



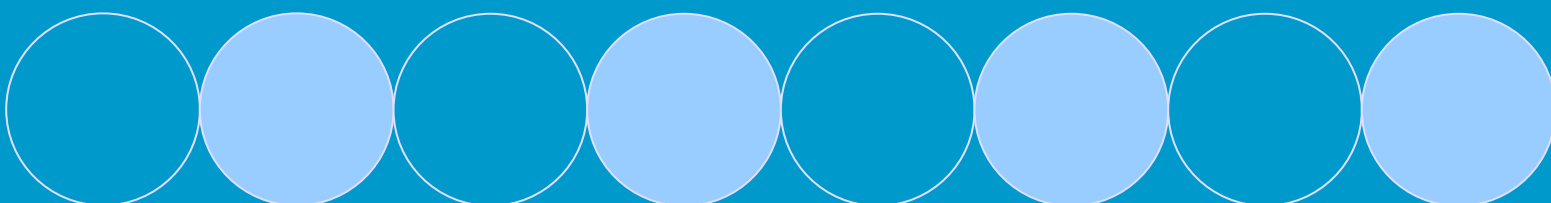
Scottish Library & Information Council



Public Library Quality Improvement Fund

Impact Study

2006/07



Public Library Quality Improvement Fund Impact Study of Projects Assisted in 2006/07

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Appendix

1. Impact and Other Research Reports	
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EXECUTIVE SUMMARY

- E1 This study was commissioned by the Scottish Library and Information Council (SLIC) to assess the impact of each of the eight projects that were awarded Scottish Executive financial assistance in 2006/07 through the Public Library Quality Improvement Fund (PLQIF). All Library Authorities were visited and discussions were held with those responsible for managing and delivering the projects and with other staff. Fife and Stirling were selected as case studies, and more extensive consultation was carried out for these.
- E2 The report focuses both on the economic and social impacts of the eight projects. Where monitoring data were not available at the time of our research or where benefits will stretch into the future, judgement was used on likely impacts based on early experience – although, in most cases, it is too soon after project implementation to assess impacts with any certainty. The anticipated benefits of the eight projects were primarily social (or personal) rather than economic, although all have generated (or will generate) some economic benefit.
- E3 Common themes of the projects included use of IT and computers, familiarising staff with new programmes or equipment, targeting particular categories of user whose needs had been identified and working in partnership with other organisations.
- E4 In all cases, further monitoring of impacts in the future would yield useful results, both for the Authority itself and for wider interest, and ways are suggested for how this monitoring might be carried out – alongside the future monitoring and evaluation specified by the Library Authorities themselves in their Final Project Reports.
- E5 The study methodology was informed by published reports on the impacts of library services and developments carried out in the UK and overseas (principally North America). A list of key reports is provided as Appendix 1.
- E6 The reports that are provided on each of the eight projects as Sections 3-10 include indicative assessments of value for money, i.e. the cost of providing additional units of benefit to library users. These are preliminary figures that should be updated after a further 6-12 months of operational experience, by which time more rigorous and comprehensive calculations will be possible.
- E7 The local contexts of the eight Authorities that implemented the projects varied, but the following common themes emerged from the consultation and analysis:
- Tight Local Authority budgets, which limited matching funding in most cases (Glasgow being the main exception), and could constrain the scope to build on the projects.
 - Continuing reductions in book borrowings and in accessing hard-copy reference material in libraries.
 - A desire to build on the investment in computers and staff training funded through the People's Network programme.
 - A desire to bring more people into libraries, or to deliver library services to clients off-site, together (often) with a hope that people joining or visiting a library for other purposes will also borrow books.

- A desire for Library Services to interact more widely and effectively with other Local Authority departments and other local social services, and to play a role in delivering local strategies – for economic and social regeneration, lifelong learning, the assimilation of migrant workers, etc.
- E8 The projects were all new and all were at least partially “additional” – i.e. had they been carried out without the grant aid, this would have been on a reduced scale and / or over a longer period.
- E9 The timescale for project completion (the end of March 2007, although extensions were given), was a challenge in all cases, and project teams were established to plan and carry through the projects in a shorter time period than would be normal.
- E10 The eight projects and their impacts (initial and anticipated) are summarised below. Staff training was an important component of most projects.

Stirling Council: Wireless Stirling

The project was designed to improve services for citizens by establishing Stirling Council Libraries as the first fully WiFi enabled library authority in Scotland, and by streamlining services to housebound citizens through electronic tagging of stock. To improve digital and social inclusion, broadband was to be installed at the rural libraries of Callander and Doune, and at Cowie and Plean as Regeneration Areas. Also, ten laptops were purchased to supplement the fixed computers for which demand can be heavy at Central Stirling and other libraries.

The total cost of the project by the end of March 2007 was £97,307, of which the PLQIF provided £88,417.

The Council’s IT development and Library Service project co-ordinator worked closely with the supplier on installation, cabling and routing to provide a working system within a short timescale, with content filtering, virus protection and security.

The main early result was a daily average of 8 WiFi users across all libraries by June, with 134 people having registered as PC Guests.

Early users varied between libraries and included local self employed people, commercial travellers, students and tourist visitors. The ability to use a computer for longer than a session on a fixed library computer is an asset.

The WiFi enables groups (reading clubs, heritage societies, classes, etc) to use laptops, either within the library or in adjacent community facilities covered by the WiFi access point. Also, people with a Pin number can use their laptops in their cars outside a library when it is closed.

To boost uptake, further promotion and more prominent posters were recommended.

Increased ICT usage through different aspects of the project will generate learning, and possibly employment, benefits (which would need to be assessed through survey).

At the time of the evaluation, the broadband connections at the four libraries and the electronic tagging of the homebound stock had not been completed.

Fife Council: Taste IT

The project was designed to promote computer learning and enjoyment through an outreach programme of computer taster sessions in community venues and libraries throughout Fife. There was a focus on those in rural or economically-disadvantaged communities, school children and adults over 50 without ready access to computers, and those who had not had an opportunity of local, flexible, informal learning.

Twenty four laptops and six printers with software and peripherals were purchased to augment the Library Service's existing computers and enable taster sessions to be held at venues without computers.

The Taste IT team comprised the equivalent of seven full-time employees, selected by interview from existing library staff.

Twelve taster packs were developed, covering basic computing skills as well as slightly more advanced subjects such as Family History and Digital Photography. Taster Session folders were produced for all libraries containing copies of all the packs and support materials. The packs provide a good resource for staff to assist in the delivery of sessions or when answering individual enquiries, and will be updated continually.

The total cost of the project was £107,972, of which the PLQIF provided £86,944.

