

2007-08

# Edinburgh City Council evaluation report

Public Library Quality Improvement Matrix (PLOIM)

## **Summary**

From detailed discussions with staff, stakeholders and users, visits to libraries and a review of the evidence, it is clear that Edinburgh City Libraries and Information Services (ECLIS) staff are working hard to ensure that a range of quality library services are delivered across the authority and, in particular, to the socially excluded and hard-to-reach groups. The new structure has seen services transferred to the new Services for Communities (SfC) department. This has offered an opportunity to review library services, develop new and shared service delivery models and set an agenda for change. The Public Library Quality Improvement Matrix (PLQIM), the Charter Mark process and the ongoing Libraries Review have focussed attention on managing service change and developing opportunities to deliver services in a different way.

Services have important strengths which are having a positive impact. Where projects have proven successful, sustainability still presents considerable challenges, for example the Bookstart team. Some of the areas for improvement are diminishing the quality of the individuals' experience of using library services, in particular anyone with mobility problems will have difficulty or simply cannot access Central Library services and the building constraints do require substantial investment.

Key strengths includes Libraries4YOUth, Bookstart, Access Services and Ethnic Library Services. A number of areas for improvement are action to improve the Central Library building, completing the planned changes to the delivery of IT services and ensuring all staff have been trained in retail techniques and customer care, embedding the training in service delivery and monitoring its impact.

As part of the PLQIM, staff have identified a number of areas for improvement and this is the basis of an action plan on which to build better services.

## **Introduction**

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

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

## **Local Authority Background**

Providing service for Scotland's capital city, the CEC provides library and information services for over 440,000 residents and a large number of tourists and commuters who work in the city. Libraries had, until recently, been part of the Leisure Directorate. A new structure has seen services transferred to the new Services for Communities (SfC) department. This has offered an opportunity to review library

services, develop new and shared service delivery models and set an agenda for change. There would appear to be a raised expectation of the role libraries will now be expected to play in supporting Edinburgh's communities.

The city has 25 community libraries, 4 mobile libraries and a central library, with city-wide specialist teams supporting Youth, Ethnic and Access services. The Central Library is a particularly challenging building to manage, with problems of under-investment in development and a difficult layout across 3 adjacent buildings. Whilst the George Washington Brown building is a historic building of importance to the city, it is increasingly unable to deliver the range of services required by the public of an ambitious capital city and its inability to provide access for all citizens to the full range of services raises significant concerns. 319.4 FTE staff are deployed to work in the Central Library, community libraries and support services.

Edinburgh is the venue for a number of prestigious and high-quality events and the city's libraries have a unique opportunity for involvement in and association with these cultural events and festivals.

### **Process**

Using the Public Library Quality Improvement Framework ECLIS staff were encouraged to identify and collect evidence for the member of staff co-ordinating the evidence for each of the 7 quality indicators, who then gave a formal presentation and reported the outcome of the self-assessment. The Scottish Library and Information Council (SLIC) would normally review 2 of the 7 quality indicators, one service QI and one process QI however this self evaluation exercise worked in tandem to inform the Library Review. Some of the evidence overlaps across the QIs and some realignment has taken place to assist the report writing and avoid duplication. A summary of the self-evaluation was presented to SLIC and external verifier Robert Ruthven Library and Archives Service Manager, Stirling Council on 24<sup>th</sup> January 2008. This was followed by a discussion with stakeholders. Dorothy Browse, Service Manager – Libraries and Museums, Fife Council took part in library visits on 25<sup>th</sup> January 2008 and the group met subsequently to review the substantial range of documentation.

### **Levels**

This report uses a six level scale, as follows:

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

### **Quality indicator 1 Access to information**

#### **Strengths**

- Wide range of online and print collections
- 24/7 access, including participation in Enquire to provide round the clock reference service
- Wide range of information to support communities and individuals

### **Sufficiency, range and suitability of resources**

ECLIS provides wide-ranging information services via the Central Library, community libraries and mobiles. Collections include non-fiction, books, electronic, historical and the main reference collections, as well as specialist collections in music, fine art, Scottish materials and works about Edinburgh itself. The library catalogue is available online but access to the collections is restricted by the need for a significant amount of retrospective cataloguing.

Online subscription services are available 24/7 from the library section of the Council website and resources offered include Encyclopedia Britannica, KnowUK and NewsUK. Usage levels are low even though remote access is offered through the Council website using the library membership barcode. Currently, the public have to follow several links before reaching the electronic resources and there is scope for improved access and clearer visibility. An Electronic Resources working group is responsible for developing online subscription services strategy and content, as well as monitoring and promoting use. There are council constraints about some aspects of printed promotion but other opportunities where the resources have been showcased, such as the Edinburgh Libraries Festival have shown only a moderate increase in usage.

The Central Library houses the main city Reference Library and a number of specialist subject departments, which have built up over the years a wide collection of books, periodicals, electronic and non-book resources. Specific subject collections are available for Fine Art, Music, Scottish materials and local history material about Edinburgh. As the Library Review Team is reviewing the priorities for service delivery in the Central Library, it seems likely that there will be changes to the arrangements for subject departments. Discussions are currently taking place with the National Library of Scotland, which is situated opposite the Central Library, looking at avoiding areas of overlap and improving arrangements for access.

The total annual level of enquiries reported through CIPFA has varied only slightly in the last three years, still sitting in the top ten reported figures for enquiries per 1000 population. The CIPFA statistics report on enquiries from all sources using a range of sample weeks, which is aggregated to produce an annual figure. Enquire is a 24/7 enquiry service in which ECLIS participates. This enables users to submit information enquiries using chat software and a rota shares the workload across over 90 UK library services and international partners who respond to the enquiries 24/7. ECLIS's contribution is a 3 hour shift, approximately every four weeks. Not all enquiries are made using the Enquire service. Community information can be submitted via the library website and contributions to the Community Information Bulletin can be uploaded. The new departmental structure within which libraries sit, will further encourage the development of community information collection and sharing. Libraries currently have knowledge of local communities which is not available online and the ECLIS web pages could be improved by enabling access to databases of local organisations, facilities and this would be more sustainable if password-protected updating facilities are installed. The Community information service team also run a leaflet distribution service for groups through libraries.

