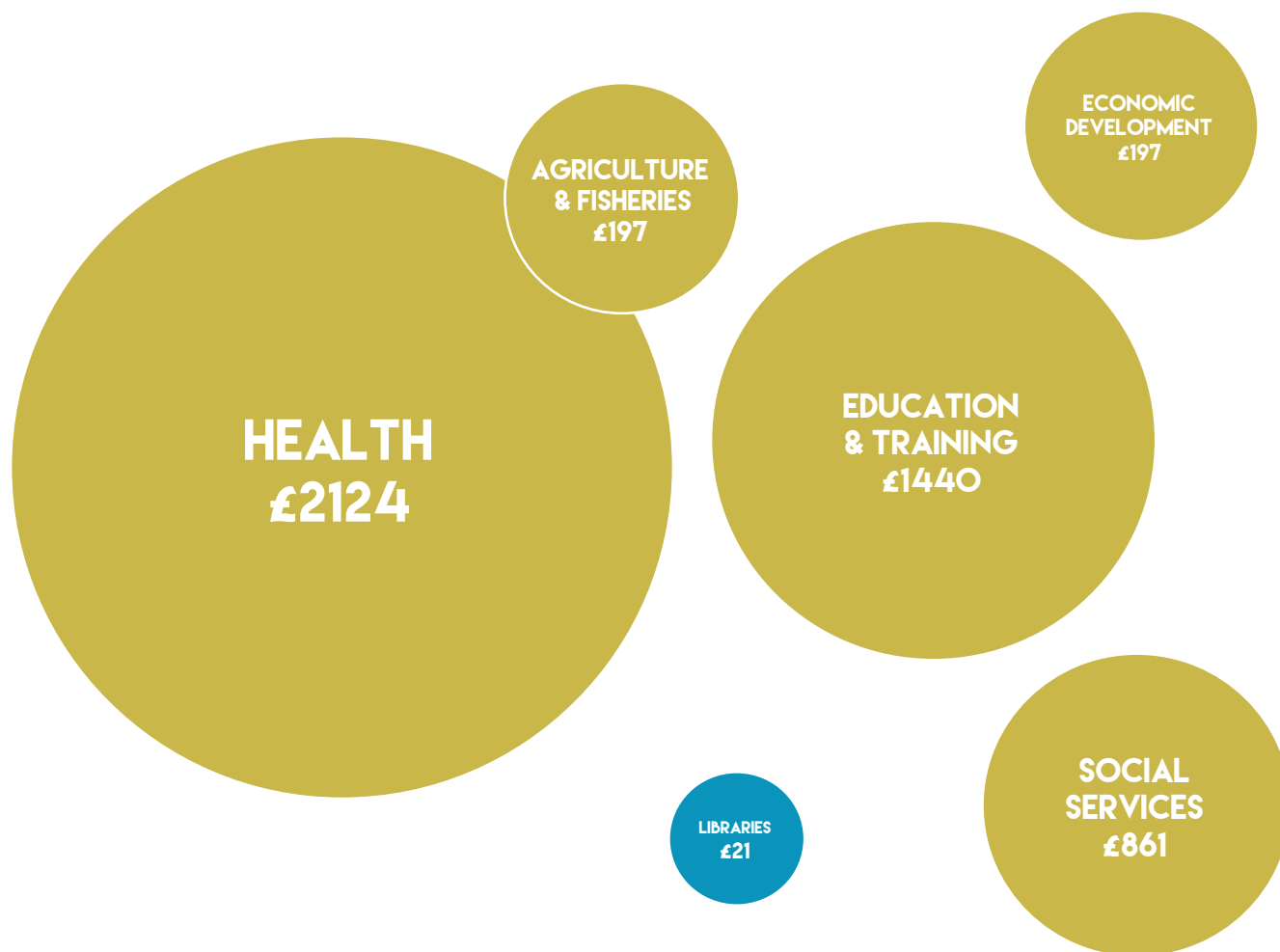
The impact of digital technology creates both challenges and opportunities for public libraries. The digitisation of information, literature and learning resources means a radical change in the way people search, access and explore information and gain knowledge. Access to the internet and digital technology is now an essential facet of 21st century life, and something which now underpins everything a public library does. This technology provides new opportunities for democratic and civic participation, more choice, enhanced access to knowledge, information and entertainment and quicker and easier forms of communication. At the same time it is clear that many people need considerable support to guide and navigate the digital world effectively



“There is a historic perception that libraries are about borrowing books... and they've moved on dramatically...the library service has been unable to get that reality over to the wider population.”

RESEARCH PARTICIPANT

FIGURE 3: SPENDING PER HEAD OF POPULATION 2012-13⁸



and maximise the benefits that it offers. Libraries have a critical role in supporting people to do this. Librarians must have an increasingly important role as visible and vocal champions of freedom of information and free expression at both local and national levels. This can be a difficult and challenging responsibility to fulfil and librarians need peer and professional association support to be effective.

This time of transition and change will involve developing exciting opportunities for libraries to contribute to the economic and social health of their communities, and to make and demonstrate this contribution in new and powerful ways. The

future success of public libraries will be determined by how successfully they respond to the changing needs and aspirations of its community, and to the constantly evolving digital world.

Our strategy shows how the service can move to this endpoint: outlining the kind of measures which will need to be taken to create an efficient, effective, people-centred public library service in the digital age. The vision, strategic aims and recommendations are set out in section 2. Section 3 outlines some of the mechanisms and processes which will be needed to achieve these ambitions.

2. VISION, AIMS AND OBJECTIVES

This strategy begins with a shared, consistent and convincing vision about what libraries can achieve and their unique and vital contribution in a modern, progressive, democratic society. The National Strategy for Public Libraries in Scotland Strategic Group took evidence from the public, libraries, experts and professional bodies. In taking this evidence we were interested in discerning the different perspectives on what libraries could and should be in the future. From this evidence we set out a vision for public libraries in Scotland.

This vision is aligned to the National Performance Framework supported by six strategic aims which outline the key areas for development over the next five years. In taking forward the strategy, the National Strategy for Public Libraries in Scotland Strategic Group also makes a number of recommendations to deliver the strategic aims (see Figure 4).

This strategy is a catalyst for the changes which are necessary to ensure that the service remains meaningful and useful to citizens, is cost-effective and reflects the policy aims of local and Scottish Government. By addressing the particular needs of their communities, public libraries contribute to the effectiveness of local government in meeting their Single Outcome Agreements and helping to meet the national policy goals set out in the National Performance Framework.

As well as alignment between local and national policy goals, Scotland also benefits from alignment between different public services and the third sector through Community Planning Partnerships (CPPs). Evidence received by the Group and our study trips to libraries around Scotland consolidated for us the important role of CPPs in leading public service change in local areas. Our ambition is that this strategy helps local library services advocate for the important role that they can and do play in meeting local and national outcomes.

The Scottish Library and Information Council's *How Good is our Public Library Service?*⁹ refers to the role of whole library services within a local government area in relation to the Scottish Government's National Performance Framework. The overarching purpose of the Scottish Government is linked with 16 national outcomes, many of which are directly relevant to the work of the library strategy. In our deliberations, we found it useful to locate the aims of a national strategy for libraries in relation to the relevant national outcomes. We were also influenced by the Scottish Digital Strategy¹⁰. In the next sections, we outline six strategic aims and our recommendations for action to meet the ambition of our vision statement.

FIGURE 4: A STRATEGIC APPROACH TO PUBLIC LIBRARIES IN SCOTLAND





STRATEGIC AIM 1: LIBRARIES PROMOTING READING, LITERACY AND LEARNING

STRATEGIC AIM

Public libraries in Scotland promote education and learning for all, develop a culture of reading for pleasure, offer support for everyone from early years to older people, and enable people to make informed choices.

RECOMMENDATIONS

- ✓ Ensure access to library services for all citizens using new technology.
- ✓ Develop and promote the core offer from public libraries in Scotland.

RELEVANT NATIONAL OUTCOMES

We have tackled the significant inequalities in Scottish society.
We are better educated, more skilled and more successful, renowned for our research and innovation.

RELEVANT NATIONAL INDICATORS

- Improve the skills profile of the population
- Improve levels of educational attainment
- Widen the use of the internet

Universal access in the 21st Century

It is one of the fundamental defining characteristics of the public library service that they are open to all. No-one is turned away from a public library, no joining fee is required, and anyone can make use of the library space. It is essential that this is preserved.

There are a number of ways in which libraries can develop to ensure that they are providing universal access in a digital world including implementing one library card for the whole of Scotland, possibly linked with the National Entitlement Card or an app or similar and creating a mechanism for automatic library enrolment from birth.

Promoting the 'core offer' of library services

Like any service in the 21st century, whether in the public or private sector, public libraries need to let people know what they are offering and how their service can be accessed. Research with the public underlined the fact that many people are unaware of services currently available in local libraries, with

both users and non-users surprised at the range of services on offer at their local library. The lack of awareness about libraries' services means that the service is being misunderstood and under-used by individuals, groups and communities who could benefit from it.

Promotion of public library services will be done both nationally, locally and in respect of individual libraries. At national level, there will be potential to further promote national services such as the Scottish Reading Strategy as well as national campaigns or initiatives, focusing on particular aspects of libraries' work – such as libraries and health – in particular years.

Consistent and effective promotion of public library services is easier when there is some range of consistent service available in all parts of Scotland. This underlines the importance of there being a core offer from all public libraries in Scotland, for example with universal WiFi and eBook provision. Where libraries across the country can agree to provide a standard level of service, this will allow



“It is important culturally and socially that people should have access to information and books and learning, that it makes a better society than without.”

RESEARCH PARTICIPANT

the service to promote their offer to the public, as well as to partners and stakeholders who might benefit from partnerships with libraries.

We are recommending that the Scottish Government, local government and stakeholders continue to develop national programmes or initiatives with a view to providing resources to all public libraries creating a clear 'core offer' to promote consistency in the key areas of activity, including learning, reading and literacy, economic wellbeing and digital inclusion.



CASE STUDY: ORKNEY

Orkney Libraries have been nominated for the prestigious Bookseller Industry Award, Library of the Year 2015. Their creative and engaging Twitter feed with over 16,000 followers has gained the small island international recognition:

“We started using Twitter as we felt it would be a good way of communicating with our members and the wider community. Twitter gives us the opportunity to raise the awareness of the library and its services among the community. We thought it might in some way help to change the stereotypes people might have about libraries, and allow us to show a more fun side of the service.”