The main results by March 2007 were:

- 733 Taster Sessions had been held for the public, with 2,101 attendees who received 3,142 hours of learning. Participation in sessions was approximately three times higher than the previous year, exceeding the target of an 80% increase.
- Sessions were held in ten community outreach venues as well as in 39 Community Libraries.
- 61% of non library members who attended a session joined on the day.
- There was an 8% increase in usage of People's Network PCs (largely attributable to the project).
- 90% of participants were over 50, and 78% were over 60.
- A survey of users indicated that they found the sessions enjoyable and useful, for example enabling them to communicate by e-mail and become actively involved in community work.

As indicated through interviews with staff, participation has boosted their confidence and motivation.

The experience of organising and running the courses and the support material produced should be useful to other Library Services.

Glasgow City Council: Get Glasgow Reading Campaign

Get Glasgow Reading has been a high profile campaign in partnership with Health and Education Services, and with sponsorship from The Evening Times, Waterstones and Black & Lizars. The campaign has sought to encourage and support parents and carers to share

books with their children and promote reading and library visiting as not only a worthwhile source of pleasure, but as a potentially life-changing habit with demonstrable impacts on the educational attainment and social development of children. This ambitious initiative has been delivered city-wide.

The principal elements of the project have been:

- Distribution of entitlement packs, including information for parents and children on library services, a copy of "Tried & Tested: Great Books to Read Aloud", and a CD Rom "Read Together".
- Increasing active library membership through a range of initiatives and events, including Bounce and Rhyme, Story Time and Cyber Tots sessions, as well as Nursery and School class visits to libraries.
- Purchase of additional books on the recommended reading lists (at a cost of £122,600).
- Introduction of an interactive website designed to encourage an appreciation of books and reading.
- Holding parents' support sessions and extending the collection of books on parenting skills in every library.

Health, Social Services and Education partner staff have been strongly involved in distributing entitlement packs, liaising with children and their parents / carers, and in follow-up. The target population of young children (0-11) and those with special needs is 117,836.

The total project cost was £252,304 by the end of March 2007, of which the PLQIF contribution was £49,883. Further project expenditure by the Council of £147,696 was planned post-March.

The main results have been:

- 21,010 entitlement packs distributed by March 2007, with c50,000 more to be distributed into the current financial year.
- 19,554 issues of Get Glasgow Reading titles by March 2007, with uptake well spread across the city (including deprived areas).
- Increases in junior fiction issues month-on-month October 2006-March 2007 averaging 14.7% over the previous year.
- A 17.7% increase in new borrowers, October 2006-March 2007, on the same period the previous year.
- An overall growth in borrowing estimated at 1.5% annualised that can tentatively be attributed to the project.

A survey of project participants found that the new resources were considered useful and that parents have been encouraged to share books and stories with their children.

The interactive website was not operational at the time of our evaluation.

Short, medium and long term follow-up will be particularly important for this initiative, ideally including longitudinal survey of a significant number of parents and children, both to assess benefits and to indicate how provision might be modified in the light of experience.

The project is a good model for other Authorities, both in content and in developing effective partnerships.

Highland Council: Responding to Community Needs

The project was designed to help overcome some of the problems associated with providing library and information services in rural areas, often with only one staff member, and to enable staff to interact with individuals and communities, including responding to demands made by incoming communities of migrant workers.

At each of the six libraries covered by the project, the objectives were, as appropriate:

- To install a 'self-issue' machine which would handle routine transactions, freeing up library staff to engage with the general public, and specifically with members of the target communities.
- To develop constructive relationships with partners in providing library and information services to the communities' benefit.
- To deliver quality training to identified staff and partners, enabling them to support members of the public accessing library and information services.
- To increase the availability of library and information services in the Highland Council area by engaging partners to support the public use of the systems outwith normal public library opening times.

In addition, at two sites, small interchangeable stocks, available outwith library opening hours and selected in collaboration with the local partners, were purchased.

The total cost of the project was £64,960, including a PLQIF contribution of £51,055. The bulk of the cost, £50,322, related to the purchase and installation of the self-issue machines.

The main initial results of the project were:

- 12,825 transactions handled on the self-issue machines across the six libraries between 19 January and 26 March, 2007 (12.8% all of transactions at the six libraries).
- Around 700 issues outside normal opening hours at the three libraries where this was relevant.
- Good feedback from a users' survey on the increased availability of staff to help with computers, help find online information, etc, and on the improved speed of service.

- Staff freed-up to carry out a range of additional activities, e.g. 28 new members from Eastern Europe were given a new formal induction service at Inverness Library between mid February and the end of March, and reader development activities were supported at Tain and Dornoch libraries.

Self-issue machine installation will generally be rolled-out by the Council when building new or refurbishing existing libraries. There is a commitment within revenue budgets to continue using the machines that have been installed.

West Lothian Council: New Emergent Technological Tools (NETT)

NETT was implemented to respond to the demand by a growing population for access to information, learning and communications through PCs in West Lothian libraries. It built on the success of the People's Network investment of some £247,000 for learning suites and staff ICT training, and was designed to take the technological infrastructure to the next level by providing WI-FI access points and training in WEB 2.0 applications. Other project elements included purchasing 12 laptops, 12 PCs and 10 handheld PCs, installing an on-line booking service for PCs in public libraries, developing an interactive training toolkit available through West Lothian Libraries website, and running a series of interactive workshops. WiFi networks and broadband connections were installed at four libraries.

In addition to enabling WI-FI computer usage, the project was designed to help increase overall computer usage in West Lothian Libraries to bring it up nearer to the national average, and to produce a toolkit for future use.

The new technological tools (WEB 2.0) for which staff received training included Picasa, social networking sites, downloading music from the internet, copying to an MP3 player, Skype, Google Earth, Wikis, and using the library catalogues from home.

The total cost of the project was £88,228, of which £69,883 was provided through the PLQIF.

There were delays in project implementation, and no results, in terms of public usage, were available within our evaluation period.

The target was to achieve 1,000 WiFi registrations within the first year of operation – an expectation which reflects limited alternative WiFi availability in the Council's area. Customers were to be surveyed within 6 months of the NETT launch.

Surveying the social, quality of life and economic impacts of the project from business, cultural, educational and leisure perspectives is recommended – initially early in 2008.

Falkirk Council: Accessible Audio Books – "Home Sound"

"Home Sound" is a new service targeted specifically at homebound users with the aim of encouraging users of the service to move from audio books in tape format to CD audio books.

The project utilises the PlexTalk Daisy Player, which is an adapted CD player with large, visible and audible controls sold by the Royal National Institute for the Blind as suitable for sight-impaired and/or disabled and elderly people. 62 units were purchased, together with

an additional 450 CD audio books, bringing the Authority's total CD audio book stock to 619.

A Large-Print catalogue of CD audio books was produced, and CD and Braille versions were planned.