In common with other Scottish local authorities, the Central Library is provides access to a range of print materials from the European parliament and there are six Scottish Parliament partner libraries across the city. There is a national downwards

trend in demand for access to the printed materials, as web access is readily available, but ECLIS maintains good visibility for these services.

Children and young people can log-in and access specialised provision, including a subscription service to Britannica Junior and Britannica Student. Promotion of the online resources is included in the user education programme for school children and this is included in the class visit guidelines and children's leaflet.

ELISA, the Edinburgh Libraries and Information Services Agency, has recently launched a passport initiative based on a shared access agreement. The ECLIS participates along with 8 university and college libraries, the Open University in Scotland, the National Library of Scotland and 9 special libraries. After 8 months of operation, the evaluation report shows that 247 passports had been issued by ECLIS and 49 passports had been received, including 11 at the Central Library. The numbers are small and it is too early to say whether the initiative will have sustained uptake or impact.

### **Arrangements for access**

As well as 25 community libraries and the Central Library, the CEC has 4 mobile libraries. The community libraries and Central Library all have 2MB connections. The BT managed network has been problematic and raised a number of problems in terms of access for library services. Recent agreement will mean that network for public access will in future differ from the Council network used by staff. It will be delivered under a service level agreement on an independently managed network run by the IT department of the Council. This is intended to alleviate problems with firewalls and allow access to a range of web services which the public should reasonably expect. The new arrangement for IT network needs to be introduced, managed and monitored so that access is improved for the public. It is too early to say whether this will deliver the planned levels of improvement, but, may offer a model for other Councils in Scotland to improve public access to web-based information.

Edinburgh City Library and Information Services uses the Talis Prism Library Management System and has recently joined the CAIRNS (Co-operative Information Retrieval Service for Scotland) network which offers a single-search access point for many of Scotland's library catalogues, aiding information supply and resource location.

Access to online information is through the Connect branded PCs. The public access computers have had a single refresh since the original installation as part of the People's Network project. It is important that investment is made to ensure that the machines are fit for purpose and able to support the range of software and services required by users. Whilst the number of 'log-ins' in the Connect learning centres is over 45,000 and the service's performance sits in the midst of Audit Scotland's local authority tables, comparison across authorities per 1000 population and against the Scottish average demonstrates that there is capacity for improvement. An online booking system for pc use is not available and would provide considerable improvements for both staff and public.

Whilst there are a number of study spaces for public use across the city, these do not have Wi-Fi access, which uses wireless connectivity to expand internet access, they also do not offer any refreshment. In terms of extending service provision, there is a need to introduce wireless technology in Connect centres and offer the

public the flexibility of Wi-Fi and access to laptops for loan within libraries. Connectivity on mobiles should also be reviewed.

### Staff interaction and support

The staff received training in the European Computer Driving Licence as part of the roll-out of the People's Network. Since the conclusion of this programme, a much reduced ICT training programme has been carried out with staff. This has been topped up with training in the use of the online subscription databases, including KnowUK, NewsUK and Britannica online. Specialist training in the use of Supernova has been partially rolled-out, but has been curtailed because of technical difficulties and inconsistent levels of IT support. Regular training is important so that staff are familiar with resources and can encourage the use of online services, ultimately helping customers to satisfy their own information needs. The ICT Training plan for libraries 2007/8 shows a mixture of training on Talis, the new Connect service, accessibility software, ECDL, e-citizen and online subscription services. The impact of training will require monitoring.

<b>Areas for improvement</b>	
•	Scope exists for improved promotion and monitoring of the use of online subscription services
•	Sustained investment in the public access computer hardware and software is key to the future development of e-government and library services
•	Provision of online booking system
•	Provision of Wi-Fi and access to laptops for loan in libraries to extend provision
•	Progression on areas of shared services

<b>Quality Indicator 1 Access to information</b>	
Sufficiency, range and suitability of resources	Good
Arrangement for access	Adequate
Staff interaction and support	Good

### Quality Indicator 2 Personal and community participation

<b>Strengths</b>	
•	Working with community partnerships and scope of community consultation
•	Encouraging local community identity and sense of place
•	Commitment to serving hard to reach embedded in library service, exemplified in Libraries4YOUth and the children's Book Bus
•	Access and Ethnic Library Services

### Promoting personal and community development

The City of Edinburgh Council has a long standing commitment to social inclusion and ECLIS works towards providing access to more inclusive public services city wide. Working within the new SfC department is offering the library service a new opportunity to work in partnership in neighbourhoods, and there is evidence that Libraries management are eager to grasp that opportunity. Libraries sit within the newly formed division of Performance and Community Engagement and involvement in local Community Planning will offer libraries the opportunity to tailor services to suit the needs of the neighbourhood partnerships. A Business Change team has been set up with a number of key tasks, including a customer service strategy for SfC,

management strategies for centrally provided services, such as communication and ICT and a programme of accreditation for national and quality programmes.

Neighbourhood Partnerships are developing a series of Neighbourhood Community Plans and libraries are in a position to make a considerable contribution to the SfC Business Improvement Team's new ICT strategy. There will also be a number of opportunities to deliver shared services and make best use of available resources.

One of the key features of ECLIS is the level and scope of community consultation, which supported council objectives to be customer orientated and responsive to community needs. Promoting social inclusion in Edinburgh includes working closely with isolated and hard to reach groups, such as children in special schools, the elderly and in care, residents in Social Inclusion Partnerships (SIPs) and delivering a wide range of special services co-ordinated by the teams of Access Services and Ethnic Library Services.

Consultation with users includes a number of formal and informal surveys, including regular CIPFA PLUS<sup>1</sup>, the Council's Equalities Forums and the Edinburgh Citizens' Panel. Other discussions with users and non-users include consulting disaffected teenagers in Craigmillar, Moredun, Kirkliston and Sighthill, talking to the Disabled Library Users Forum which has met regularly for a number of years and the Ethnic Library Services Forum and informal work in local communities. Staff plan to take the work with teenagers in SIPs out to street-based surveys asking about the library services for teenagers. This allows people to input into the development of the delivery of their library services. Libraries are well placed within the new structures to fully participate in community planning processes, feed into community plans and help to deliver local community priorities. This will take time and considerable staff input but should see libraries well-placed to take on the role as community hubs, which has been under-promoted in Edinburgh.