“What we hadn't thought about was how beneficial it would be for the service in terms of direct contact with authors, publishers, journalists etc. We have had author events that have pretty much been organised through Twitter. Serving a community scattered across various islands means we can use Twitter to promote our online services that people can access from home. They can share photos and content from events we have in the library, or advise people of changes to the mobile library timetable. It has become an essential part of what we do as a library.”

www.buzzfeed.com/alanwhite/real-talk-who-doesnt-dress-as-whitesnake-once-a-week#.t1ByOPkGkK

CASE STUDY: APPINESS

North Ayrshire's Appiness project, funded by the Public Library Improvement Fund, supports early years learning through encouraging parents to try educational apps with their pre-school children. Library staff use a range of devices (laptops, iPods, e-book readers and iPads) to teach very young users how to interact with apps that support literacy, numeracy, science, technology, music and art. Over 100 apps were identified, ranked by popularity and tested by the staff for user-friendliness and functionality. The apps used were refined throughout the project based on popularity and participants' feedback.

Since instigating the Appiness project library staff has seen real enthusiasm and a growth in confidence in parents who often buy the apps and devices once they see the education benefits for their children. In this way, the project provides a shared learning experience which brings parents/carers and children closer together.

Appiness was shortlisted for the 2015 EDGE award in the digital library category.



Public libraries in the USA have found increasing levels of attendance and involvement in their programmes of activity, sometimes alongside falling levels of book borrowing. Public library services will continue to develop programmes of activity which meet the needs of their community. They are likely to include things like:

- Reading activities and literacy programmes
- Digital skills – activities and programme which respond to the needs of their community
- Support for new business and enterprise – providing information resources, spaces for co-working, advice for new start-ups, meeting spaces, WiFi
- Support for jobseekers – job clubs, IT training
- Support for those seeking welfare benefits
- Services for older people and people with dementia
- Health and wellbeing – information on health issues, bibliotherapy, providing space for health advice
- Access to local services – services available in the library at specified times
- Local and family history – resources, courses, advice
- Cultural activities – music, drama, art, literature
- Access to local and national government services

Literacy and reading

Scotland needs an even better educated, more literate and more skilled population. This is important for many reasons: it provides access to job opportunities; it leads to better health; contributes to higher levels of wellbeing; and provides the building blocks for creating a more equal society for all. Literacy is one of the key





contributors to wellbeing: financial literacy and health literacy are two examples of areas in which the ability to understand information and to respond to that information can bring clear benefits to the individual.

Given the abundance of studies and statistics linking improved literacy to health and wellbeing, lower levels of crime, social mobility and attainment, there are clearly enormous benefits to having a highly literate population. One aspect of the response of Scottish public libraries has been the development of a Scottish Reading Strategy, which is similar to the national reading offer developed in England by The Reading Agency and the Society of Chief Librarians. It constitutes a national programme which local library services can

commit to providing, thereby gaining the benefit of resources to support this. The role libraries play in literacy is reflected in the Scottish Government's Read, Write, Count programme, which aims to create a fairer future for Scotland's children through nurturing reading, writing and counting in early years.

It has always been a central part of the role of a public library to inspire people through books and literature. Libraries are the only place in contemporary society where everyone, regardless of age, social demographic, or level of education has free access to books.

Libraries are not alone in seeking to promote learning and literacy, but have a unique and distinct role as a place where people of all ages, including those who have missed out on formal education can come seeking to learn. Libraries can play a complementary role to the education service, working with local schools and organisations such as the Scottish Book Trust, Creative Scotland and The Reading Agency to support reading initiatives in a variety of settings. Entering into closer collaboration and partnership with the education service could also enable public libraries to make better use of resources, share best practice and increase awareness of the facilities available for literacy, learning and skills for life.





STRATEGIC AIM 2: LIBRARIES

PROMOTING DIGITAL INCLUSION

STRATEGIC AIM

Public libraries in Scotland make best use of digital technologies to deliver high quality, efficient and responsive services, enabling access to information and services wherever and whenever citizens want them.

RECOMMENDATIONS

- ✓ Develop Scotland-wide digital access resources.
- ✓ Ensure WiFi is available and accessible in all public libraries.

RELEVANT NATIONAL OUTCOMES

We have tackled the significant inequalities in Scottish society.
We are better educated, more skilled and more successful, renowned for our research and innovation.

RELEVANT NATIONAL INDICATOR

- Widen the use of the internet

There are a number of ways that libraries can develop to ensure that they are providing digital access resources:

- Implement one library card for the whole of Scotland, possibly linked with the National Entitlement Card or an app or similar
- Promote the concept of the virtual library and digital library services, with 24/7 access to digital resources
- Spread innovation and international experience in providing access to books and other materials outside normal opening hours
- Maximise the opportunities offered by digital systems and media in extending the reach, relevance and accessibility of library services for users and local authorities
- Achieve the most effective and cost-efficient technological solutions for library systems and services
- Work in partnership with local authorities and the national collections to increase access to national and local digital collections and optimise their accessibility and preservation

There are many well documented social, health and educational benefits from access to books and literature from an early age and throughout life.

Public library services ensure that through equality of access to books, events and programmes, these benefits are available for everyone. But the way we access information is changing:

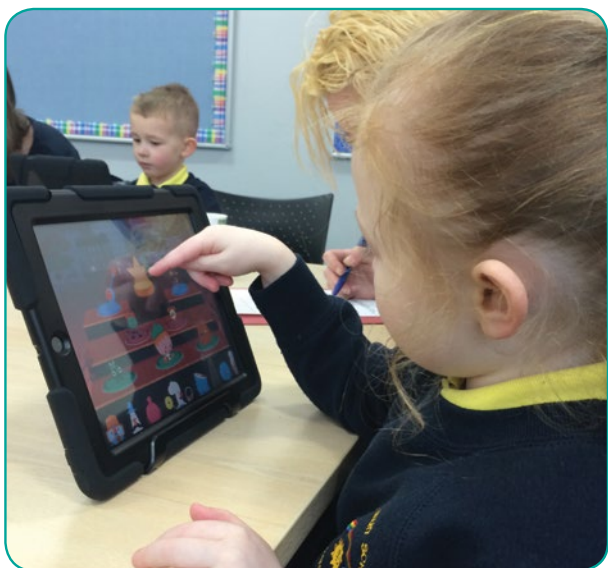
- Book lending in public libraries has dropped over 20% in 4 years¹¹.
- 16% of us now have an e-reader¹² and sales of ebooks are rising¹³, as are e-book loans from libraries¹⁴.
- four in ten households have a tablet and a majority have smart phones¹⁵.
- There has been an explosion of Massive Open Online Courses (MOOCs) making access to knowledge within easy reach of everyone with a computer and broadband connection¹⁶.

Currently, eBooks can be borrowed through the vast majority of library services across Scotland but the choice and range of eBooks lags significantly behind that of print titles.

The current lending model available through public libraries is not well developed. The number and range of books available is limited and licensing restrictions inhibit ease of use on some devices as well as the number of users who can read a title at any one time. From the perspective of library users, there are several problems with the current provision:

- It is not possible to download eBooks from public libraries onto the most popular e-reader, the Kindle.
- eBook catalogues are not easy to search.
- There is a limited range of eBooks available through libraries in Scotland, some services offering access to less than 200 eBooks.
- For a population which can download eBooks on demand at home 24 hours a day, there is an expectation that they can borrow eBooks on a similar 24/7 basis, without waiting for another reader to 'return' the book.

A sustainable model of lending eBooks in libraries is needed, as recommended in the Sieghart Review into public library e-lending which reported in 2013¹⁷. A year-long pilot for e-lending in public libraries was launched in England in March 2014 offering new releases and titles not available for e-lending elsewhere.



CASE STUDY: CHANNEL SHIFT

The development of online services in North Ayrshire makes it possible to reserve and renew items through mobile phone apps and web services. Enabling library users to carry out simple services like this ensures that staff are available to engage with users in more sustained and valuable ways; through programmes such as reader development, homework clubs and the development of IT skills.

Many libraries have also used digital technology to enhance their service for the public by integrating texting into the Library Management System, offering digital music streaming and downloading services, and using social media to co-produce community heritage as shared assets rather than digitising its own collection.



CASE STUDY: WI-FIFE

Fife Cultural Trust had seen an increase in the demand for computer and internet access in libraries since the start of welfare reform. As space is restricted in most of Fife's libraries, it was not possible to accommodate additional desktop computers in library buildings. In order to meet user demand for computer and internet facilities, WiFi access was extended from 20% of libraries to 100% of libraries in November 2014.

The installation of WiFi has allowed those who have their own mobile device to access the internet without waiting for a computer to become available. It has also enabled library-users to access the internet outwith library opening hours, where the fabric of buildings allows the WiFi signal to carry outside of the building. This can be essential if customers have deadlines to meet for benefit claim purposes.



The Strategic Group believes that the provision of eBooks and other digitised material is something which can most effectively be addressed by developing national solutions, and by learning from the outcomes of the Sieghart pilots. In the digital landscape, boundaries are less clearly defined and Scotland can benefit from learning from models elsewhere and cooperating with partners from other parts of the UK and beyond. Indeed some of the E-book challenges are European Union wide and it would be sensible to have a UK approach and seek partners from other EU library services to negotiate change for service providers and users.

Promoting digital and information literacy

Digital and information literacy is of central importance to enabling people to learn, participate, improve their economic position and communicate with others. Libraries are critical to supporting a digitally and information literate population but at the present time they are not fully equipped to respond to the enormity of this challenge. Libraries have several significant strengths in relation to promoting digital participation:

- An enviable track record in helping people learn how to use the internet, having been early pioneers of computer courses and having led the provision of free access to technology in communities for many years.
- A safe space at the heart of local communities.
- Technical and professional networks, offering scope for sharing best practice and learning. Learning about what works with the most vulnerable groups and sharing innovative practice will be essential.



- Experience in finding the particular motivations, interests and drivers that might encourage an individual to go online, as library staff already do in relation to reading.
- Access to a wide range of digital technology and equipment which is not generally available in other public places in local communities.