A project objective was to enable Homebound Service users to participate in reader development activities.

The total project cost was £33,520, including a PLQIF contribution of £29,985.

The following early results were achieved:

- 41 players were out on loan at 15 May 2007.
- There were 208 issues as at April 2007 (including 92 Family Sagas and 59 Crime) from a total stock of 619. Uptake of issues varied from 0.3% for Science Fiction and Fantasy to 71.4% for Family Sagas.
- Users and staff were happy with the machines and the progress of the project.

The Council had plans for a survey of users after six months of operation.

The project's benefits will continue and grow in the future as more Homebound Service users become comfortable and more confident in embracing new technological solutions and formats.

East Renfrewshire Council: look @ libraries

This was a festival which celebrated libraries by focusing marketing, promotion, events and resources on two libraries in East Renfrewshire: Barrhead and Mearns. The festival took place on Sundays over a 4 month period. A number of special events were held each Sunday to attract visitors. This was supplemented with some midweek events and learning sessions, as well as events in other libraries. An extensive promotional campaign was undertaken. The project's objectives included:

- To raise customer awareness of improved library services and that libraries and learning are fun
- To encourage families to learn together
- To showcase cultural heritage and draw attention to opportunities to pursue individual cultural interests, reading, local/family history and heritage services
- To showcase partnerships which offer wider value-added information and advice services
- To establish a brand / toolkit for a national annual Library festival. *(although a strong brand and promotional resources were developed, further funding will be needed to roll-out the festival nationally)*

The programme included children's events; learning, artistic and cookery workshops; fashion show etc. The events included well known names such as Tam Cowan, Phil Kay and Tall Stories Theatre Company, as well as local talent.

The total cost of the project was £56,839, of which PLQIF's contribution was £49,639.

Results included the following:

- There were between 116 and 353 visitors to the Barrhead library on Sundays during the festival, and between 107 and 365 to Mearns library. 51 Sunday events were held at Barrhead and 54 at Mearns.
- Library visits in March and April 2007 compared with the previous year rose by 12.8% in Barrhead, but fell by 4.8% in Mearns. There was a 3.1% reduction in other libraries. A contraction in opening hours across the libraries, introduced in May 2006 as a budgetary measure, will have significantly affected the trend.
- PC usage rose by 71.9% in Barrhead and 58.9% in Mearns, compared with a 25.7% increase in other libraries.
- 35% more people joined the Barrhead library in the 12 months to April 2007 than in the previous 12 months and 31% more joined the Mearns library, compared with 30% more at the other Council libraries. The numbers, which had been relatively static, grew over the festival period and have remained relatively high in the months immediately following.
- 40% of attendees surveyed were not library members.
- 62% felt that libraries should be open on a Sunday.
- 78% said that they would consider visiting their local library in future to learn new skills.
- 64% of staff surveyed agreed that it is a good idea to open on a Sunday.
- 88% of staff believed that the festival had achieved its goal to improve public access to reading, information and learning.

Monitoring the rate of conversion of new members into regular users of the Libraries' Services was recommended, together with developing methods to obtain information on longer term impacts and benefits. The scope for more regular Sunday opening should be kept under review.

Over and above short term and longer term impacts, the events themselves will have given the public a lot of enjoyment, enhanced their skills and encouraged them to take up new interests.

Scottish Borders Council: Providing Access to Library Materials (PALM)

The project was designed to provide wider access to foreign language and English for Speakers of Other Languages (ESOL) material, together with translated information about the range of library services for migrant workers. Through the project, a pilot collection in Hawick was extended to include leased collections of Polish language material at four additional libraries, in Galashiels, Peebles, Duns and Eyemouth, and a collection of Portuguese material in Duns. ESOL, dual language and other material such as newspapers were acquired to support tutors and students. ESOL provision in the Borders aims to encourage learners to move on to become self-supporting.

Alongside the collections, the project aimed to strengthen links with the migrant community and agencies that provide other services, and a number of events were hosted to promote the new provision. The Borders' Migrant Workers Support Services produced a "Welcome Pack" and, as well as translating appropriate library information leaflets for general use, information was provided for this pack (which was due to be officially launched in August 2007).

Each Polish language collection is made up of 40 books, which are circulated round the participating libraries with the books available in each library for four months (so remaining in the Borders for a total of 20 months). Collections would then be returned to Bright Books and replaced by another collection.

The early project results included the following:

- Monthly issues increased from 14 from one collection to 70 from six.
- Active users increased from 7 to 65.
- Instances of unacceptable use of PCs and the internet, through improved understanding of policy, reduced from 5 in the 2-3 months before the project to none.

Other ESOL materials included 626 fiction items and 335 non-fiction items, including 125 dual language junior books. Figures for issues of these in the early months were encouraging.

A user survey was undertaken, although the results were not available during the timescale of the evaluation, and repeating this survey at least annually is recommended, together with introducing a mechanism for continual feedback on user satisfaction with the book stock available.

The project has provided a framework to engage with migrant workers through the provision of the service, promotional events at different libraries and promotional activities outside the library (for example at workplaces).

If the catalogue records produced by Borders staff were made more widely available, they could be used by other Library Authorities hiring collections of foreign language materials. Alternatively, Library Authorities could ask Bright Books to supply downloadable catalogue records with the collections.

Personal and Social Impacts

- E11 The principal types of personal and social impact that have been (or will be) generated by the eight projects can be summarised as follows. The longer term results from improved literacy, computer familiarisation, etc could be of considerable benefit to particular individuals over their lifetime.

Digital Inclusion

for target groups : *Stirling, Fife, Highland*

for target areas : *Stirling*

for general library customers : *West Lothian, Stirling, Fife, Highland, East Renfrewshire (workshops)*

Learning

Computer basics(with socialising aspect) : *Fife*

More advanced computer courses : *West Lothian*

Miscellaneous courses (using WiFi and laptops) : *Stirling, West Lothian*

Improved Provision for Those Without Good English : *Borders, Highland*

Literacy (young people) : *Glasgow*

Increased Enjoyment of Books : *Glasgow, Falkirk, Borders, Highland*

Housebound Services : *Stirling, Falkirk, Highland*

Extended Library Opening / Borrowing Hours : *East Renfrewshire, Highland*

Events : *East Renfrewshire, Glasgow, Fife (minor)*

Reading Groups / Development Activities : *Highland, Glasgow, Falkirk*

Positive Interaction Between Customers & Library Staff : *All Projects*

Increased Library Membership (a range of user benefits) : *All Projects (Falkirk minor)*

Economic Impacts

- E12 Library Services and development projects can potentially generate a number of different kinds of economic impact. These can be immediate (i.e. they are generated in the course of project implementation or projects produce immediate results that can be considered impacts), short-term, medium-term or longer-term. Economic impacts arise where additional employment or income from work are generated by an activity – directly or indirectly.