### **Providing community space**

Access Services and Ethnic Library Services made a strong contribution to ECLIS's success in this quality indicator. Well led, these services have built up and delivered a range of services for individuals and groups whose needs might not have otherwise been met. Putting these services in context, 12% of the book stock is in large print and 5% in community languages. Local population profile change is monitored through demographic information, local groups and feedback from a range of partnership sources. There are now 16 permanent language collections based at McDonald Road and materials in a further 11 languages are rented from Bright Books. Access Services provide outreach services, including hospitals, housebound, care homes and HMP Edinburgh. Disability awareness is high and the Disability Resource Centre provide events which help to combat social isolation amongst potentially vulnerable groups.

A dedicated Book Bus for children who have additional support needs, including those affected by disability makes around 25 stops, visiting over 90% of special schools and child/family centres. With over 900 members, the service has issued over 10,000 items. As part of the Public Library Quality Improvement Matrix self-evaluation process, a number of partners spoke to the verification team about the contribution of the library services. A representative from the Wellington School

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<sup>1</sup> Public Library User Survey was introduced to gather feedback from the public on how well they think the library service is meeting their needs. Surveys of both adult and children are carried out in a rolling programme

explained the positive impact the library service had made on children and support felt by staff. Services are delivered to over 65 care homes.

As well as the wide range of community information, access is also provided to a range of electronic and paper based material on employment, welfare rights, employment law and career information. Whilst visiting Sighthill community library, staff were assisting with the development of CVs and the navigation of the council housing website, important as local tenants need to relocate shortly when local housing is demolished.

As expected, the capital city offers a range of events offering participation including ICT taster sessions, reading and a number of cultural activities. The Fine Art Department is a small but popular venue for exhibitions, although the space available does not rival the high-quality gallery space available elsewhere in the city. There are 19 community libraries which are able to provide community meeting spaces for to local community groups. A good example of the use made is the Nelson Halls at McDonald Road Library, which has been used for the Mushaira poetry event. Sighthill's award winning Libraries4YOUth programme of events includes a unique library partnership with the Duke of Edinburgh's Award scheme, offering a challenging series of library-based and field-based activities for teenagers.

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

The library services local studies work is a delicate balance between the strong cultural brand of Edinburgh as a capital city with a considerable cultural and arts events programme and valuing the distinct, local communities such as Colinton and Leith, so that their local heritage is valued and preserved. Services for both are provided between the Edinburgh and Scottish collections at the Central Library and local work carried out in community libraries. The service works with a number of local community groups with a local history focus and has assisted with the development of exhibitions, special collections and web content, such as the Portobello Local History Society Website, to support their activities. Another website project [www.scsssfund.org.uk](http://www.scsssfund.org.uk) was set up by the visually impaired users of the Disability Resource Centre with staff support, promoting cultural links between Scotland, the Czech Republic and Slovakia. The digital video produced by the teenage participants of Libraries4YOUth is another aspect of recording community heritage.

The focus for local studies research is the Edinburgh Room in the Central Library and its collections covers research into family as well as local history. Like most other authorities, materials include Census returns, Old Parish Registers, local newspapers, monographs and Directories. Staff offer genealogy surgeries and internet taster sessions to support growing interest. This has developed into the first Family History Week, which is planned for April 2008 and includes a series of events, guest speaker programme and exhibitions across the city. Good use has been made of internet opportunities to improve access to services in this area. For example, guidance on how to start researching family history and an introduction to sources is on the ECLIS website and over 100,000 images from the ECLIS collection can be accessed from Capital Collections on the website, including photographs, drawings, watercolours and engravings.

#### **Areas for improvement**

- Implementing results of community consultation within Neighbourhood Management
- Build on existing good practice with teenagers, hard-to-reach groups, ethnic groups and housebound

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

### **Quality Indicator 3 Meeting readers' needs**

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Children's work, in particular development of Bookstart and the Reading Champion project</li> <li>• Reader Development Strategy</li> <li>• Work with literacies learners</li> <li>• Range of stock and provision of reading-related events in community languages</li> </ul>
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#### **Identification of reading needs**

Edinburgh City Libraries and Information Services provide a good collection of stock for enjoyment, knowledge and to improve literacy, seeking to meet the needs of all readers. The stock audit report of 06/07 demonstrates the variety of materials and formats available, with strength in the provision of children's material. Levels of expenditure on materials have fallen in recent years and in comparison with other metropolitan services ECLIS has work to do to increase the amount spent on resources for the public.

The CIPFA PLUS survey which is carried out periodically with adults and children consistently shows dissatisfaction with stock. ECLIS has a Stock Policy Document which has recently been reviewed. New stock is purchased in accordance with the existing contractual arrangements and a new system of supplier selection for all stock is being introduced. The use of the Stock Quality Health Check has been introduced to measure the stock selection performance in relation to other authorities and assist with the analysis of the stock holdings. Feedback identifies by broad stock category where more or fewer copies from that category have been purchased against the selections made across a large number of other authorities. Whilst ECLIS's overall performance is 'excellent' at 64.5%, further work is recommended to assess how the stock performed in terms of loans once purchased.

The introduction of supplier selection seeks to improve performance under Best Value by improved supply and delivery times, a wider range of titles and releasing staff time from the stock selection process for service development. Supplier Selection Specification documents have been drawn up for fiction and non-fiction, detailing the need to provide Scottish material, the continuation of the service's focus on social inclusion and reading interests for individual community libraries. A good selection of non-mainstream publishers and Scottish publishers are identified in the document. The introduction of supplier selection will require continuous monitoring and review. The use of evidence based stock management, which provides information about the performance of each title, author, genre and community library, is recommended. Over time, feedback from monitoring may reveal a need to refine the specifications. There is also a need to monitor the way in which staff use the time released by the introduction of supplier selection and the overall impact of this new system on library users.