While libraries can offer good access to digital equipment, WiFi is not universally available across the library network in Scotland. This has been recognised by the appointment of a Scottish Government-funded WiFi Officer currently working within SLIC to make recommendations on how to extend WiFi provision. Prior to Scottish Government investment just 39%¹⁸ of libraries provided WiFi access and there were three local authorities in which only one library in the local authority had WiFi. More recent figures from SLIC show that 72% of libraries now offer WiFi access¹⁹.

Ensuring access in the remaining 146 libraries and exploring options for access in mobile libraries is increasingly important in relation to digital participation, as learners often wish to learn and receive support on their own equipment, such as a tablet or a smartphone.

Libraries are well placed to play a leading role in the work to further digital participation in Scotland. Digital participation activities are now focused on the 'final fifth' of the population who remain offline. This means that models that have worked well in the past to help people learn how to use the internet may not be successful in the future. New approaches are required and a willingness to experiment and try different techniques is essential.

There is a challenge for public libraries in determining whether a universal approach is required to determine how they should foster digital participation, or whether variation at local level, to take account of the specific context in a given area, is more appropriate. This question applies both between national and local authority level and within local authority areas.



As the number of digitally excluded citizens reduces, the level of personal intervention and support required to engage with each individual who remains offline increases. Those who are digitally excluded today are increasingly unlikely to seek out courses or classes that might help them go online, whether in a library or elsewhere. Libraries will have to consider what outreach activities they can provide to improve digital skills of the least likely to engage with traditional digital inclusion activities.

Digital technology has the potential to be a vital tool in reducing inequality and tackling social exclusion, aiding self-improvement and advancement. However, at present those who are least likely to use the internet, for reasons of cost, skills, motivation and access, are the same groups who are most likely to be disadvantaged according to a number of other social and economic measures. In Scotland nearly a fifth of people lack basic digital skills²⁰ and the same proportion of households do not have access to the internet at home through either a fixed broadband service or a mobile device²¹. The digital age is widening, rather than bridging, existing socio-economic divides. Research shows that over half of those in our most deprived communities felt that IT improvements would encourage their library use²².



STRATEGIC AIM 3: LIBRARIES

PROMOTING ECONOMIC WELLBEING

STRATEGIC AIM

Public libraries in Scotland contribute to Scotland's economic wellbeing, supporting jobseekers, offering courses in digital skills, language courses, and support for small businesses.

RECOMMENDATIONS

- ✓ Develop national, regional and local partnerships with advice services, job centres and enterprise organisations.
- ✓ Mainstream activities to improve STEM skills in young children.
- ✓ Test and replicate a model of public libraries providing co-working spaces for small businesses.

RELEVANT NATIONAL OUTCOMES

We realise our full economic potential with more and better employment opportunities for our people.

We have tackled the significant inequalities in Scottish society.

RELEVANT NATIONAL INDICATORS

- Increase the proportion of young people in learning, training or work
- Increase the number of businesses
- Improve the skill profile of the population
- Reduce the proportion of people living in poverty

Libraries help jobseekers to find opportunities and apply for jobs online, they run job clubs, offer courses in digital skills training, and offer advice and support for the development of small businesses. At the same time they can help people make the most of the income they have. In the build-up to the introduction of Universal Credit, public library staff have played a key role in supporting applications for welfare benefits online. This role will increase over the coming years.

Universal Support – Delivered Locally (USDL) is a funded framework which recognises that the introduction of Universal Credit will put new pressures on local services. As Universal Credit is digital by default, there will be an increase in the number of people requiring access to IT facilities and digital skills. It is recognised that local facilities such as libraries will have an important role to play.

Over the next year, the expansion of Universal Credit will gradually take place but only a small proportion of potential claimants will move onto Universal Credit. Each local authority will be offered a resource from the Department of Work and Pensions (DWP) to provide basic digital support to those claimants who are most in need.

Over the longer term USDL should evolve – as more claimants go onto Universal Credit, and those claimants will have increasingly demanding needs. As a result more resources should become available – however this will be subject to negotiation and local authorities will need to decide whether the level is acceptable. DWP has consistently disallowed capital funding from such arrangements and we cannot envisage that changing. Welfare Reform leads within local authorities are currently negotiating on resources for this year, and COSLA continues to negotiate for the longer term arrangements.



“I would never have thought to use the library until it was forced upon me by the job centre. Now I use it, now I bring my own kids. I just never thought – I'm not a book reader.”

RESEARCH PARTICIPANT

Libraries can contribute to the development of new enterprise and small business start-ups by providing information and advice, providing space for co-working, meeting spaces and free WiFi. In these ways, libraries can bring entrepreneurs, charities and small businesses together to support each other in the library space. In today's world of digital start-up companies operating in coffee shops, there is considerable potential for public libraries to create accessible co-working spaces, with provision of services such as fast WiFi, printing, faxing and other services, as well as café facilities.



CASE STUDY: EDINBURGH CITY LIBRARIES

Edinburgh City Libraries set up Business Hubs in libraries by accessing Town Centre Regeneration funding and creating a partnership with Business Gateway. Research in local town centres such as Leith Walk and Stockbridge had shown that a high percentage of local independent businesses were not using the wealth of online resources to promote their business. Business Gateway deliver tailored courses free of charge in libraries at times to suit local businesses. Five years into the project, the hubs are actively contributing to the Council's strategic commitment to strengthen town centres and to promote economic resilience.

Since the Business Hub opened at Leith Library in 2010 it has held 174 workshops which have been attended by 2,150 people looking to start or develop their business.

Scottish Prince's Trust for Young people also run courses from the Business Hub once a week, aimed at young people looking to start a business, such as Youth Business Scotland application sessions, and bookkeeping courses.

In addition, the library provides employability services for some of their most vulnerable customers in partnership with Crisis UK. For some of the local rough sleepers these include budgeting classes, English language classes and even some tests held at end of courses. Edinburgh City Libraries had a small – but important – number of positive outcomes with this group, assisting them with volunteering, employment and housing and will be progressing these offerings in a more coordinated way across Leith, through the new Economy Action Group.



CASE STUDY: DUNDEE OPPORTUNITIES HUB

The Opportunities Hub in Dundee Central Library was created as part of a Scottish Government Public Library Improvement Fund project to support those seeking access, skills and support to cope with the changes to Welfare Reform. The project created a dedicated space by refocusing and rebranding the Reference and Information Centre. Library staff who were already working closely with local agencies and groups in raising digital awareness are now part of a team who will shape the experience of people using the service.

A volunteer coordinator works with library staff and partner organisations to ensure that libraries are recognised as being at the heart of digital inclusion in Dundee and a main point of contact for other agencies to direct clients to for advice and support. The turnover of volunteers is high due to the fact many of them are job seekers who finding their new skills are helping them in their own job seeking.

One volunteer with the project has recently secured employment with a company carrying out energy price comparisons for customers. The volunteer has said the experience he gained in developing and delivering a price comparison website workshop directly lead to him securing this job. The volunteer had not been in employment for 2 years prior to volunteering with the Opportunities Project.

CASE STUDY: THE MITCHELL LIBRARY DIGITAL MAKING SPACE

Glasgow Life has partnered with CoderDojo Scotland and Virgin Media to create a Digital Making Space in the Mitchell Library. CoderDojo Scotland is part of a global collaboration which provides free coding clubs for young people.

At the Mitchell Library, free coding clubs are offered to enable young people to learn what they need to become a programmer in a safe, fun and sociable environment. At code clubs, young people have the opportunity to learn new programming languages, create apps for a computer, tablet or phone, build websites and make games. In these ways, code clubs facilitate the development of STEM skills, enable young people and open up future employment opportunities for them.





STRATEGIC AIM 4: LIBRARIES PROMOTING SOCIAL WELLBEING

STRATEGIC AIM

Public libraries in Scotland contribute to social wellbeing, tackling social isolation, inequality, disadvantage, fractured communities and ill health

RECOMMENDATIONS

- ✓ Create strong national, regional and local partnerships with all public services and community planning partners.
- ✓ Share best practice on how to create effective and accessible public service or community hubs.
- ✓ Build on current practice to become champions of community engagement and empowerment.
- ✓ Develop guidelines on the appropriate use of volunteers to bring added value to services.

RELEVANT NATIONAL OUTCOMES

We live longer, healthier lives.

We have improved the life chances for children, young people and families at risk.

RELEVANT NATIONAL INDICATORS

- Improve mental wellbeing
- Improve self-assessed general health
- Improve people's perceptions of their neighbourhood

There are five main ways in which libraries can contribute to social wellbeing. These are by:

- Responding to the social needs of individuals and groups in their communities and developing activities and programmes to respond to particular needs.
- Making library space and support available for community interest groups and members of the community looking to support one another.
- Contributing to the ability of individuals to become involved in their local communities and take part in local and national life.
- Strengthening the identity and sense of community.
- Creating a public service hub for the delivery of a range of public services.

Libraries promoting social wellbeing in partnerships

Libraries can be key partners in tackling the problems of social isolation, inequality, disadvantage, fractured communities and ill health. Libraries provide an important space and resource for many disadvantaged people in a non-judgmental, public space, open to all.

In contributing to social outcomes, libraries are often working in partnership with other public services and other sectors. Partnerships are particularly important in the context of an ageing population. The number of people aged 65 and over will rise by 59% by 2037²³. As a result, long-term conditions will affect more people. Scotland's model of public services is based on

CASE STUDY: FAMILY FUTURES

The Family Futures project is a partnership between Glasgow Libraries and NHS Greater Glasgow and Clyde. The Partnership delivers an early intervention programme to increase interaction between parents and children, and develop and improve parenting and communication skills. The project involves workshops and activities across three strands: Bounce and Rhyme (aimed at 0-3 years), Toddlers' Tales (aimed at 3-5 years) and Triple P (a positive parenting programme).

An enhanced programme offer with a greater number of sessions has been made available in the Clyde Gateway catchment areas of Dennistoun, Parkhead and Bridgeton. There are 3,283 family households in the catchment area of which 41% are single parent households. In a two year period the area has seen increased Family Futures activity, with 350 Bounce and Rhyme sessions, 58 Toddlers' Tales sessions, and 10 Triple P sessions involving 284 people.

In addition, nine Early Years establishments received Books to Go services, with 13,439 books made available. More than 1,000 parents and almost 1,500 children have also been involved in PlayTalkRead, which toured Glasgow, and supported the sign up of 135 new library members.