- E13 The following list (not exhaustive) demonstrates categories of economic impact that can be generated by a library development project. Before calculating impact, it is necessary to define the geographical area of interest (e.g. the town that the library is in or the Local Authority area). Impacts outwith this area, e.g. in Scotland as a whole, might also be assessed in a separate analysis.

Direct Impacts

- Additional employment of library staff, or increased hours worked (not simply transferred from another library function).

- Additional library services work carried out by staff of other organisations (e.g. a Community Centre administrator supervising the issue of stock outwith library opening hours).
- Trainers employed by libraries to run new courses (rather than contracting this to existing training providers).
- Additional ancillary employment in cleaning, etc, related to increased opening hours, etc, or higher usage.
- Additional work by other Local Authority staff related to a library development project (e.g. an IT specialist).
- Work for catering staff, etc, employed by the Local Authority within the same building / complex as the library through additional library visitors using other services within the building.
- Employment of artists, storytellers, etc by the Local Authority through holding special events.

Volunteer work is not normally regarded as an economic impact – indeed volunteer time can displace paid employment. Volunteer hours are, however, often valued as in-kind matching funding. Also, indirect impacts (see below) can be associated with volunteer work (sometimes funded by sponsors).

Indirect Impacts

- Employment and income supported through the purchase of supplies for a development project (pro-rata from turnover: full-time equivalent employment, and full-time equivalent employment: earnings ratios for the category of purchase, e.g. laptop computer manufacture and sales).
- Employment related to the supply of services, e.g. the time of a contracted trainer.

All purchases, including additional power consumed, etc, support employment (pro-rata where additional staff time is not required to provide the supply or service).

Capital Expenditure Impacts

- One-off expenditures on new buildings, extensions, refurbishment, etc are generally assessed as impacts separately from “revenue” costs or annual recurring expenditures.

Induced Impacts

- Additional employment and income generated through the expenditures of people earning additional income through direct, indirect or capital expenditure impacts. In a typical Local Authority area, the induced “multiplier” might add 0.2 to every additional direct, indirect or capital expenditure related full-time equivalent employee.

Generated Impacts

- Additional output generated by people whose employability is improved through a library service or initiative (e.g. an unemployed person gaining a job or taking up self-

employment, someone switching their career, a training course completer, an employee becoming more proficient in their job, a migrant worker with improved English, a woman returning to work after bringing up children, a disabled person overcoming constraints, etc).

- A business start by someone who goes on to employ others, a business development or diversification, a business that moves from part-time to full-time, a hobby or interest that becomes a business, a new or expanded community business whose voluntary directors might have other employment, etc.
- Improved employability of a person later in life who benefits from library membership as a child, young adult or student.
- Additional output generated as a result of information gained by business proprietors and the staff of businesses or organisations, e.g. information on markets, legal information, financial management information, good business practice manuals, published research information, project-specific information, etc.
- Value added to initiatives by library managers and staff involved in wider partnership projects (e.g. relating to local economic regeneration).

The above factors can be particularly important where a community does not have a Job Centre, Careers Office, Local Enterprise Company office, etc, and the library does its best to fill the gaps (in general or through a project).

Externalities

- Additional spending by tourists and other visitors to an area generated by their visit to a library (e.g. through accessing information on local attractions, spending time in a free WiFi environment, etc).
- Spend in local shops, cafes, etc by local library users before or after a planned visit to a library.
- Increased property values in the vicinity of a library (e.g. where a new or prestigious library is built, a community has an attractive or historic library building, or where a library is particularly popular with a cross-section of the population).
- Promotion of local businesses by libraries (e.g. through posters, local business directories, etc).
- Role in giving a locality a critical mass of facilities that will attract a “footloose” business to the area.

E14 Extended opening hours and outreach could often support economic development objectives.

E15 In valuing the benefits from the usage of libraries, it is important to take account of people who might have been introduced to an interest or activity with future potential economic value through a library, but follow this up at home, in their workplace, at College, etc. For example, a person introduced to using computers in a library might purchase their own computer subsequently, or somebody who borrowed a business management book might buy the author’s follow-up book. Indeed, it would be interesting

to research the extent to which people who patronise bookshops were introduced to book reading by libraries (a possibly declining trend as young people can increasingly afford to buy books, CDs, etc).

- E16 Staffing costs to the end of March associated with the eight projects totalled £190,720. These costs related mainly to time allocated to the projects by existing staff, with a degree of cover for their regular posts funded by the Authorities. £190,720 in pay would translate into c9.5 full-time equivalent jobs at an assumed average rate of pay of £20,000 per annum. The grants from the Executive to the eight projects funded c£68,000 in staff costs in total (i.e. c3.5 full time equivalent posts). This aspect of direct staffing might be considered "additional".
- E17 The total staffing cost will rise as projects are completed during 2007-08. In particular, Glasgow City Council had yet to incur around £70,000 of staffing costs.
- E18 The capital cost of the projects plus other purchases made by the Authorities in carrying out the projects totalled £510,708, of which £69,100 (13.6%) was spent within the Local Authority area of the project, and £108,162 (21.2%) within Scotland.
- E19 The above expenditure will support around 1.5 full-time equivalent jobs locally and 2.5 in Scotland. Associated income from employment generated would total an estimated £30,000 locally and £55,000 in Scotland. These impacts include induced effects through the multiplier.
- E20 The staff training that was integral to most projects will have a longer term and more general value in upskilling and motivating staff, thus providing a better service to the public.
- E21 Initiatives that combine economic with social or personal benefits (e.g. Glasgow's project to promote literacy in the very young) can have the greatest overall pay-off in the long term, but lack of previous longitudinal research evidence on the impact of particular developments makes new project propositions difficult to quantify with any confidence.

Conclusions

- E22 Across the eight projects, the following benefits are evident:
- There has been a focus on the economically and socially excluded sections of the population; although the extent to which young people and young adults can be stimulated to become regular users of libraries to replace those customers lost towards the end of their lives is not clear. These projects on their own will have only a marginal effect on this at the local or Scottish levels.
 - Computer usage in libraries has been stimulated, with the supply side also enhanced through the installation of WiFi (in two Authorities) and the purchase of laptops (which are now inexpensive). It is important for libraries to maximise customer usage of ITC as issues of conventional printed stock decline.
 - The use of libraries as venues for a wider range of activities has been enabled and encouraged through most of the projects, although some library buildings have space constraints. This should help justify retention of libraries with low conventional usage, and promote library membership amongst people brought into the libraries for other activities.