Stock circulation has been in place in ECLIS for a number of years. This improves the range and breadth of titles available in community libraries cost effectively. The service recognises that there is potential to improve upon the existing method to improve efficiency. Members of the public can express their reading interests and needs by suggesting new material or through the request system. Levels of requests per 1000 population are falling and ECLIS is 9<sup>th</sup> amongst Scottish local authorities. Requests can be submitted by the public via the library website. The level and range of requests are an indication of how well the library service is meeting readers' needs. Requests will need to be monitored once the supplier selection system has been introduced and adjustments made if necessary.

### **Choice of activities and resources**

Edinburgh has a special status as UNESCO World City of Literature and also hosts the Edinburgh International Book Festival for two weeks each year. The city is home to a number of cultural agencies all striving to promote aspects of reading, storytelling and writing. ECLIS has been an enthusiastic partner in the SLIC/CILIPS/Scottish Arts Council Reader Development Network. A Reader Development Officer is employed by the service and a Reader Development Strategy is in place, monitored by a Reader Development Working Group. This links directly to the CEC strategic themes of improving literacy and customer focus. ECLIS has unique opportunities to participate in and benefit from partner initiatives so this must be taken into account when assessing performance. The Reader Development Strategy has an associated action plan with targets for performance, which is reviewed annually. Staff training in retail techniques, which should improve the presentation of book displays, has recently taken place. The impact of this training needs to be monitored and evaluated.

Adult readers have access to a wide range of material, opportunities to discuss books in reading groups and a number of reading-based events. ECLIS have 11 book groups, including groups for Urdu readers, teenagers and readers with visual impairments. The Festival of Scottish Writing takes place on an annual basis, with author events, storytelling sessions, workshops and a Readers' Day. This takes place over a two week period in May and is a service-wide event, bringing together the reader development strands.

### **Provision for readers**

Provision for those wishing to read in a number of community languages is very good. As mentioned previously, there are 16 permanent collections in various languages and a further 11 rented collections. The stock is analysed on an annual basis and requests for resource in community languages is closely monitored for trends and new demands. In addition to books, audio-visual resources are collected in 6 community languages and McDonald Road has a good Bollywood collection. Periodicals and newspapers are also provided, including journals printed abroad, those in community languages and also community interest journals in English. There are plans to formalise evaluation criteria for stock in community languages and this will be of interest to other services. The Ethnic Services Librarian is currently contributing to a national feasibility study into the provision of services to new workers and this is a valuable sharing of practice. This national initiative may also help with Edinburgh's plans to improve catalogue records for community language stock. Mushaira (South East Asian Poetry reading) is an important event, but others are also arranged to celebrate new books being published in community libraries or to support cultures such as the Moroccan Festival. Women-only reading events are also arranged to suit the needs of the community.

Partnership working with literacies tutors and adult education staff has added local value to participation in national initiatives such as the Big Plus in Libraries and the BBC's RaW campaign. ECLIS received 10 new collections of materials aimed at literacies learners as part of the Big Plus in Libraries.

The focus of Children and Young People's Services is to seek to contribute towards another of the City of Edinburgh Council's corporate aims 'to provide a good start for children'. Reading interests and needs are considered across the various reading stages, from pre-literacy to fluency across the younger age groups. Systematic stock management is linked to the stock policy, regular stock analyses, budget planning and standards. Usage of children and young people's stock has increased by 3.8% in the last year and the most recent CIPFA PLUS survey (2003) indicates a satisfaction rate of 85%.

Access to reading is available in a variety of formats including large print, audio books, graphic novels and special collections for emergent readers, abridged, quick reader or audio and print packages. The Resource Centre for disabled people offers a 'bespoke' service to assist people with disabilities who need extra support in learning how to use alternative formats. Records show a small but steady demand for services such as assistance with Braille, hearing impairment and Supernova but cannot demonstrate the value in terms of social inclusion. Expansion of provision into e-books and downloadable audio files is being considered for the future as the market is still developing.

There are five Bookstart workers employed on temporary contracts who are making a significant contribution through community libraries to the development of early literacy and numeracy. Reaching over 85% of babies in the city, the project was selected by Bookstart for national research by the University of Aberdeen. It is surprising that, given the corporate focus, these posts have not as yet been mainstreamed. Bookstart figures from 2006 show attendances of over 12,000 at Bookstart events and an increase of nearly 20% in terms of very young library members. It is worth remembering that the 12,000 young visitors have to be brought to libraries by parents or carers so the opportunities offered are not just to babies and toddlers but a whole range of adults who might not otherwise come into libraries or council buildings. Bookstart, Bookstart Plus and My Bookstart Treasure Chest packs are funded by Scottish Government and distributed with a range of partners including Child and Family Centres, the Edinburgh Hospital for Sick Children and the Schools Library Service.

The library 'offer' for children continues with a range of storytime, Chatterbooks, teenage reading groups and the summer reading challenge. Children and Young People have opportunities to meet authors at special events held during the Festival of Scottish Writing, the Edinburgh International Book Festival and through the Live Literature Scotland programme. Reading recommendations to develop reading choices are provided through Dr Recommenda Book sessions, which 'prescribe' choices. Feedback on reading experiences of young readers is valued and reviews are on the ECLIS web pages, signposted through the Wizard Websites. As adult readers, ECLIS provides additional help for younger users who need assistive technologies or materials in community languages.

The Reading Champion for Looked After and Accommodated Young People is another important project. Working with partners, this project uses the Children's Book Bus to bring reading to a hard-to-reach group. Winner of awards including the Award of COSLA Scottish Executive Delivering Excellence, the COSLA "One to watch"

silver award and the Standard Life Partnership in Practice award, this is a commendable initiative.

<p><b>Areas of improvement</b></p> <ul style="list-style-type: none"> <li>• Manage supplier selection through Evidence Based Stock Management</li> <li>• Embed the retail techniques training at all staff levels</li> <li>• Build on reader development work to improve book loans to adults</li> </ul>
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<b>Quality Indicator 3 Meeting readers' needs</b>	
Identification of reading interests	Good
Choices of activities and resources	Very Good
Opportunities to improve literacy and numeracy	Good

**Quality Indicator 4 Learners' experiences**

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Learner-centred support</li> <li>• Granton Homework Club</li> </ul>
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**The library learning environment**

Library buildings vary in their ability to accommodate learners and ICT. The People's Network provided an opportunity to launch new learning centres and these are all branded as Connect for easy recognition by learners. Layouts do vary and it is not always possible to provide separate learning centre facilities in libraries because of building constraints. Strong branding does help to identify the service provision and assure the public of the consistency of the quality.