The programme is highly valued by those who have taken part, with participants saying that they have continued to share books and reading at home as a result. Almost all the participants felt that the sessions had helped their child's speech and language development, and 90% continued to use the library, with a similar number saying that they had helped them make new friends, and find out what was going on in the community.

participation and co-production, and libraries are in a strong position to extend their support of people with long-term conditions by providing access to information on self-management of these conditions and local support services.

The need to collaborate, to create partnerships, to work across sectors and across departments is a feature of life in the 21st century. Public libraries need to build on and develop their partnerships with agencies working in related areas. These include local authorities, schools, NHS and voluntary sector organisations. There may be situations in which partnership working can be supported by national initiatives.

Creating a public service hub for the delivery of a range of public services

Paradoxically, at a time when there is increasing emphasis on digital services, and creating new digital resources which are accessible online, there is also recognition of the importance of the physical space which the public library provides. In different countries this is played out in different ways. One response, which has been welcomed in Scotland, is to promote public libraries as public service hubs, with the aspiration that the public library should be the first port of call for any contact with public services. Sometimes new libraries have been created as part of new community hubs, while other library authorities have sought to bring other services into an existing library building.



“It's one of very few places physically where people of different ages come for different purposes. What other public space is there where everyone from 0 to 90 can partake of something together or separately within the same space? Which is why it's such a valuable community resource.”

RESEARCH PARTICIPANT

Some local authorities have chosen to create community campus hubs with libraries, schools and sports centres located in the same building. High Life Highland has taken this approach in Aviemore with significant increases in library usage. Other authorities such as Perth and Kinross, Fife and Aberdeenshire also have a number of integrated hubs providing a range of services for the school and the local community.

In many cases, school library services are distinct from public library services and often resourced and staffed differently. Closer collaboration and partnership between school libraries and public libraries is essential to consider best use of resources, share best practice and increase awareness of the facilities available for literacy, learning and skills for life.

Libraries supporting civic engagement and involvement in community activities

Libraries support civic engagement by providing access to information supporting participation in a democratic society, and information about consumer rights and citizens' entitlements and responsibilities. Libraries strengthen public life by encouraging and supporting awareness and participation in local decision-making and wider civic and political engagement. They contribute to social justice in ensuring equal access to information about service delivery by local and national government. Libraries provide access to the information, ideas and knowledge needed to inform civic participation. They can provide space for public meetings and events.



A factor which emerged strongly in our research was the value of the library as a resource, or an anchor point, for local or community information which was considered to be a 'unique selling point' in an online world. Libraries provide information about:

- The local area: its people, history, demographics, culture and environment.
- Civic activity, including local community and voluntary sector events and opportunities.
- Practical information about the locality such as bus timetables, local maps, opening hours for GP surgeries/chemists.
- Local businesses provided e.g. tradespeople, therapists etc.





CASE STUDY: THE VOLUNTEER PERSPECTIVE

When I became unemployed, finding another job was very difficult and sometimes disheartening. Through Volunteering with Macmillan @ Glasgow Libraries I have met a lot of amazing people and I've completely changed my focus in my job search!

I applied to Macmillan @ Glasgow Libraries as an information and support volunteer and started in August 2012. The training I received helped me understand the issues faced by people affected by cancer. This has given me the confidence to speak to people about their needs and fears and direct them to the best services that are available to them. I also learned that I can be a good listener!

I would like to work in the voluntary sector and hope that this experience will help me fulfil this goal. In the coming months I am about to begin fundraising with Macmillan and I have a few ideas for events that I hope to organise. (Still unemployed but not out of work!)



“When the library opened I asked, is there going to be a poetry exhibition? They said no. And I said, how are people going to come across what they don't know they want, or don't know they need, unless you put it there? So they put it there, there is now a poetry section. So they responded, which is good.”

RESEARCH PARTICIPANT

Libraries are essential agents of their local communities and community engagement is part of their core business. Effective engagement with the local community will ensure that the services provided are meeting the needs of local people. This was recognised by participants in our research with service users, who expressed a view that libraries were a community asset and as part of that community they should reflect its specific needs, whether that be in providing mobile and outreach services to communities unable to access the physical library or in the type of book collections, resources and services it offers.

Many library services are engaged with community planning partnerships in their areas, as well as involving users and the local community in any proposed changes or developments of the service.

Support in the area of community engagement has been provided through the Scottish Government Public Library Improvement Fund to 5 library authorities in 2013/ 2014 for training on community engagement, and a further 10 in 2014/15. Libraries need to build on these skills and put them into practice by demonstrating new techniques and methodologies to keep citizens involved.

The role of volunteers

Libraries embody the spirit of community empowerment and coproduction. There are over 1,800 volunteers in Scottish public libraries²⁴. A strategic approach should ensure that volunteers are welcomed in Scotland's libraries as complementary to paid staff.

Volunteers have a valuable contribution to make to library services and can amplify what services can deliver with real benefits to the community and to the volunteers themselves as well as to the library services.

The Community Empowerment (Scotland) Bill is currently nearing the final Stage 3 of the Parliamentary Process. The Bill provides a strategic framework for empowering Scotland's people, improving outcomes and further enabling local level decision-making. The Bill seeks to achieve these outcomes in a number of ways that are relevant to how public library services are designed and delivered including:

- ensuring public service providers work with communities to ensure that communities' needs are met;
- strengthening the voices of communities in decisions that affect them;
- enabling communities' right to buy land and buildings; and
- enabling communities to take over publicly owned land and buildings.

As a key local asset, library services in Scotland should be supported by local and Scottish Government to understand the implications of the Community Empowerment (Scotland) Bill and, if passed, build on their consultation work with communities to implement the changes in a spirit of positive partnership.



“Offering specialised volunteering opportunities for the community, in which individuals of all ages can offer their skills and experience to help make people's lives better, such as teaching basic IT skills, running book groups, helping young people to develop their reading skills, and supporting local studies and family history services.”

LIBRARY STAFF IN A RURAL, LOCAL
AUTHORITY-RUN PUBLIC LIBRARY

CASE STUDY: AVIEMORE LIBRARY

Aviemore Library is part of Aviemore Primary School and Community Centre which was established in 2012. Both the library and leisure facilities are operated by High Life Highland, a charitable trust whose scope is to promote culture, learning, sport, leisure, health and wellbeing. Since becoming part of the school and community centre, Aviemore library has increased its opening hours from 18 hours a week to 82.5 hours a week and has boosted library visits, book issues and the number of active library members.

	2011/12	2012/13	2013/14
Visits	9,698	21,203	29,705
Total Issues	11,957	18,048	26,580
Active Members	549	792	851
Computer sessions	1,485	2,760	7,381

Aviemore library has achieved this through: service design, with a shared reception desk with the leisure facility and a single use library / leisure card; a two tier library service offer, with a fully staffed service operating within core hours and an open, unstaffed service operating from 8am to 10pm daily; library and leisure staff sharing duties; professional network librarians overseeing services across both school and public libraries.



STRATEGIC AIM 5: LIBRARIES PROMOTING CULTURE AND CREATIVITY

STRATEGIC AIM

Public libraries in Scotland promote their role as cultural centres, inspiring people through books and literature, music, film and theatre, and encourage creativity.

RECOMMENDATIONS

- ✓ Develop and strengthen national, regional and local partnerships with arts and culture organisations.
- ✓ Pilot a collaborative venture to provide access to eBooks from Scottish publishers.
- ✓ Support librarians to become effective voices for freedom of information and expression.

RELEVANT NATIONAL OUTCOME

We take pride in a strong, fair and inclusive national identity.

RELEVANT NATIONAL INDICATOR

- Increase cultural engagement

Arts and cultural activities

Increasingly public libraries are used as spaces within which a wide range of cultural activities can take place, from concerts and films, writing groups and author visits, to theatre and creative makerspaces. They can be venues for performances and exhibitions, and spaces in which people can be supported to express themselves and join others in shared cultural experiences. Libraries can attract new service users by hosting events like science and technology workshops for children, graphic novel workshops for teenagers, and by using their space for art exhibitions, plays or film screening.

In other jurisdictions, for example in Scandinavia and the Netherlands, there has been an interest in redefining public libraries as places for innovation and creativity, as places for business start-ups and technology labs. This shift from consumption of information and knowledge, to a more creative model can also be seen in the growing interest in makerspaces in public libraries, where people share

ideas, experiment and use technology or data in new and creative ways. Here the emphasis is on the library as an exciting creative space.

Libraries are important custodians of local archives, heritage and special collections, all of which are key resources in creating the cultural identity of communities. This role will become increasingly important with the digitising of this material creating new ways in which this public data can be shared and used to create value in local communities.

Supporting Scotland's writers and publishers

Libraries in Scotland offer a unique opportunity to showcase the work of Scottish writers and publishers which in turn allows readers to see themselves reflected in the cultural materials around them and to explore their own creative, cultural, Gaelic, Scots or community language, or place-based heritage.



For writers the Public Lending Right scheme (PLR) provides much-needed income from borrowed titles, worth a total of £6.1m in 2014 in the UK, and shared between 22,000 authors, illustrators, photographers and translators UK-wide²⁵. The Sieghart Report recommended that PLR be extended to remote eBook loans, a move which would require a change in UK and EU copyright laws. Writers have concerns that if e-lending becomes a big part of how people read in the future (and the signs are that it is a growing trend) then they would lose out if PLR were not extended.

The Strategic Group proposes that there should be a pilot to explore the creation of a platform for eBooks from Scottish publishers.

Supporting librarians to become effective voices for freedom of information and expression

Public libraries are a gateway to ideas and information in a variety of formats. As access points to these resources, libraries enable Scotland's people to make informed decisions and hold informed opinions, and support individuals and communities to develop and prosper.

Acting as an access point for information involves significant challenges. Freedom of information must be balanced with the right to privacy, whilst opposing censorship must be balanced with providing access to information in an appropriate environment for all. These challenges are exacerbated in the digital age.

CASE STUDY: DUMFRIES & GALLOWAY, LOCAL HERITAGE PROJECTS

Library staff in Dumfries and Galloway have been working on a project funded by the Scottish Government Public Library Improvement Fund to capture local oral histories from the Lockerbie Disaster. This project uses volunteers, working with staff from the Library and archives to interview and record memories of the disaster in the words and dialect of local people, and builds on an extensive existing database of history of the local area and some of the language and dialects used. In this way libraries connect with communities to share and preserve hyper local heritage through memories of local people, capturing not just the events but the heritage of the language and dialect itself for future generations.