- The projects have given the Library Services good publicity, particularly through coverage in local and regional newspapers. Articles have helped market the new facilities or services on offer (taster sessions, WiFi availability, etc) and have also raised the profile of the libraries more generally in their areas as places where new things are happening.
- Practical partnerships have been formed, building on the movement in recent years towards Community Planning and other multi-agency initiatives – giving a practical element to these partnerships and bringing people from different agencies together in common causes with which they can identify.
- Networking between libraries and between Library Authorities has been promoted, which should generate benefits beyond the projects.
- Monitoring has been an integral component of the projects, and this has helped to focus Authorities on the benefits of collecting user statistics, analysing trends, and correlating changes with their development activities. This aspect of the project is highly complementary to the PLOIM and the general move in Local Authority functions towards self-assessment.
- Creating and implementing a discrete “project” tends to focus attention, motivate staff and generate momentum (reinforced by the short timescale).
- There is evidence that staff trained in the course of the projects have improved motivation and should be receptive to future training and changes in function as libraries focus on evolving user needs and opportunities.
- Those responsible for planning and supervising project delivery have gained useful experience in leadership – a conclusion supported by discussions with these individuals.
- The projects have helped focus libraries and their staff on modernisation.

E23 Specific examples of economic impacts included:

- Provision geared to migrant workers (explicit in the Borders and Highland projects).
- Potential long term benefits from Glasgow’s focus on the deprived under 5’s.
- Events that provided work for local artists and others (especially in East Renfrewshire).

E24 The Authorities have sufficient funding in place to sustain the new or enhanced provision / activities that their projects have generated (at least in the short term), but additional investment or operating costs will be required in some cases to capitalise on improvements and achievements – e.g. marketing of WiFi availability, follow-up to the East Renfrewshire special events, more advanced computer courses (as planned by West Lothian) for those having experienced taster sessions, etc.

E25 In general, the involvement of partners in the projects will have helped Library Services to increase their credibility within their own Authorities and on partnership teams.

Recommendations

- E26 There would be benefit in continuing to track project impacts over an extended period; incorporating the effects of follow-up developments by particular Authorities that might have similar or complementary aims.
- E27 The Authorities should be encouraged by the Scottish Executive / SLIC to carry out longer term monitoring. In addition to this helping the Authorities to appreciate the full benefit of their projects, there would be a more general value in robust evaluations of the projects.
- E28 For future PLQIF-funded projects, applicants should be encouraged to provide quantified targets whenever possible, however difficult and approximate this might be. This would enable prior calculations of Value for Money to be made that could then be compared with the project out-turn (which might include unanticipated benefits as well as predicted outcomes); i.e. how much is it expected to cost to deliver a particular level of benefit to users?

1. INTRODUCTION

- 1.1 This study was commissioned by the Scottish Library and Information Council (SLIC) to assess the impact of each of the eight projects that were awarded Scottish Executive financial assistance in 2006/07 through the Public Library Quality Improvement Fund (PLQIF). All Library Authorities were visited and discussions were held with those responsible for managing and delivering the projects and with other staff. Fife and Stirling were selected as case studies, and more extensive consultation was carried out for these.
- 1.2 The research and consultation for the study spanned the period March to May/June 2007, by which time most, but not all, project components had been completed. Updates provided since June by the Authorities are shown in red.
- 1.3 The report focuses both on the economic and social impacts of the eight projects. Where monitoring data were not available at the time of the research, or where benefits will stretch into the future, judgement was used on likely impacts based on early experience – although, in most cases, it is too soon after project implementation to assess impacts with any certainty. The anticipated benefits of the eight projects were primarily social (or personal) rather than economic, although all have generated (or will generate) some economic benefit.
- 1.4 The study team added some potential outputs and impacts to those given by the Authorities that received grant aid in their Project Initiation Documents in the course of the research. Common themes of the projects included use of IT and computers, familiarising staff with new programmes or equipment, targeting particular categories of user whose needs had been identified and working in partnership with other organisations.
- 1.5 In all cases, further monitoring of impacts in the future would yield useful results, both for the Authority itself and for wider interest, and ways are suggested for how this monitoring might be carried out – alongside the future monitoring and evaluation specified by the Library Authorities themselves in their Final Project Reports.
- 1.6 This final impact report includes, for each project, in Sections 3-10:
 - A summary of the project and its financial outcome
 - An analysis of outputs and impacts
 - A value for money assessment
 - Conclusions that include an assessment of sustainability and transferability

- 1.7 The case studies for Fife and Stirling include a summary of the key points made by Library Service staff, other staff of the two Authorities and other people who were interviewed face-to-face (in groups or individually) for their personal perspective. The focus of the Fife case study is the implementation of a project by a specially selected team, and the Stirling case study focuses on successful project implementation between Council departments and the different perspectives of urban and rural libraries. The report on East Renfrewshire's project includes a statistical analysis of the increase in library visits and usage of library facilities and services that might be attributed to the events that were the main focus of the project. This degree of analysis was not possible for the other projects due to the nature of the initiatives or the limited period over which impacts have had time to emerge. The East Renfrewshire analysis is an example of how library statistics can be used to assess the impact of a new initiative if appropriate records are available.
- 1.8 Based on the research as a whole, the report provides:
- Recommendations on output and impact indicators that might be used in future funding programmes and for measuring impacts for the eight projects 18 months to 2 years hence
 - Guidance to future applicants on these and other indicators that might be relevant to other types of project
- 1.9 Additionality was assessed through considering the extent to which projects might have been implemented without the Scottish Executive assistance and how the partnership funding for the projects might otherwise have been spent.
- 1.10 The fit of each project with the implementing Authority's priorities for library development (and other relevant priorities) was considered, and its contribution to progressing these priorities assessed.
- 1.11 Value for money was analysed against total project funding (excluding running costs after March 2007, which will generally be modest). Value for money is important to consider since a project that costs more than another might be expected to deliver greater benefits to library users. For these eight projects, value for money has however been difficult to measure, (a) because it is too early for most benefits to have become evident, and (b) because most projects were multi-faceted, and it is not easy to allocate the input of resources against particular objectives and activities – especially since some outputs are more amenable to measurement than others. The value for money assessments by project should therefore be regarded as provisional and indicative.

Definition of Outputs and Impacts

1.12 The following terms used by evaluators can mean different things in different impact studies: activities, intermediate outputs, outputs, outcomes, results and impacts. There are no universally accepted definitions of these terms, and, indeed, particular evaluators can be inconsistent in how they use them – reflecting a fundamental difficulty in using a term such as “outcome” for different types of project. For example, an outcome could be someone completing an entrepreneur training course, or subsequently starting a business, or sustaining the business. In such a case, an “impact” could be defined as the business start (if completing the course was an outcome, rather than an output), or the employment provided by the business, or the additional employment in the economy net of displacement of trade and hence employment from other businesses.