As previously mentioned, the number of 'log-ins' in the Connect learning centres is over 45,000 and that whilst the service's performance sits in the midst of Audit Scotland's local authority tables, comparison with other local authorities and the Scottish average benchmark indicates that there is capacity for improvement. The lack of an online booking system means that it is not as easy as it could be for learners to plan access to computers and to organise their study time and takes up valuable staffing resources.

Libraries provide a number of study spaces for public use across the city, which are of variable quality. Opportunities to improve provision include wi-fi access, use of a variety of furnishing to ensure comfort and flexibility for all potential clients, onsite refreshment and improving toilet facilities.

**Range of learning**

Edinburgh City Libraries seeks to support all types of learners through the wide range of resources from adult basic education to those at the highest levels of study and research. Children and young people are able to borrow up to 12 items to support their studies.

StudyIT, a range of information skills, IT and customer care training, has been provided but there is no information about uptake or completion. IT taster sessions are offered in 11 locations across the city and times and days varied. Classes are aimed at beginners or those with very little computer knowledge and there does not appear to be a standard approach to developing and delivering taster sessions. According to the library website, demand for these sessions is high. Whilst users benefit from one to one support offered by an informal approach, compared with other Scottish library services the number of formal, library-led learning opportunities

are small. With over 50% of the staff holding ECDL certificates and considerable investment in staff ICT training, it is surprising that the library staff involvement in learning is not more extensive. There is scope to develop a central resource of taster sessions or to use those developed by another local authority such as West Lothian or Fife and to support its delivery with staff training. Incorporating training on the use of the online subscription services and using local studies materials will help encourage use of these services and provide a context for applying ICT skills.

### **Addressing the needs of learners**

Community libraries with community rooms provide venues for partners to deliver a range of learning, including English as a second language, ICT skills, Lifeskills for teenagers, music therapy for learning disabled adults, Kumon Children's Maths and English. Many of the Connect sessions are led by partners in community education and CLAN. Big Lottery Funding has been secured for homework clubs in Muirhouse and Granton. Parents worked through the Community Alliance and North Edinburgh Social Inclusion Partnership to secure support and funding for the homework club which helps improve literacy and numeracy, as well as encouraging social learning. Granton was a specially designed learning area and targets support for children aged 5-16, Monday to Saturday. The centre offers access to learning, support and provides a venue for children excluded from school to study with the help of home tutors. The homework clubs are examples of good practice but the benefits of this integrated approach are not yet widespread across the city.

Learners benefit from access to the range of assistive technologies and specialist software to assist them with learning. This includes adjustable PC desks, accessible keyboards, tracker-ball mice and Cicero and Supernova. The Resource Centre offers a 'bespoke' service for disabled users, tailoring individual client needs and learning requirements. The challenge, as for many services, is to provide the range of assistive technologies and ensure that staff use their specialist training in the use of these technologies regularly enough to build up confidence. There is limited access for disabled people in some areas, including the Central Library, which still needs to be addressed. IT sessions are offered in community language software, including Chinese and Urdu.

### **Partnership working in learning**

Partnership with schools resulted in over 7500 school pupils visiting libraries in 2006/7 to encourage use of library resources and to support targeted groups – S1 pupils at the transition stage, Advanced Higher pupils learning skills for independent research, etc. Children and young people have access to computer clubs in a number of community libraries – Click at Portobello Library, the Libraries4YOUth initiative at Sighthill, Craigmillar, Kirkliston and Moredun and the homework clubs at Granton and Muirhouse. There is scope to increase this good IT and homework support in other community libraries.

IT courses are delivered in partnership with Stevenson College, Edinburgh's Telford College and Community Education and Development in community library venues. CLAN provide literacy classes and Stevenson College, Edinburgh's Telford College and Community Education and Development deliver English as a Second Language classes. Community libraries provide venues for partners such as the Open University and Careers Scotland and support events such as the Festival of Learning and the Adult Learners' Fair. Whilst there is a range of opportunities for progression, there is a lack of strategic approach to the provision of learning through libraries. There is a need to review the learning role of libraries at strategic level within the context of Neighbourhood Partnerships, Community Learning and Development and Community

Planning so that the learning needs of the public are met without duplication of effort.

Contact with other libraries in the city through the ELISA passport scheme and the Neighbourhood Partnership offer potential new learning support for the public.

<p><b>Areas for improvement</b></p> <ul style="list-style-type: none"> <li>• Review the learning role of libraries at strategic level and implement planned programme of learning taster sessions in libraries</li> <li>• Provision of online booking system</li> <li>• Improving access in the Central Library for disabled learners</li> <li>• There is scope to increase IT and homework support in other community libraries</li> </ul>
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<b>Quality Indicator 4 Learners' Experiences</b>	
Extent to which the environment stimulates and motivates learners	Adequate
The range of learning opportunities offered	Adequate
Provision for learners with differing abilities and aptitudes	Adequate
Partnerships enabling progression with others	Good

#### **Quality Indicator 5 Ethos and values**

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Community consultation</li> <li>• Focus on contributing to CEC goals</li> <li>• Access and Ethnic services</li> <li>• Recent Retail Techniques and Customer Care Training initiatives</li> </ul>
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#### **Sense of identity**

At corporate level, the contribution which libraries can make to achieving CEC goals are clearly laid out in the Services for Communities Plan 2007-2010. The move to a different department has challenged libraries to move away from long-standing traditional service delivery mechanisms and realign services with departmental partners, whilst maintaining current effective partnerships. The Plan lays out a number of targets for the service and the on-going review and changes in the senior management team offers new opportunities for library services to build on their trusted brand whilst improving customer care and making services tailored for local communities.