As qualified arbiters of information, librarians navigate these challenges and there is scope for them to play an expanded and more prominent role in securing freedom of information and expression. Librarians have the understanding and expertise to champion and promote openness and the public's right to information; oppose censorship and efforts to inhibit access to information; select and make available information; guide and support the public to seek, obtain and navigate available information; support the public to utilise and share this information; facilitate intellectual and cultural creativity; and safeguard the privacy of the public through ensuring data collation and surveillance are necessary, proportionate and lawful.



“Everyone has the right to freedom of opinion and expression; this right includes freedom to hold opinions without interference and to seek, receive and impart information and ideas through any media and regardless of frontiers.”

UNITED NATIONS UNIVERSAL DECLARATION
OF HUMAN RIGHTS, ARTICLE 19



STRATEGIC AIM 6: LIBRARIES AS EXCELLENT PUBLIC SERVICES

STRATEGIC AIM

Public libraries must be supported to continuously improve their services.

RECOMMENDATIONS

- ✓ Continue to develop methods for reporting on the impact and outcomes of library activities through How Good is our Public Library Service? (HGIOPLS).
- ✓ Develop and implement a learning and development programme for all library staff.
- ✓ Explore alternative approaches to generating financial investment.
- ✓ Engage proactively with models for efficient procurement of goods and services at national level.

RELEVANT NATIONAL OUTCOME

Our public services are high quality, continually improving, efficient and responsive to local people's needs.

RELEVANT NATIONAL INDICATORS

- Improve people's perceptions of the quality of public services
- Improve the responsiveness of public services

Outcomes monitoring and impact measurement

As in so many areas of public service, what is measured is what matters. Scotland is a world-leader in using wellbeing outcome indicators to drive public service reform²⁶. Scottish public libraries need to move from measuring inputs towards methods of measuring participation and impact. Measuring unnecessary input data can be costly in terms of staff time and delivers limited improvements in services. A shift away from counting book borrowing and footfall, to counting attendance at programmes of activity and learning courses, as well as in creative activities such as makerspaces, will also provide a strong incentive to libraries to develop their services in new ways. This will need to be supplemented by assessment of the impact of the programmes on participants. It is important that public libraries are able to measure the extent to which they are contributing to single outcome agreement targets, and National Performance Framework goals.

The Public Library Quality Improvement Matrix (PLQIM) developed by the Scottish Library and Information Council took the place of standards drawn up by the Convention of Scottish Local Authorities (CoSLA) in 1986 and 1995, which focused more on inputs than outcomes. The intention was that this matrix would form part of the Strategic Quality Assurance Framework being developed for local authorities in monitoring and assessing the





performance of their cultural services. The PLQIM was revised in 2014 and the current version is How Good is our Public Library Service? A Public Library Improvement Model for Scotland. Wellbeing outcome measurements are built into 'How Good is our Public Library Service?' encouraging libraries to report on what they do, on the levels of participation and interaction with their community.

Audit Scotland collects data about library usage as part of its review of local authority services, but this is limited to the number of visits to the library. Audit Scotland recognises that the How Good is our Public Library Service? model provides a framework to support local councils in assisting with performance management and securing Best Value.

Learning and development

Our research with the public shows that they value contact with library staff, and their role in creating and delivering an effective service. Library staff have a wide range of skills, including:

- Sourcing information and signposting
- Promoting reading
- Expertise on community information and local

history

- Supporting access to council services
- Digital skills
- Inter-personal skills
- Leadership

As an integral part of the strategy, public libraries need to ensure that they have staff able to develop the skills needed to provide a responsive, effective, user-focused public service that is part of community life in the 21st century. Excellent customer service skills will be key to this. They will also need to have the opportunity to take part in professional learning and development courses linked to the needs of their role, for example in relation to partnership working, and service evaluation. Library services should 'recruit for attitude, and train for skills'.

As digital technologies develop rapidly it is essential that library staff and volunteers have access to the right training to ensure that they have sufficient digital skills to be able to inspire learners with the power and possibilities the technology offers. This will mean building on existing training modules – such as the Training in New Technologies project, which is part of a SLIC eLearning programme for staff.

There are examples of leadership development programmes, including the Clore Fellowship, which are open to library leaders, but relatively small numbers of staff have been able to take part in these programmes. Carnegie Library Lab is a recent example of an initiative to develop the leadership skills of the future leaders of public library services.

SLIC and CILIPS should work together to create national development programmes and further develop existing training opportunities for all library staff.

Financial investment

Public libraries are a public asset, and they need investment. Buildings need maintenance, refurbishment and extension or remodelling; new libraries may be needed in rapidly growing areas or in areas of social deprivation. Financial investment is needed to keep libraries functional and current. Appropriate buildings and facilities are essential if public libraries are to achieve their potential. Some library services in Scotland have been very successful at refurbishing older buildings and ensuring that new library services are integrated into new community hubs. There are opportunities for other services to learn from one another. Other authorities have ensured that when old buildings are closed, the service is transferred to new community hubs.

Within libraries the technological infrastructure and tools need constant updating. The public library in the digital age is a key networked knowledge institution. But networks do not stop at local authority boundaries, and one way of removing barriers to more extensive networks is to create a national digital platform. Local platforms would be connected to a shared platform in which libraries can share resources.

A common digital platform would give libraries increased negotiating power with digital suppliers, for example, of eBooks. It would also support the sharing of innovative practice, enable more efficient sharing of content between local services, and create simpler access to all digital resources such as eBooks.

There is a strong tradition in Scotland of funding the majority of public library services free at the point of use. While authorities charge for some services, such as reservations from other libraries or inter-library loans, or DVD hire, these charged-for services form a very small percentage of services.

There has been little appetite to explore the area of income generation in Scotland, whereas in England with the growth of community-managed libraries there has been a greater interest in the extent to which libraries can become income-generating. A report by Locality for the Arts Council of England set out the five main areas in which libraries could potentially generate income²⁷. These areas are:

- Contracts for providing public services (such as public health or employment support) in libraries.
- Private sector service contracts (such as parcel drop off and collection points).
- Direct trading (commission from sales at art exhibitions etc).
- Charged for services, such as room hire, co-working spaces or research services.
- New IT services such as 3D printers.





With the increase in the number of library services being provided by arms-length charitable trusts (eight in Scotland), there may also be some unexplored potential in reviewing the extent to which these new bodies are pursuing income generation from sources such as the National Lottery, businesses, other public sector organisations and philanthropic organisations.

Innovation is crucial to a forward-thinking and flexible library service that can respond to new and anticipated needs. Innovation in Scottish public libraries is currently supported by the Scottish Government through the Public Library Improvement Fund of £500,000 per year which it provides via SLIC.

Procurement

Underpinning this strategy is a belief that there are cost benefits to be achieved by procurement on a

national or regional basis. At Scottish level, there are opportunities for libraries to work together in new ways. For example:

- A national digital platform
- A Scotland-wide eBook solution, procuring and making available eBooks.
- WiFi in all Scottish libraries on a consistent basis

The Scottish Library and Information Council has distributed funds provided by the Scottish Government to increase WiFi coverage in public libraries. Approximately 70% of libraries now have WiFi. The priority must be to extend this across the libraries network, including mobile libraries. Estimates based on the current costs suggest that a Scottish WiFi Fund of £1million would secure WiFi across public libraries and provide staff with tablet devices to assist in helping users access WiFi. The UK government recently made funding of £7.4m available to extend WiFi to all libraries in England.

3. LEADING THE DELIVERY OF THE STRATEGY

The strategy is designed to help library services, and the local authorities which fund them, to meet the ambitions for public libraries outlined in this document. This will involve developing and refocusing their services, and improving the efficiency of the service in a variety of ways through more cooperative work with other local authorities, and with other agencies.

Public library services have had a pride in their local focus, and this will continue. But increasingly, in the knowledge age, there are efficiencies which can only be achieved by working at the local authority-wide, regional or national level to underpin local provision. The vision will not be achieved unless there are changes to the ways in which public library services are provided: changes in the way services are delivered; changes in the way staff are trained; changes in the relationship between local authorities, and between local library services and national agencies like the Scottish Library and Information Council.

Implementing this strategy will require a mechanism that provides leadership for the public library sector; supports the development of the sector and furthers existing cross-sectoral collaboration. For the strategy to be successful, it will be necessary for it to have:

- The enthusiastic support of COSLA and local government.
- Clear support from the Scottish Government to implement the recommendations contained within the strategy.
- The support of the public library sector.
- Adequate funding to allow for staffing and for investment in the kinds of developments which may be required.

Taking forward the national strategy is a significant challenge for the sector and its partners.

A leadership body is required to oversee activity relating to each of the 6 strategic aims, monitor implementation of the recommendations and promote the vision for 21st century public library services.

There are a number of bodies in Scotland that currently have a role in promoting the development of local public library services, and encouraging innovation, co-operation and partnership working.

- Heads of Public Libraries: The group of leaders of library services across Scotland.
- SLIC: library and information service membership body and independent advisory body to the Scottish Government on library and information services.
- CILIPS: membership organisation for those in the library, information and knowledge professions. Supports the development of members with networking and learning opportunities.
- National Library of Scotland: charitable organisation that advances universal access to knowledge about Scotland and in Scotland, one of Scotland's national collections, Scotland's legal deposit library and the world's leading centre for the study of Scotland and the Scots.
- VOCAL: national representative body for strategic managers working in Scotland's culture and leisure services.

The group puts forward two options for the leadership body:

- 1) A partnership approach involving all the bodies mentioned in the previous paragraph and others with relevant interests, where tasks are allocated according to expertise.
- 2) A consideration of a change in role of SLIC to become a National Development Body for Libraries.

In developing this strategy, the group heard directly from a large number of library staff, national bodies and members of the public. Our conclusions and recommendations are based on the evidence that they provided us with. We found no shortage of support for libraries but we also found a clear appetite for change and development: no one we spoke to wanted library services to stand still.

FIGURE 5: THE FIVE ELEMENTS REQUIRED TO DELIVER ON OUR VISION FOR SCOTLAND'S PUBLIC LIBRARIES



There was a clear and consistent set of messages to the group: libraries must continue to be focused on reading and literacy but embrace the opportunities of new technology; they must work with partners but be clear about their USP; they must better understand and promote both their direct impact and their contribution to our collective wellbeing; and they must remain a local service but find a stronger centre to lead future development and promotion of their work.