1.13 In this report, the terms “activity”, “output” and “impact” are used to mean broadly:

Activity: What was carried out through the project, and any associated work undertaken by the Authority, either during the period of the project or subsequently (e.g. continuing marketing of a new service to promote uptake). Training a member of staff is an activity, but a member of the public opting to take a course delivered as part of a project (e.g. a computer taster session) is an output.

Outputs: The immediate results of an activity or an associated effect. For example, as noted above, somebody taking a computer taster session would be an output, and joining the library to do so (or subsequently through having become acquainted with the library) would also be an output. An impact would not be triggered until the person got some specific benefit from being a library member other than being eligible for the taster session.

Impacts: Benefits that would not have occurred without the activity under review. Cause and effect are important to establish. Benefits can be economic (i.e. additional output and income is generated), social or personal. In other studies, environmental benefits are also assessed, but these are not relevant in this evaluation. Impacts can be generated immediately or in the short term, but medium or long term impacts can often be more substantial than short-term impacts, and can differ in kind. For example, an artist whose proficiency was improved through a course might later start a business in a related field employing other people.

1.14 Because there can be a fine line between outputs and impacts, the tables in Sections 3-10 of this report that summarise the outcomes of

projects refer to outputs and impacts together. Benefits are assessed from the perspective of the library user.

Background Research

- 1.15 Consultation and internet research revealed a number of examples of impact analysis on library services and development previously undertaken in the UK and overseas (principally in North America). The research reports initially accessed, in most cases, included comprehensive bibliographies which provided further leads on relevant analysis that has been carried out in the UK and overseas. This includes various assessments of economic impact; but robust quantified impacts do not appear to have been assessed previously for projects comparable to those considered in this report, nor for the overall performances of Library Services.
- 1.16 Reports that were accessed and appraised included those listed in Appendix 1. These reports helped to shape the analysis and provided useful context for consideration of the impacts from the different projects.

Other Approaches to Assessing Economic Value

- 1.17 The economic impact methodology used in this evaluation is summarised at 1.13 above and in more detail in Section 11 below. A number of studies reviewed for this evaluation assess the economic value of library services through shadow pricing. To simplify, the overall benefit gained by users is estimated by asking people what they would have been prepared to pay for a free service (in advance or retrospectively) and multiplying this by the number of users. This total value is then compared with the cost of provision. There are problems with this approach, not least the difficulty in ascribing a value to the use of a library service by someone on a low income or pension or a child. Notwithstanding this, however, it would not have been possible within the scope of this study to survey a sufficient number of users about their valuations of the service they received through the different projects to have made such calculations.
- 1.18 In the value for money assessments, however, efforts were made to cost units of user benefits, which was an approximate process at the early stage most projects were at. The reader can take a view on how benefits match up against these unit costs.

2. CONTEXT

- 2.1 The eight projects were all carried out by the Library Services in the context of their particular Local Authority areas. The legacies of library buildings, previous investment in premises and services, policy on retaining branch libraries, and the form of local partnerships differed between the eight Authorities. There were, however, common themes that emerged from the consultation and analysis:
- Tight Local Authority budgets, which limited matching funding in most cases (Glasgow being the main exception), and could constrain the scope to build on the projects.
 - Continuing reductions in book borrowings and in accessing hard-copy reference material in libraries.
 - A desire to build on the investment in computers and staff training funded through the People's Network programme.
 - A desire to bring more people into libraries, or to deliver library services to clients off-site, together (often) with a hope that people joining or visiting a library for other purposes will also borrow books.
 - A desire for Library Services to interact more widely and effectively with other Local Authority departments and other local social services, and to play a role in delivering local strategies – for economic and social regeneration, lifelong learning, the assimilation of migrant workers, etc.
- 2.2 The projects were all new and all were at least partially “additional” – i.e. had they been carried out without the grant aid, this would have been on a reduced scale and / or over a longer period.
- 2.3 The timescale for project completion (the end of March 2007, although extensions were given), was a challenge in all cases, and project teams were established to plan and carry through the projects in a shorter time period than would be normal. There were benefits in this condensed timescale, however, as discussed in Section 12 below.
- 2.4 The application forms for the PLQIF grants encouraged Authorities to set specific and customised objectives and targets for their projects and to monitor progress towards these. This was not always easy for Authorities within the time available for initial project planning, and outcomes were assessed against realistic targets, and impacts (where possible) against measurable benefits, rather than necessarily against the objectives and targets that were specified in the projects' Initiation Documents.

3. STIRLING'S PROJECT: WIRELESS STIRLING

3.1 Project Description

3.1.1 The project was designed to improve services for citizens by establishing Stirling Council Libraries as the first fully WiFi enabled library authority in Scotland, and by streamlining services to housebound citizens through the use of Radio Frequency Identification (RFID). The principal project elements were:

- Provision of WiFi hotspots in all 15 of Stirling's community libraries, with networked PC booking, including WiFi sessions, across the network.
- Improved network access at four libraries:
 - Provision of high quality access to online resources and learning content through installing broadband at Callander, Cowie, Doune and Plean libraries. This would give all of Stirling Council's libraries broadband access.
- Greater flexibility in the use of facilities:
 - Increased capacity through laptops for loan within libraries and WiFi hotspots.
 - Out-of-hours access – WiFi would be available to registered users when libraries are closed. The WiFi footprint extends beyond the libraries where appropriate.
- Increasing the profile and presence of libraries:
 - A marketing campaign promoted the value of libraries as places with free web access and support for citizens.
- Improved service for housebound citizens:
 - Electronic tagging of stock would give housebound members access to the maximum range of housebound stock and a faster turnaround of stock, and assist volunteers in delivering services to the housebound.

3.1.2 The supplier Bluesocket was selected to provide an appropriate WiFi solution. Installation began in Central Library on 19 December 2006, and roll-out to the 14 other libraries took place on Monday to Thursday 22-25 January 2007. The public began accessing the system from 26 February 2007. The Bluesocket Blueview controller which provides statistical data was set up on 28 March 2007, but this was not yet providing detailed evidence of use at the time of the research for this

evaluation. WiFi will support up to 50 additional concurrent users in the libraries.