Visit arrangements had been made to speak to a group of stakeholders, including the school library services who work with the city libraries on the Bookstart project, volunteers who support the housebound service and Angela Leitch, Head of Performance and Community Engagement. The visits to community libraries enabled informal discussions to take place with learners, Bookstart Mums, staff, young adults at Sighthill and borrowers. In addition, Edinburgh does consult its citizens regularly about its library service, through the CIPFA surveys and other mechanisms mentioned in Q12. Neighbourhood Partnerships are already providing another opportunity for libraries to consult on the range of services, delivery mechanisms and service development which will be required. Re-application for Charter Mark status is another driver for asking users for their views. Draft Library Service Standards were

circulated widely for comment in recent weeks as part of this process. There are many different opportunities to promote the contribution which ECLIS makes to the public and to the ways in which libraries are supporting the CEC strategic themes. Recent events include visits by Sarah Brown and Alistair Darling MP, the launch of the Sighthill Video Project, the Book Bus launch and the Festival of Scottish Writing launch. The impact of these events would benefit from a more strategic approach for advocacy and marketing.

The most striking demonstration about the way in which stakeholders value library services is the Sighthill Libraries4YOUth initiative. Once asked about the range of services which would attract them to libraries, a particularly hard-to-reach group of disaffected teenagers responded. Working in partnership with the teenagers, the library has been transformed into what so many libraries assert to being 'the hub of the community'. Listening to potential users, the staff were able to develop a range of activities to engage the teenagers and successfully apply for funding to support the needs. The kinds of services which teenagers are looking for are computer games, a better range of CDs, more casual seating and an organised and varied programme of events with everything from the Library X Factor, rock climbing and movie nights to the Duke of Edinburgh's Award scheme. Working with Community Safety it has been possible to reduce local police call-outs and vandalism to the library. Once the practice changed, the staff were able to secure further funding to refurbish the library and change a downward spiral into decline into an increase in visits, issues, support for events and create a very special ethos of community pride in their library. This is an award winning project (Libraries Change Lives 2006, etc) and excellent practice. The Scottish Government awarded £100,000 of funding to roll-out the Sighthill model to 3 of Edinburgh's other community libraries. If this model can be successfully transferred there is scope for further development and the achieving the goal of successfully engaging with the young adults is commendable.

Edinburgh City Libraries have a strong and proactive commitment to social inclusion which seeks to engage with hard-to-reach groups. Access Services and Ethnic Services are working hard to build relationships with a range of groups and to enable them to participate in library activities. Access services include those delivered to hospitals, HMP Edinburgh, sheltered housing, homes and to looked after children. Ethnic Services diligently monitor the changing language needs of communities and respond accordingly with rented or permanent collections, or by circulating stock to re-fresh collections in community libraries.

### **Reception and atmosphere**

Visitor numbers are lower than in the comparative 12 months, just under 3 million per year. Welcome packs are given to new members. Wide-scale training has taken place across the staff in retail techniques, sharing the best practice developed in that sector to the benefit of library spaces and customers. The strategy fits with corporate aims to put customers first. A Retail Techniques Working Group is overseeing this initiative but not all of the staff have been trained at this point in time and it is too early to say what impact this training will have. In some libraries there is a noticeable improvement with attractive displays and promotions, which are in prime locations at the library entrance and in main thoroughfares and well-topped up with books. This should result in increased browser satisfaction and possibly more loans. Regular competitions are arranged to motivate staff but there are still libraries where there is a lack of face-out display or slow refreshment of promotional stands. Improving internal signage is an area for action which has been highlighted in the CIPFA PLUS responses and in the Retail Techniques Action Plan. Resources have been identified to upgrade guiding.

## Customer service

In line with the CEC Strategic Theme Customer Focus and in preparation for delivering Sfc's Customer Services Strategy, the library service has been reviewing its customer services. This has included preparation for Charter Mark in late 2007. Consultation on proposed new customer service standards was carried out in connection with this. The most recent CIPFA PLUS Survey with adults was carried out in 2005 with an overall 90% satisfaction rating. In comparison with other metropolitan services, Edinburgh still has work to do in improving customer service with a view to increasing the overall satisfaction to the mid 90s. Whilst the overall satisfaction rating with staff helpfulness is 94.8%, the detailed analysis from the 11 service points covered, shows areas for improvement where the public have less satisfaction in customer services. A complaints procedure is in place, with public reporting on action taken.

Customer Care training is included for all new staff and embedded in a range of other training initiatives. This is an area where much work has recently taken place and more will follow as a result of the Start with the Child recommendations and the Improvement Services' new customer service standards. It is too early to assess the impact on library users. The Libraries4YOUth experience at Sighthill has been the catalyst for improving support for staff who have to deal with problems, difficult situations and challenging behaviour, including specialist training for staff on addressing challenging behaviour and this is being rolled-out to staff and Library Managers. Policies and procedures will be developed and implemented as a result. Young people have been included in recruitment interview processes for key posts in community libraries and work with human resources is required to help take forward changes learned as a result of Libraries4YOUth.

Projects to improve customer service include the introduction of Radio Frequency Identification (RFID), to identify and locate items, and self-service terminals to save customers' time and to release staff time to spend assisting customers with enquiries, etc.

### Areas for improvement

- Embedding the retail techniques and customer care training in service delivery and monitoring its impact
- Extend opportunities to widen teenage discussion forums and implement results
- Development and implementation of Libraries Marketing Plan
- Monitoring, evaluating and developing Libraries4YOUth training piloted in Sighthill as it is rolled out

### Quality Indicator 5 Ethos and values

Sense of identity and pride in the civic space	Very Good
Reception and atmosphere	Good
Customer Service	Good

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

#### Strengths

- Participation in strategic planning for service relocation and to identify new service partnerships

- Action taken to improve buildings to date
- Public involvement in how some available space in libraries is used

### **Accommodation and facilities**

The city has 25 community libraries, 4 mobile libraries and a central library. The buildings used vary from historic listed buildings to newly refurbished built libraries. Whilst the libraries are designed to be welcoming and friendly places, not all users find them easy to navigate and the CIPFA PLUS survey indicates that customers feel there is still a need to improve internal signage. ECLIS is seeking to attract hard-to-reach, non-traditional users. There may be a tension between providing less-authoritarian and more shared services and some members of staff who are resistant to change and members of the public who want to see a traditional library service maintained. In some areas, improved guiding and layout could actively contribute to a more conducive atmosphere, increased usage, and customer exploration of new services. A seven year replacement programme is in place for mobile libraries, ensuring the fleet is kept up to date.