It is this pre-existing shared narrative that we have sought to articulate through the strategy and amplify. Our ambition is that the strategy will assist libraries in confidently asserting their vital role in the digital age and taking the next steps in transforming their service. The strategic aims and recommendations do not therefore belong to the strategy group but to everyone involved in libraries in Scotland.

THE ROLE AND FUNCTIONS OF THE PARTNERSHIP OR LEADERSHIP BODY

1. Lead the implementation of the National Strategy for Public Libraries

- Promote, oversee and review the National Strategy for Public Libraries.
- Advise the Scottish Government and ministers on all matters concerning library and information services.

2. Promote continuous improvement in public library services:

- Support access to resources in all types of libraries in order to nurture an informed and educated citizenry.
- Foster literacy, lifelong learning and education, and develop services and resources including those relating to 21st century skills.
- Aid the preservation of knowledge, information and collections in all formats.
- Promote the role of libraries within the knowledge and information infrastructure of Scotland in order to support for the purpose of supporting innovation, research, education, and advancement.
- Advance library services that provide the public with access to information through local, regional, Scotland-wide, UK and international collaborations and networks.
- Award grant-in-aid to promote innovative developments in Scottish library and information services.

3. Support partnership between library services:

- Enable and enhance coordination between local authority services that relate to library and information services.
- Facilitate and foster relationships and forge new networks and collaborations.
- Encourage resource sharing among all types of libraries for the purpose of achieving economical and efficient delivery of library services to the public.

4. Develop people

- Enhance the skills of the current library workforce.
- Attract future professionals to the library and information sector.

5. Support the sector to develop an outcomes based approach to performance measurement:

- Monitor, evaluate and evidence the impact of library and information services.
- Ensure activities across the information and library sector are aligned with the National Performance Framework.

4. RECOMMENDATIONS



- ✓ Ensure access to library services for all citizens using new technology.
- ✓ Develop and promote the core offer from public libraries in Scotland.



- ✓ Develop Scotland-wide digital access resources.
- ✓ Ensure WiFi is available and accessible in all public libraries.



- ✓ Develop national, regional and local partnerships with advice services, job centres and enterprise organisations.
- ✓ Mainstream activities to improve STEM skills in young children.
- ✓ Test and replicate a model of public libraries providing co-working spaces for small businesses.



- ✓ Create strong national, regional and local partnerships with all public services and community planning partners.
- ✓ Share best practice on how to create effective and accessible public service or community hubs.
- ✓ Build on current practice to become champions of community engagement and empowerment.
- ✓ Develop guidelines on the appropriate use of volunteers.



- ✓ Develop and strengthen national, regional and local partnerships with arts and culture organisations.
- ✓ Pilot a collaborative venture to provide access to eBooks from Scottish publishers.
- ✓ Support librarians to become effective voices for freedom of information and expression.



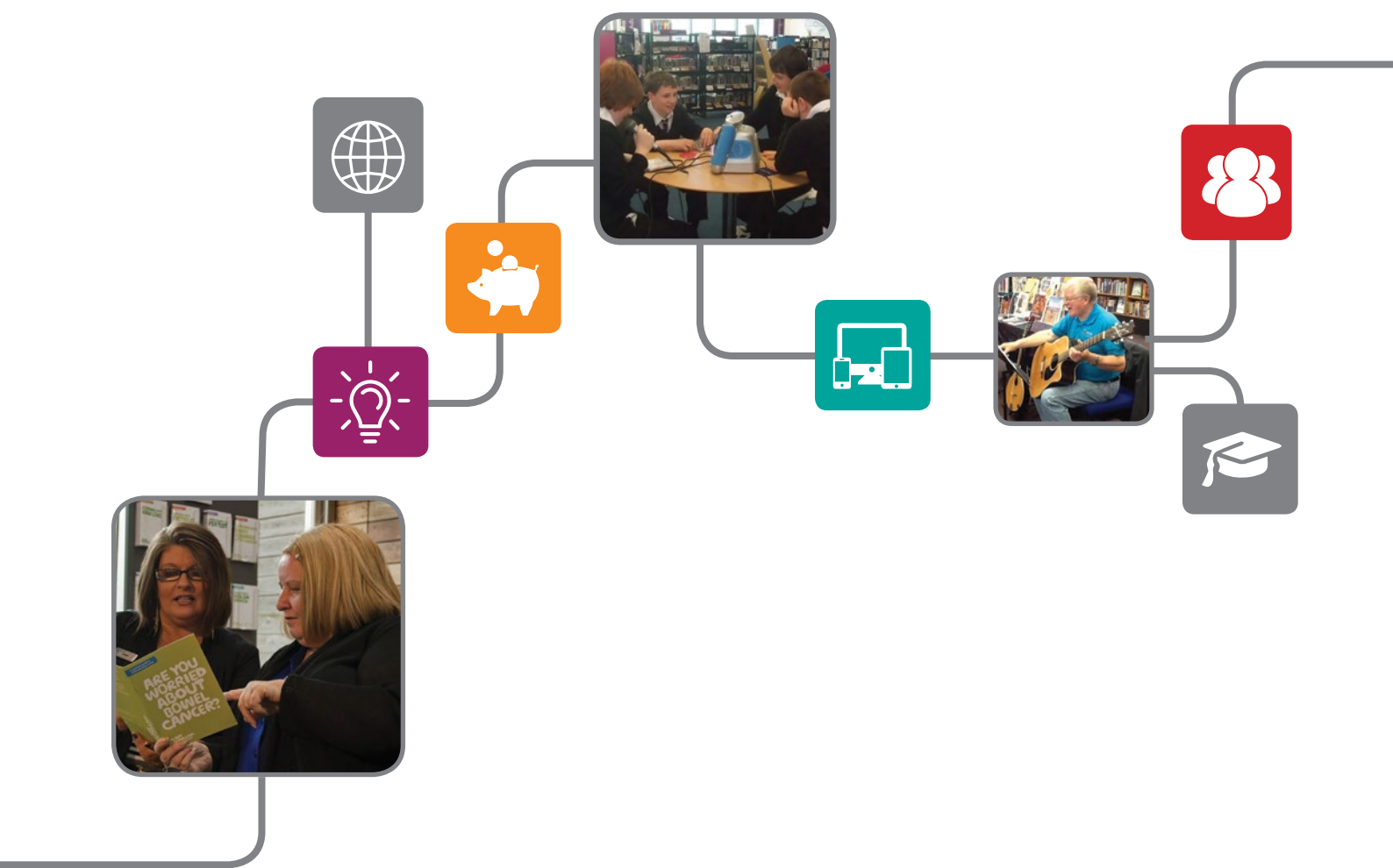
- ✓ Continue to develop methods for reporting on the impact and outcomes of library activities through How Good is our Public Library Service? (HGIOPLS).
- ✓ Develop and implement a learning and development programme for all library staff.
- ✓ Explore alternative approaches to generating financial investment.
- ✓ Engage proactively with models for efficient procurement of goods and services at national level.

5. REFERENCES

- 1 Scottish Government, *Scotland's People Annual Report: Results from 2013 Scottish Household Survey*, Edinburgh: The Scottish Government, August 2014, p148 www.gov.scot/Resource/0045/00457570.pdf
- 2 Over 600 libraries and other service points statistic from CIPFA, *Public Library Statistics 2014-15 Estimates and 2013-14 Actuals*, London: CIPFA 2014 (Please note figure includes service points open less than 10 hours. CIPFA definition of a service point is: 'any library, static or mobile, through which the public library authority provides or directly manages a service to the general public. A static service point must allow access to the general public (not just specific groups), and as a minimum, provide a staffed information point, stock loan facilities and a public access terminal. Departments within a single building should not be counted separately. Central libraries and branch libraries are counted as separate service points. Services to the general public from dual use libraries (which serve both the general public and educational establishments) should be included.')
61% usage rate from Macdonald, L, *A New Chapter Public Services in the 21st Century: Scottish data about attitudes to and use of public libraries*, Dunfermline: Carnegie UK Trust 2012 www.carnegieuktrust.org.uk/getattachment/570b3e65-e42f-4954-9370-241c12142c9f/A-New-Chapter---Scotland-Factsheet.aspx Note: definition of 'usage' includes visits to buildings and mobile services, use of online services, and contacting a public library.
Loans versus sale of books statistics from comparing CIPFA, *Public Library Statistics 2014-15 Estimates and 2013-14 Actuals*, London: CIPFA 2014 with Nielsen Book, *Nielsen Bookscan 2013 Scottish Review*, Woking: The Nielsen Company 2013
Number of physical and virtual visits statistics from CIPFA, *Public Library Statistics 2014-15 Estimates and 2013-14 Actuals*, London: CIPFA 2014
200 courses statistic from www.letsgeton.scot/
Disadvantaged areas statistic from Macdonald, L, *A New Chapter Public library Services in the 21st Century*, Dunfermline: Carnegie UK Trust 2012 p27 www.carnegieuktrust.org.uk/CMSPages/GetFile.aspx?guid=b04629b2-aa09-4bd0-bc3a-9b9b04b7aba1
Staffing statistic from CIPFA, *Public Library Statistics 2014-15 Estimates and 2013-14 Actuals*, London: CIPFA 2014
Return on Investment statistic from ERS, *The Economic Value of Library Services*, Bristol: ERS Research Consultancy 2014 p17 almauk.files.wordpress.com/2010/09/alma-uk-final-report-01-04-2014-reissued.pdf
Internet access statistic from CIPFA *Public Library Statistics 2014-15 Estimates and 2013-14 Actuals*, London: CIPFA 2014
Volunteer statistic from CIPFA *Public Library Statistics 2014-15 Estimates and 2013-14 Actuals*, London: CIPFA 2014
- 3 Wallace, J et al, *Weathering the storm? A small countries' public services in times of austerity*, Dunfermline: Carnegie UK Trust, 2013
- 4 Scottish Government, *Renewing Scotland's Public Services: Priorities for reform in response to the Christie Commission*, Edinburgh: The Scottish Government September 2011 p1 www.gov.scot/Resource/Doc/358359/0121131.pdf
- 5 For more information see www.scottish.parliament.uk/parliamentarybusiness/Bills/77926.aspx and www.localdemocracy.info/why/our-remit/
- 6 Scottish Local Government Financial Statistics accessible at www.gov.scot/Topics/Statistics/Browse/Local-Government-Finance/PubScottishLGFStats [accessed April 2015]
- 7 CIPFA, *Public Library Statistics 2014-15 Estimates and 2013-14 Actuals*, London: CIPFA 2014 and CIPFA, *Public Library Statistics 2012-13 Estimates and 2011-12 Actuals*, London: CIPFA 2014. For a definition of service point see end note 2.
- 8 Phillips, D and G Tetlow, *Taxation, government spending and the public finances of Scotland: updating the medium term outlook*, IFS; online June 2014 p10 www.ifs.org.uk/uploads/publications/bns/bnl48.pdf