- 3.1.3 Stirling Council Business and Technology Transformation Service (BTTS) were unable to complete installation of improved broadband connectivity at the four libraries within the timescale of the project, but a commitment was given that this would be done within the financial year 2007/08.
- 3.1.4 The ICAM PC booking system was purchased to provide networked PC booking, and BTTS were working on the installation of this software. It was decided that WiFi sessions did not need to be booked as the majority of users were expected to use their own equipment on a drop-in basis. A major function of the ICAM booking system is to ensure equality of access by setting predetermined limits on the amount of time an individual can use a PC, which is not necessary for WiFi sessions. The Blueview controller would collect WiFi session information such as user identity and time periods. It was not anticipated that WiFi usage would have a detrimental impact on network speeds experienced by library users accessing static PCs governed by the ICAM booking system.
- 3.1.5 Ten laptops were purchased to supplement the fixed computers for which demand can be heavy at Central Stirling and other libraries. Two have been provided to Central Library, two to Bannockburn and one each to six other libraries. The extra laptop provision will help when classes are being held in libraries that require computers.
- 3.1.6 ICT session bookings had been declining due to broadband availability in people's homes and the age of the library computers and their operating systems. The Service is hoping to replace most of the fixed computers in 2007/08 and 2008/09.
- 3.1.7 The broadband component of the project was to improve digital and social inclusion for residents in the rural locations at Callander and Doune, and the Regeneration Areas at Cowie and Plean.
- 3.1.8 RFID equipment, including tags and a staff station, was purchased from DTech. Community Access section staff began tagging stock in December 2006, and the staff station was installed on 18 January 2007.
- 3.1.9 WiFi is advertised on posters at the libraries, and a marketing campaign was undertaken to promote this through posters in other locations, flyers, bookmarks, web advertising, a radio campaign, a cinema campaign, newspaper copy, a competition, a mail-out to community newspapers and the Council's website. There was a soft launch on 23 February 2007.

3.2 Cost of the Project

3.2.1 The total cost of the project by the end of March 2007 was £97,037, which was below the original budget of £103,750. Additional expenditures required after March include further marketing spend to raise the profile of WiFi availability. The full Scottish Executive grant of £88,500 was claimed. Actual expenditure breaks down as follows:

ACTIVITY	PLQIF	MATCH	TOTAL
Implementation of RFID (including staff training)	£29,636		£29,636
Purchase of Laptops	£ 5,597		£ 5,597
Broadband and WiFi	£52,184		£52,184
Marketing	£ 1,000	£ 620	£ 1,620
Project Management		£ 8,000	£ 8,000
TOTAL	£88,417	£ 8,620	£97,037
	91.2%	8.8%	

3.3 Activities / Outputs / Impacts Achieved by March 2007 (or at a later date where statistics are available)

3.3.1 The availability of monitoring data on WiFi usage by May was limited to the number of log-ins per day across all libraries.

Expected Outputs and Impacts	Means of Measurement	Actual Outputs and Impacts
<p>Improved access to online resources and learning opportunities for library users through the installation of broadband at Callander, Cowie, Doune, and Plean libraries</p> <p>Improved digital and social inclusion for citizens in rural locations at Callander and Doune</p> <p>Improved digital and social inclusion for citizens in Regeneration Areas in Cowie and Plean</p>	<p>Usage information once broadband has been installed</p> <p><u>2006/07 Baseline:</u></p> <p>Connectivity cost per session at the 4 libraries: £1.88</p> <p>Connectivity cost per library user: £9.35</p>	<p>Broadband connectivity was not completed within the timescale of the project, but a commitment has been given to do this in the current financial year</p>

<p>Greater flexibility in accessing online resources and learning opportunities for the community through WiFi</p>	<p>The following should be available once the system for collecting WiFi statistics is fully configured:</p> <p>Number of WiFi users by library</p> <p>Percentage of available WiFi access time used</p> <p>Percentage of available WiFi access time outwith library opening hours used</p> <p>Comparative usage figures between Static and WiFi ICT access. <u>2006/07 Baseline:</u> 66,850 ICT sessions.</p> <p>Percentage increase in registered ICT users. <u>2006/07 Baseline:</u> 5,138 registered users (9,615 including visitors)</p> <p>Comparative usage figures between Static and WiFi ICT access.</p>	<p>An initial daily average of 6 users per day across all libraries rose to 8 in June (and to 14.4 in October)</p>
<p>Increase in number of active library users</p>	<p><u>2006/07 baseline:</u> 22,401</p>	<p>134 people had joined as PC Guests by late June 2007</p>
<p>Improved quality of service.</p>	<p>Staff WiFi training sessions</p> <p>RFID Training not yet completed</p>	<p>12 training sessions held – all library staff were given training</p>
<p>Wider free access to the internet through the provision of laptops for loan at Central Library and other libraries</p>		<p>Service has been operational since 23 April 2007, no data available yet.</p>

<p>Improved quality of service for housebound citizens through streamlining processes</p> <p>Improved stock management through RFID, giving users increased choice and speedier stock availability</p> <p>Increased sustainability by making the job of housebound volunteers simpler and less time-consuming</p>	<p>Percentage increase in number of new housebound library users <u>2006/07 baseline: 338 users</u></p> <p>Percentage increase in issues per item for housebound stocks</p> <p>Number of housebound issues. <u>2006/07 baseline: 47,589</u></p>	<p>The ability to record RFID statistics were not expected to be available until June 2007.</p> <p>Tagging almost complete (as at 25 June 07)</p>
<p>RFID training for volunteers</p>		<p>Volunteer training will commence once technical issues relating to software are resolved.</p>

3.3.2 The case study (3.5 below) notes the different types of user who have benefited to-date from the WiFi provision.

3.4 Potential Outputs / Impacts after March 2007 (18 months – 2years)

3.4.1 Most of the potential outputs and impacts given below are continuations of those relevant to the initial period to March 2007 or reflect project elements not yet fully implemented and where there is no operational experience as yet.

Potential Outputs And Impacts	Measurement	Recommendations
<p>Improved access to online resources and learning opportunities for library users through broadband at Callander, Cowie, Doune, and Plean libraries</p> <p>Improved digital and social inclusion for citizens in rural locations at Callander and Doune</p> <p>Improved digital and social inclusion for citizens in Regeneration Areas at Cowie and Plean</p>	<p>Percentage reduction in connectivity cost per library user and session at Callander, Cowie, Doune and Plean libraries</p> <p>Number of new ICT users</p> <p>Number of ICT sessions</p>	<p>Surveys of users (e.g. after 1 year and again after 2 years), probing learning outcomes, any employment benefits, etc</p>
<p>Volunteer training</p>	<p>Number of training sessions held. Effectiveness of the training</p>	
<p>Greater flexibility in accessing online resources and learning opportunities for the community through WiFi</p>	<p>Number of WiFi logins</p> <p>Number of WiFi users</p> <p>Percentage of available WiFi access time used</p> <p>Percentage of available WiFi access time outwith library opening hours used</p> <p>Comparative usage figures between Static and WiFi ICT access</p> <p>Percentage increase in registered ICT users</p> <p>Comparative usage figures between Static and WiFi ICT access</p>	<p>Survey of users to value the benefits to them of the WiFi provision – both at individual libraries and across the network. The value to particular individual users could be very high in some cases (from anecdotal evidence to-date)</p>
<p>Use of WiFi in libraries by tourist visitors</p>	<p>Identification of tourist users by month</p>	<p>Observation by library staff of the types of tourist use</p>