City of Edinburgh Council's Asset Management Plan includes detailed information about the library estate. Capital investment has been secured during the past 10 years which has resulted in new or replacement libraries being built at Wester Hailes, Gilmerton, Muirhouse, Currie, Granton Homework Centre and Ratho. McDonald Road Library has been substantially upgraded and major refurbishment is under way at Stockbridge and Morningside. A replacement library is currently being designed for Craigmillar, although this is not scheduled to open until 2011. Edinburgh is continuing to change in terms of centres of population and needs for new service locations are being reviewed. New community library services are required at Kaimes/Alnwickhill and Drumbrae. There may be opportunities to collocate services or share SfC services and develop new service models. The historic buildings of Fountainbridge, the Central Library and Leith Library require major buildings programmes and significant investment if they are to be maintained as libraries fit-for-purpose in the 21<sup>st</sup> century.

Access Services deliver a range of services to homes, hospitals and HMP Edinburgh in partnership. There are plans to develop current service, for example reviewing the Book Bus in 2008 and exploring more formal partnerships to improve informal learning support for prisoners and prisoners on release. A review of mobile service provision was carried out in 2006 and this has resulted in changes to routes to incorporate new stops in areas previously not catered for by libraries. Staff are seeking to develop a Mobile Library Bus Stop sign, so promoting awareness of the services with improved directional signage.

A Central Library Conservation Plan was endorsed by the Council and recommendations for options put forward. Funding, however, has not yet been secured. Currently services are delivered across three adjacent buildings with multiple floors and the lack of continuous floor space makes modern library service delivery managed efficiently by staff very difficult. Much of the space is taken up by stacks of books, which are accessed on demand but it is difficult to say what percentage of the stock is actually used and how regularly. The building challenges are similar to those once faced by the National Library of Scotland, which is located across the George IV Bridge, particularly in terms of fire risk. A redevelopment study is currently underway and recommendations on remodelling and upgrading to meet DDA compliance will be made for the Council to consider. Any upgrades must link to SfC's strategic planning and other council strategies for the future of services such as Wi-Fi. Delaying the replacement/upgrade of the Central Library may mean the

Council is risking losing central library provision and is currently failing to keep pace with investments made by other UK cities, such as the recent £10million upgrade of the Mitchell Library and the £40million new Newcastle City Library.

Each location is allocated furniture and fittings budgets annually and a yearly fabric renewal budget is allocated for planned works. Health and safety risk assessments are regularly carried out and all locations have ownership of health and safety issues within their location. As previously mentioned, staff training in retail techniques, which should improve the presentation of book displays and the layout of library spaces, has recently taken place but it is too early to say what impact this training will have.

The 2005 CIPFA PLUS (Public Library Users Survey) survey indicates that improvements to the existing study spaces are required by the public. The physical layout of study and PC facilities should also be reviewed for space, flexibility to meet differing physical and technological needs, and lighting.

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

Resources are procured in line with Council policy documents. The Stock Policy Document has recently been reviewed. Supplier selection for all stock is being introduced and, as indicated before, this will need continuous monitoring and review.

Over the last three years, the materials expenditure as a percentage of gross service expenditure has fallen from 16<sup>th</sup> to 19<sup>th</sup> and then 23<sup>rd</sup> position in the tables. In simple terms 11.7% was spent on books and other materials in 2004/5 and this is now only 9.3%. Edinburgh's returns to Audit Scotland<sup>2</sup> are unreliable because of inability to reconcile stock closing balances for 05/06 and 06/07, however the indicative percentage of the national target met for replenishing lending stock for adults is below the Scottish average although it is above average for children's and teenager's stock. In comparison with other metropolitan services Edinburgh has work to do to increase the amount spent on resources for the public.

All local authority media contact and publicity is channelled through the Council's Communications Department. Publicity and marketing materials are of a high quality. Libraries use the main council publications such as Outlook and City news to publicise events and initiatives. Good use is made of the city's intranet and internet. National and local press are used to publicise library initiatives.

There is a need for a more structured approach to marketing library services, in particular as the neighbourhood management starts to influence local variation and as shared services start to emerge.

### **Deployment of skilled staff**

According to the CIPFA statistics, ECLIS have 319.43 full time equivalent staff. Staff costs are a high percentage of the gross service expenditure at 66.63<sup>3</sup> (the second highest in Scotland). Over the last three years, the percentage of gross service expenditure on staff has increased from a mid-quartile position. Employee budget costing is reviewed annually and staffing allocations made per location. Weekly meeting with managers monitor the allocation of staffing resources to meet changing service needs. However, comparing the staff in post per 1000 population, Edinburgh has 0.69 staff per 1000 which is more than some other metropolitan services.

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<sup>2</sup> Audit Scotland Cultural and Community Services Performance Indicators 2006/7

<sup>3</sup> CIPFA Public Library Statistic Actuals 2006/07

Reviewing staff deployment should be a priority for Edinburgh with the aim of releasing staff time to spend supporting reader development and learner support and increasing the amount spent on resources for the public. The need to maintain high levels of customer satisfaction should underpin the review.

Staff are supported in a number of ways. The library service achieved Investors in People accreditation and is working towards the full implementation of the Council's Performance and Development Scheme for all staff. An induction training programme for new members of staff is in place. Significant training programmes have been taking place in recent months, including retail techniques and customer care and, as the programme has not been fully rolled-out, the impact of this is not yet fully clear. Training in working with challenging customers, the Talis library management system, the new managed network, assistive technologies, basic ICT and the content of online subscription databases are all featured within the learning and development plan.

Opening hours vary reflecting demand as well as funding. Currently 2 libraries, McDonald Road and Portobello are open on Sunday afternoons and 12 are open 54 hours per week. The Central Library attracts the most visits per year at over 478,000, a figure which is falling slightly, and issues the highest number of materials.

### **Use of funding**

Currently the budget allocation is 7<sup>th</sup> highest in comparison to other Scottish local authorities. According to the 2006/7 CIPFA statistics, the CEC is investing slightly above the Scottish average in net expenditure per 1000 population. Staff costs are high and the expenditure on materials for adults per 1000 population is below the Scottish average, although it is above the average on stock for children and teenagers.