- 9 Scottish Library and Information Council, *How Good is our Public Library Service? A Public Library Improvement Model for Scotland*, 2014. static1.l.sqspcdn.com/static/f/752487/25369547/1429883063927/SLIC_How_Good_Is_Our_Public_Library_WEB.pdf?token=Qz2II70wUDWMCQ_QozT5SwkASXzw%3D
- 10 Scottish Government, *Scotland's Digital Future: A Strategy for Scotland*, Edinburgh: The Scottish Government March 2011 <http://www.gov.scot/resource/doc/981/0114237.pdf>
- 11 Compare CIPFA, *Public Library Statistics 2014-15 Estimates and 2013-14 Actuals*, London: CIPFA 2014 and CIPFA (2010) *Public Library Statistics 2010-11 Estimates and 2009-10 Actuals*, London: CIPFA 2010 CIPFA Public Library Statistics
- 12 OfCom, *Communications Market Report: Scotland*, OfCom; online August 2014 p 9 stakeholders.ofcom.org.uk/binaries/research/cmr/cmr14/2014_CMRScotland.pdf [accessed November 2014]
- 13 Nielsen Book, *UK Consumer Book Market Trends 2014*, Woking: The Nielsen Company
- 14 Compare CIPFA *Public Library Statistics 2014-15 Estimates and 2013-14 Actuals*, London: CIPFA 2014; CIPFA *Public Library Statistics 2013-14 Estimates and 2012-13 Actuals*, London: CIPFA 2013; CIPFA *Public Library Statistics 2012-13 Estimates and 2012-11 Actuals*, London: CIPFA 2012
- 15 OfCom, *Communications Market Report: Scotland 2014*, OfCom; online August 2014, p7 and p9 stakeholders.ofcom.org.uk/binaries/research/cmr/cmr14/2014_CMRScotland.pdf [accessed November 2014]
- 16 See www.mooc-list.com/countrys/united-kingdom or www.futurelearn.com/
- 17 Sieghart W, *An Independent Review of e-Lending in Public Libraries in England*, London: Department for Culture, Media and Sport, March 2013
- 18 SLIC research conducted April 2014
- 19 SLIC research conducted April 2015
- 20 BBC Learning, *BBC Basic Online Skills May 2014 research*, BBC Learning; online November 2014 downloads.bbc.co.uk/aboutthebbc/insidethebbc/whatwedo/learning/audienceresearch/basic-online-skills-nov-2014.pdf [accessed April 2015]
- 21 OfCom, *Communications Market Report: Scotland 2014*, OfCom; online August 2014, p7 stakeholders.ofcom.org.uk/binaries/research/cmr/cmr14/2014_CMRScotland.pdf [accessed November 2014]
- 22 Macdonald, L, *A New Chapter Public library Services in the 21st Century*, Dunfermline: Carnegie UK Trust 2012 www.carnegieuktrust.org.uk/getattachment/570b3e65-e42f-4954-9370-241c12142c9f/A-New-Chapter---Scotland-Factsheet.aspx
- 23 National Records of Scotland, *Scotland's Population: The Registrar General's Annual Review of Demographic Trends 159th Edition*, Edinburgh: National Records of Scotland August 2014 p5 www.gro-scotland.gov.uk/files2/stats/annual-review-2013/rgar-2013.pdf
- 24 CIPFA, *Public Library Statistics 2014-15 Estimates and 2013-14 Actuals*, London: CIPFA 2014
- 25 Department of Culture, Media and Sport, *Consultation on the extension of the Public Lending Right to Rights of holders of books in non-print formats*, DCMS; online February 2014 www.gov.uk/government/consultations/consultation-on-the-extension-of-the-public-lending-right-to-rights-of-holders-of-books-in-non-print-formats%20 [accessed February 2015]
- 26 Wallace, J, *Shifting the Dial in Scotland* Dunfermline: Carnegie UK Trust, 2013
- 27 Locality, *Enabling Enterprise in Libraries*, Arts Council of England, March 2014

NOTES



WEST LoTHIAN LIBRARIES DELIVER THE NATIONAL STRATEGY FOR PUBLIC LIBRARIES 2015

	CURRENT LOCAL ACTION	AREA FOR DEVELOPMENT	NATIONAL INPUT
STRATEGIC AIM 1 Public Libraries in Scotland promote education and learning for all, develop a culture of reading for pleasure, offer support for everyone from early years to older people, and enable people to make informed choices.	<ul style="list-style-type: none"> • Bookbug Delivery. • Storytelling. • Class Visits. • Book Groups (mostly adults but Book Bashers for early teens at Lanthorn Library). • Friday Clubs for primary school age children. • Chatterbooks. 	<ul style="list-style-type: none"> • Staff Reader Development (product knowledge) training. • Activities for teens, adults and seniors. 	<ul style="list-style-type: none"> • Scottish Reading Strategy. • Bookbug programme. • Book Week Scotland Programme.
Recommendations			
<ul style="list-style-type: none"> • Ensure access to library services for all citizens using new technology. 	PC Booking System implemented. Self-Issue terminals operational in all branch libraries.	Mobile devices and innovative maker space technologies to be implemented.	Digital Champions group includes librarians in each authority to guide this work.
<ul style="list-style-type: none"> • Develop and promote the core offer from public libraries in Scotland. 	Information upon joining the library issued to customers.	Marketing of the service. Disabled Users Policy.	Developed through the Heads of Public Library Services and SLIC through the implementation of the National Strategy.
STRATEGIC AIM 2 Public Libraries in Scotland make best use of digital technologies to deliver high quality, efficient and responsive services, enabling access to information and services wherever and whenever citizens	<ul style="list-style-type: none"> • E-Resources offer developed and delivered. • Taster sessions delivered on accessing eBooks, eAudioBooks and eMagazines. • Library Management System 	Increase number of taster sessions on accessing new technology in libraries.	Digital Champions group includes librarians in each authority to guide this work.

want them.	<p>provides quick access to themes resources.</p> <ul style="list-style-type: none"> • Council Website contains range of online information resources for customers. 		
Recommendations			
<ul style="list-style-type: none"> • Develop Scotland-wide digital access to resources. 	Local access to digital resources available.	Join up with national access to digital resources.	Creation of a Scotland wide portal for digital resources.
<ul style="list-style-type: none"> • Ensure WiFi is available and accessible in all public libraries. 	WiFi being implemented in core digital hubs presently.	Expansion of WiFi into all libraries.	Scottish Library and Information Council creating WiFi implementation guidance paper.
Strategic Aim 3 Public Libraries in Scotland contribute to Scotland's economic wellbeing, supporting jobseekers, offering courses in digital skills, language courses and support for small businesses.	<ul style="list-style-type: none"> • Developments through Digital Inclusion group, eServices team and working with Community Learning and Development team to deliver courses in libraries. • Working with PC Buddies • Employability team delivering sessions for job seekers in libraries. 	<ul style="list-style-type: none"> • Potential to expand use of libraries for home workers and local businesses. • Project work to encourage voluntary activity to encourage technology and literacy in libraries in deprived areas. 	Digital Champions group includes librarians in each authority to guide this work.
Recommendations			
<ul style="list-style-type: none"> • Develop national, regional and local partnerships with advice services, job centres and enterprise organisations. 	Community Hubs developed in Blackburn, Carmondean and Partnership Centres.	Formal partnerships to be developed through Digital Inclusion group.	Will be taken forward through Scottish Library and Information Council.
<ul style="list-style-type: none"> • Mainstream activities to improve STEM Skills (Understanding Science, Technology, Engineering, 	Homework Clubs active in some libraries.	Expand number of homework clubs working with partners in libraries.	Will be taken forward through Scottish Library and Information Council.

and Math)in young children.			
<ul style="list-style-type: none"> Test and replicate a model of public libraries providing co-working spaces for small businesses. 	Many home working people and small business staff utilise the library space to work.	Add WiFi in all libraries, ensure spaces to work are available.	Create national publicity for this network. Will be taken forward through Scottish Library and Information Council.
Strategic Aim 4 Public Libraries in Scotland contribute to social wellbeing, tackling social isolation, inequality, disadvantage, fractured communities and ill health.	<ul style="list-style-type: none"> Homebound service delivered in partnership with The Food Train third sector organisation. Hearing Aid Batteries available at libraries in cooperation with Social Policy and NHS colleagues. Macmillan Cancer Information and Support Service delivered at Carmondean Connected. 	<ul style="list-style-type: none"> Extended Macmillan cancer information project being developed which will be initially in 4 locations. Bookbug Assertive Outreach project. Bringing service delivery together through additional Partnership Centre delivery. 	Will be taken forward through Scottish Library and Information Council.
Recommendations			
<ul style="list-style-type: none"> Create strong national, regional partnerships with all public services and community planning partners. 	Work ongoing with Social Policy and NHS partners to deliver services in libraries.	Expand the range of services and information which can be delivered through public libraries.	National partnerships will be taken forward through Scottish Library and Information Council.
<ul style="list-style-type: none"> Share best practice on how to create effective and accessible public service or community hubs. 	Blackburn Connected and Carmondean connected paved the way for the development of the Partnership Centre initiative.	Further development of Partnership Centres.	Will be taken forward through Scottish Library and Information Council.
<ul style="list-style-type: none"> Build on current practice to become champions of community engagement and empowerment. 	Hearing Aid Batteries project assists older people to avoid isolation. Macmillan Cancer Information and Support Service offers peer support for fellow sufferers and volunteer	Two service development officers have been trained on community engagement methodology and this will be utilised to further community hub development for branch	National publicity will be taken forward through Scottish Library and Information Council.