Budgets are set in line with the CEC's Budget Setting Programme, which runs on a 3 year cycle. Efficiency savings are made to correspond to departmental requirements. The Libraries Management Team review revenue expenditure on a monthly basis. Internal (City of Edinburgh Council) and external sources of funding have been successfully secured and partners include Scottish Government, the Big Lottery Fund, Sure Start, the Paul Hamlyn Foundation and the Council's Community Safety and Children and Families departments. The introduction of supplier selection for adult fiction in 2007 is intended to achieve savings in staff time, which may result in realignment of budgets.

Charges are reviewed by the Charges Working Group on an annual basis to review income streams and targets. The charges for overdue items, reservation administration charges and other library-related charges are on the council website.

### **Areas for improvement**

- Buildings improvement programme for the Central Library, Leith and Fountainbridge
- New services for Drumbrae and Kaimes/Alnwickhill
- Manage supplier selection through Evidence Based Stock Management
- Physical layout of study and PC facilities should be reviewed for space, flexibility to meet differing physical and technological needs, and lighting
- Review staffing deployment

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

### **Quality Indicator 7 Leadership**

#### **Strengths**

- Systematic approach to service planning and monitoring
- Range of innovative projects

#### **The vision for the library service**

The golden thread runs through the City's vision, with the Corporate Plan setting the priorities and corporate values, together with the strategic outcomes – including putting the customer first, being responsive and accountable, striving for a quality of life in Edinburgh with continuous improvement, sustainable development, equality and fairness, as well as valuing employees and supporting their development. The SfC Service Plan articulates the role for the library in delivering against local and national priorities and the Libraries' service plan sets action plans and targets. Underpinning these documents is a series of plans for the various parts of the libraries service which feed into the Libraries' service plan.

The vision for libraries was reviewed as part of the PLQIM process and is "Easy access to library services for all". In full, libraries seek "To provide excellent, high quality local library and information services and involve local communities in their planning, monitoring and improvement".

#### **Planning for improvement**

Working with ECLIS during the process of the PLQIM self-evaluation, the commitment to improving services is clear. Libraries' management uses a range of procedures to monitor the ways in which resources, buildings, budgets and ICT is managed and their potential for improvement. The wide scope of community consultation provides feedback on how services are perceived and there are well-established groups who can discuss and respond to proposed service development. Plans for improvement are included in the Libraries' service plan and progress is monitored by the Libraries Management Team.

Work has been completed on achieving Investors in People and the preparations for Charter Mark accreditation continue. As part of the Charter Mark process, draft Library Service Standards were circulated for comment. There were 1455 responses with over 95% responding that the standards reflected what they thought to be the most important aspects of the service and 96.3% valuing them as 'useful'. The Charter Mark action plan which was drafted to respond to the issues raised in the staff survey, such as changes to customer care procedures, communications and training, is an example of commitment to continuous improvement.

The SfC department offers partnerships and new ways of delivering services, firmly grounded in neighbourhood management and meeting local needs. The difficult issue of the managed ICT network, which caused many barriers to public access, has been addressed. Staff training needs have been recognised and addressed, although it is too early to say what impact this will have. In order to broaden the appeal of services to reach teenagers, the need to change the look and layout of libraries has

been discussed with users and there are now some good examples. An action plan has been developed as a result of discussions currently taking place with the National Library of Scotland to avoid areas of overlap and arrangements for access.

### **Innovation**

ECLIS have produced a number of innovative projects which have proven success. New development has been the result of good leadership which has involved staff at different levels. These include the award winning Libraries4YOUth project, which is being used a basis for widespread service change. Bookstart is a national scheme with acknowledged impact and Edinburgh's team have developed this into a valuable programme to support the development of early literacy and numeracy, as well as encouraging positive parenting. Work remains to be done before some projects which are successful are moved to sustainable status. Access Services, Ethnic Library Services and Children and Young People's Services are working closely with their communities of interest and have developed key innovations such as the Book Bus, the Reading Champion project, and the Mushaira poetry event. Other innovations include Enquire, the Granton Homework Club, Capital Collections and participation in the ELISA Passport scheme. The introduction of self-services and RFID is planned for new service points to help release staff time for working on value-added services.

### **Management of change**

ECLIS is a service in the midst of change, with changes in leadership beginning to have an impact at strategic level. The transfer into another department offers a range of new partnership opportunities for delivering services. Angela Leitch, Head of Performance and Community Engagement is actively engaged in improving the service. Her commitment to managing change is an important strength. There is currently a vacancy for Head of Libraries and Information Services so service leadership is currently the shared responsibility of the Libraries Management Team. There is a need to provide operational leadership and to oversee the implementation of the planning.

There is a commitment to offering opportunities to develop staff through leadership of projects, such as the Scottish Government Public Library Quality Improvement Fund's extension of Libraries4YOUth. Different levels of staff have been involved in both the PLQIM self-evaluation and Charter Mark discussions and in collecting the evidence to support the evaluations. This contributes to building a strong and effective team as well as stimulating service development.

Parts of Edinburgh's library service are still very traditional and, in comparison with other services, there is a lot of scope for future development and for the service to make a significant contribution to meeting the Council's objectives. The Central Library offers a significant challenge to service improvement. Its complex layout does not lend itself to easy reconfiguration or changes to staffing patterns. There is a need to review the deployment of staff in order to modernise service delivery – for example to support longer opening hours.

Not all staff have been through the recent training programmes and it is too early to say that these programmes have achieved their objectives.

The Council's Performance and Development Scheme will eventually provide the framework for discussions across the different levels of staff. Efforts are made to ensure that communication is good, including Senior Staff Group, Service Team and Team Leader meetings. In addition, the Libraries Management Team minutes are circulated and various team briefings are organised when new initiatives are planned, such as PLQIM.

**Areas for improvement**

- Development and support of leadership potential
- Ensuring innovative projects are developed and maintained
- Embedding change culture and improving leadership across all levels of service
- Securing sustainable funding for Bookstart team

**Quality Indicator 7 Leadership**

Vision and policy making	Adequate
Planning for improvement	Good
Innovation	Good
Management of change	Adequate

**2008**