	helpers.	libraries.	
<ul style="list-style-type: none"> Develop guidelines on the appropriate use of volunteers to bring added value to services. 	Volunteer Policy developed West Lothian wide. Working with volunteers on value added projects in local history and Macmillan services.	Continued role of volunteers to support value added projects in libraries.	Guidance will be taken forward through Scottish Library and Information Council.
Strategic Aim 5 Public Libraries in Scotland promote their role as cultural centres, inspiring people through books and literature, music, film and theatre, and encourage creativity.	Branch Libraries provide book stock and author events to inspire local communities.	Expand cultural activity in branch libraries including crafts, film, music and more reader development activities.	National partnerships will be taken forward through Scottish Library and Information Council.
Recommendations			
<ul style="list-style-type: none"> Develop and strengthen national, regional and local partnerships with arts and cultural organisations. 	Working with Community Arts Services in promoting book events such as World Book Night.	Seek to create new partnerships with arts and cultural organisations.	National partnerships will be taken forward through Scottish Library and Information Council.
<ul style="list-style-type: none"> Pilot a collaborative venture to provide access to e-books from Scottish publishers. 	Not currently done locally.	Will be promoted locally.	National activity led by Scottish Publishers Association and Scottish Library and Information Council.
<ul style="list-style-type: none"> Support librarians to become effective voices for freedom of information and expression. 	Advise to customers on PC settings and internet browsers used.	Advice to customers on privacy issues and access to information.	National professional network (Chartered Institute of Library and Information Professionals) to take this forward and provide information to practitioners.
Strategic Aim 6 Public Libraries must be supported to continuously improve their services.	<ul style="list-style-type: none"> West Lothian Assessment Model utilised. Customer Service Excellence utilised. 	How Good Is Our Public Library will be utilised for self-assessment of the public library service.	Ongoing development and peer assessment will be provided.

Recommendations			
<ul style="list-style-type: none"> Continue to develop methods for reporting on the impact and outcomes of library activities through How Good is our Public Library Service (HGIOLPS). 	Work begun on self-assessment through How Good Is Our Public Library Service.	Will be cascaded to ensure all staff are involved in the self-assessment.	Ongoing development and peer assessment will be provided.
<ul style="list-style-type: none"> Develop and implement a learning and development programme for all library staff. 	Training programme developed and being delivered through Wednesday training time.	More in-depth training to be developed for staff on reader development, information retrieval and information management.	Digital Champions training programme being nationally delivered.
<ul style="list-style-type: none"> Explore alternative approaches to generating financial investment. 	Sponsorship is a core part of the delivery of Young Writer of the Year event.	Looking at potential for philanthropy and sponsorship in West Lothian.	Tesco Bank sponsorship is negotiated nationally for the Summer Reading Challenge and we may be able to expand this.
<ul style="list-style-type: none"> Engage proactively with models for efficient procurement of goods and services at national level. 	Work closely with Procurement Services to go to tender for services through quick quote. Work with Scotland Excel to procure best value for the book fund.	Investigate joint procurement with neighbouring authorities.	National books procurement in place and discussions ongoing on collaborative procurement of online services to be available in all libraries.

CULTURE AND LEISURE PDSP WORKPLAN

	TITLE	PURPOSE	LEAD OFFICER	FREQUENCY	PDSP	COUNCIL EXECUTIVE
1	Performance Report – Community & Leisure Services	To facilitate scrutiny of Community and Leisure activities and performance in the last six month period and to highlight the impact of the service.	Neil Sharp	Every fourth PDSP	27/08/15	No
2	Performance Report – Sport and Outdoor Education Services	To facilitate scrutiny of Sport and Outdoor Education activities and performance in the last six month period and to highlight the impact of the service.	Lorraine Durie	Every fourth PDSP	27/08/15	No
3	Community Facilities Report	To provide an update on progress with the capital investment programme in relation to community facilities.	Gordon Connolly	Every Meeting	27/08/15	No
4	Ambition & Opportunity: A Strategy for Public Libraries in Scotland 2015-2020'	To advise the PDSP on the first national strategy for Public Libraries in Scotland.	Jeanette Castle	One Off	27/08/15	No
5	CLD Plan	To update the PDSP on progress in developing a Community Learning and Development Plan for West Lothian.	Ian Hepburn	One Off	15/10/15	Yes
6	Performance Report – Community Arts	To provide an update on Community Arts activities and performance and highlight notable achievements and developments.	Laura Tyrrell	Every fourth PDSP	15/10/15	No
7	Performance Report – Library Services	To provide an update on the performance and achievements of the Library and Heritage Services over the previous six months.	Jeanette Castle	Every fourth PDSP	15/10/15	No
8	Community Facilities Report	To provide an update on progress with the capital investment programme in relation to community facilities.	Keir Stevenson	Every Meeting	15/10/15	No

CULTURE AND LEISURE PDSP WORKPLAN

	TITLE	PURPOSE	LEAD OFFICER	FREQUENCY	PDSP	COUNCIL EXECUTIVE
9	Mobile ICT Learning	To provide a six month update on the use of wireless tablet computers to promote learning and engage learners in programmes offered by Council.	Ian McIntosh	One Off	15/10/15	No
10	Update on LTS Plus	To update on members on the learning to swim programme.	Sheila McEwan	Yearly	15/10/15	No
11	Performance Report – Community Learning & Development Services	To provide an update on Community Learning & Development activities and performance and to highlight the impact of the service.	Ian McIntosh	Every fourth PDSP	10/12/15	No
12	Performance Report – Community Youth Services	To provide an update on progress with the delivery of the management plan in relation to community youth services.	Beverley Akinlami	Every fourth PDSP	10/12/15	No
13	Performance Report – Adult Basic Education	To provide an update on progress on service delivery as per the Management Plan.	Elaine Nisbet	Every fourth PDSP	04/02/16	No
14	Community Facilities Report	To provide an update on progress with the capital investment programme in relation to community facilities.	Gordon Connolly	Every Meeting	10/12/15	No
15	WW1 Commemoration Activity Update	To update the panel on the commemorative activity for WW1	Jeanette Castle	Every six months	10/12/15	No
16	Performance Report – Community & Leisure Services	To facilitate scrutiny of Community and Leisure activities and performance in the last six month period and to highlight the impact of the service.	Neil Sharp	Every fourth PDSP	04/02/16	No

CULTURE AND LEISURE PDSP WORKPLAN

	TITLE	PURPOSE	LEAD OFFICER	FREQUENCY	PDSP	COUNCIL EXECUTIVE
17	Performance Report – Sport and Outdoor Education Services	To facilitate scrutiny of Sport and Outdoor Education activities and performance in the last six month period and to highlight the impact of the service.	?	Every fourth PDSP	04/02/16	No
18	Community Facilities Report	To provide an update on progress with the capital investment programme in relation to community facilities.	Gordon Connolly	Every Meeting	04/02/16	No
19	Scottish Book Week	To highlight the range of activities.	Jeanette Castle	Yearly	04/02/16	No
20	Youth Music Initiative Application	To report on the annual YMI funding application to Creative Scotland	Laura Tyrrell	Yearly	04/02/16	Education Executive
21	Performance Report – Community Arts	To provide an update on Community Arts activities and performance and highlight notable achievements and developments.	Laura Tyrrell	Every fourth PDSP	14/04/16	No
22	Performance Report – Library Services	To provide an update on the performance and achievements of the Library and Heritage Services over the previous six months.	Jeanette Castle	Every fourth PDSP	14/04/16	No
23	Community Facilities Report	To provide an update on progress with the capital investment programme in relation to community facilities.	Gordon Connolly	Every Meeting	14/04/16	No
24	Annual Twinning Report	To provide an update on Twinning programme and exchanges with our partners.	Gordon Connolly	Yearly	14/04/16	No
25	Area Services Management Plan	To report on main activities and actions to be delivered by the service in 2016/17.	Steve Field	Yearly	14/04/16	No

CULTURE AND LEISURE PDSP WORKPLAN

	TITLE	PURPOSE	LEAD OFFICER	FREQUENCY	PDSP	COUNCIL EXECUTIVE
26	Performance Report – Community Learning & Development Services	To provide an update on Community Learning & Development activities and performance and to highlight the impact of the service.	Ian McIntosh	Every fourth PDSP	02/06/16	No
27	Performance Report – Community Youth Services	To provide an update on progress with the delivery of the management plan in relation to community youth services.	Beverley Akinlami	Every fourth PDSP	02/06/16	No
28	Performance Report – Adult Basic Education	To provide an update on progress on service delivery as per the Management Plan.	Elaine Nisbet	Every fourth PDSP	02/08/16	No
29	Community Facilities Report	To provide an update on progress with the capital investment programme in relation to community facilities.	Gordon Connolly	Every Meeting	02/06/16	No
30	WW1 Commemoration Activity Update	To update the panel on the commemorative activity for WW1.	Jeanette Castle	Every six months	02/06/16	No
31	Arts Grant	To update panel on proposed minor changes to the Arts Grant Scheme.	Laura Tyrrell	Yearly	02/06/16	No
32	Sports Grant	To update panel on proposed minor changes to the Sports Grant Scheme.	?	Yearly	02/06/16	No
33	Modernisation of Frontline Services	To advise the PDSP of proposals to change the way frontline services are delivered.	Karen Cawte	One Off	To be confirmed	Yes
34	Culture and Heritage Strategy 2014/18	To advise the PDSP of the Culture and Heritage Strategy 2015/18.	Laura Tyrrell	One Off	To be confirmed	Yes
35	WL – Games Legacy Report	Post Games Report 2.	Keir Stevenson	Fourth Quarter of 2015	To be confirmed	No

CULTURE AND LEISURE PDSP WORKPLAN

	TITLE	PURPOSE	LEAD OFFICER	FREQUENCY	PDSP	COUNCIL EXECUTIVE
36	WL – Games Legacy Report	Post Games Report 3.	Keir Stevenson	Fourth Quarter of 2016	To be confirmed	No
37	WL – Games Legacy Report	Post Games Report 4.	Keir Stevenson	Fourth Quarter of 2017	To be confirmed	No
38	WL – Games Legacy Report	Post Games Report 5.	Keir Stevenson	Fourth Quarter of 2018	To be confirmed	No
39	WL – Games Legacy Report	Post Games Report 6.	Keir Stevenson	Fourth Quarter of 2019	To be confirmed	No