Wider free access to the internet through the provision of laptops	Usage of the laptops for personal use and for training courses, etc	Records, across the different libraries, of additional training sessions, etc held
Improved quality of service for housebound citizens through streamlining processes through RFID	Percentage increases in number of new housebound library users	Survey of housebound users (e.g. after 6 months) to probe the value they have gained and any other ideas for improvements to their service they might have
Improved stock management	Number of housebound issues	
Increased sustainability by making the job of housebound volunteers simpler and less time-consuming	Percentage increase in issues per item for housebound stock	

3.5 WiFi Case Study Interviews

3.5.1 In addition to the meetings that were held with the library staff who were responsible for implementing the project, the following people were interviewed for their perspectives:

- Librarians and other staff at Central (Stirling), Bridge of Allan, Dunblane, Drymen and Cambusbarron libraries (a mixtures of large, medium and small, and of urban and rural communities)
- Council IT staff
- A Bluesocket representative (at the Cambusbarron Technology Day)

3.5.2 Stirling Council operates 16 libraries, and two new libraries in community schools will also have libraries with WiFi.

3.5.3 All library staff are trained to ECDL standard, and were familiarised with the new facility by the co-ordinator.

Feedback from Library Staff

- All staff welcomed the WiFi initiative, although some had expected a faster uptake. It was appreciated, however, that word can take time to get around and that there would be further support publicity. According to one librarian: "it takes a year for the penny to drop".
- There can be heavy demand for the libraries' fixed computers, and the supplementary laptops produced as part of the project and the

ability of users to bring their own laptops into the library were considered useful supplementary benefits to the WiFi per se.

- Some of the libraries are well used by tourists in the summer, and by the staff of tourism businesses living away from home (especially the library computers), and more usage was anticipated by these people during the forthcoming summer months.
- Where the libraries have a room available or are adjacent to other community facilities, the WiFi access now provides scope for laptops to be used by people holding meetings (e.g. reading groups, historical societies) or for training sessions. Interviewees thought such uses would take time to develop.
- Many early users of the WiFi were existing library members, although at Central most were new.
- The monitoring system initially could not identify where users had logged on, but Central users appear to have been a significant proportion of the Council area total.
- Being able to log on with a Pin number outside the building is potentially useful where the library has restricted opening hours.
- The Central library building is listed, and has constraints (overall space, lack of coffee facility, non DDA compliance). A “breakfast bar” area (without coffee) was to be created for laptop users. To save time and queuing, users (including tourists) were able to join as “PC guests” to obtain a bar code and Pin – although they would need to provide proof of their address to borrow items. The library had c20 new members in the first job weeks. A benefit of people bringing in their own laptop is that they can stay all day (e.g. students), rather than being restricted to an hour on a library computer. Laptop usage outside Central Library is limited by lack of parking.
- In Dunblane, usage had fallen away after an initial “flurry” through an article in the paper. At the time of the visit, there had as yet been no usage on Tuesday or Thursday evenings. The library gets a lot of summer visitors, and their usage of the WiFi could be relatively high.
- In Bridge of Allan, WiFi users have included commercial travellers (using the library for peace or to “report in”) and students. Some use the WiFi from their cars in the car park, rather than coming inside. This is providing a service, but is not as good for the library

(although at a library with only one member of staff on duty, it could be a benefit).

- Drymen library (in a small community) had two regular business-related WiFi users, both in their early 40's. Potential users include an Enterprise Group who have their own laptops. VisitScotland have closed the tourist information point in the library, which reduces the potential from this market. At the time of the visit, the WiFi had not been promoted in all of the local newspapers, and this additional coverage was expected to boost usage.
- Cambusbarron library (also in a small community) had had two WiFi users in the three weeks after the launch, both of whom were "thrilled to bits". One had moved to a new house with no phone line and the temporary use of the library was very helpful to their business. The library is in the same building as the community centre, and lessons making use of the internet are now possible there as the whole building can access the WiFi.

Technical Implementation

- The Council's IT department and Library Service project co-ordinator worked closely with the supplier on installation, cabling and routing. The system was tested first on two libraries, and the reach of the WiFi was better than expected. Issues that needed to be resolved include content filtering, virus protection and security. The hardware device was self-contained to isolate WiFi users from the Council's central network.
- The system can support up to 50 access points, although only around half of this number were initially needed to cover all libraries (individual libraries having 1 to 3). Anywhere additional would need to have a network connection (e.g. the Council's archive where WiFi was to be installed). St Ninians Community Centre also has an access point.
- The control box at Viewforth (Stirling) can configure all of the access points.
- The WiFi facility is available 9 a.m. to 8 p.m. Monday to Saturday.
- The speed of connection has been good.
- At the time of the visit (mid-May), Blueview – the reader of the information – was not fully functional, and it was possible that not all uses were being recorded. It would soon be possible to analyse usage by library, and whether people were using or their own laptops.

3.6 Achievement of Objectives (as at June 2007)

– see also the Council's November update at the end of this Section

- 3.6.1 WiFi hotspots have been installed in all fifteen of Stirling's libraries. Early usage was low, but increases were expected. In two or three libraries, there had not yet been any usage by late June.
- 3.6.2 Laptops have been purchased, but have only recently started to be used. Only two are held within Central Library, which has space constraints – fewer than indicated in the Council's application.
- 3.6.3 There has been some out-of-hours access, and some people have stayed in their cars outside the libraries to use their laptops. They are benefiting from the service, but the prospects of them using other library services will be lower than those who come into the libraries to use their laptops.
- 3.6.4 Initial marketing of the WiFi was low key, and it is likely that many residents were not aware at the time of this evaluation of the unique availability of WiFi in all of the Authority's libraries. The posters at the libraries advertising the WiFi availability were not very prominent when visited.
- 3.6.5 The improved network access at four libraries and the improved service for housebound citizens have not been completed. Results from these aspects of the project will not be available until later this year.

3.7 Conclusions

- 3.7.1 Usage of the WiFi hotspots was initially low, and below the expectations of the branch librarians who were interviewed. Further promotion of WiFi availability, more prominent posters, and word-of-mouth should lead to a degree of growth in usage. It is too early in the tourist season to judge the use that visitors might make of the WiFi availability. Hotels and other venues that provide WiFi (often at a charge) would not be expected to promote the Council's free provision. Stirling itself and certain other places within the Council area are already fairly well provided with WiFi access, which will limit usage in libraries. Parking close to Central Library is limited, which is a disincentive to people bringing their laptops into the library. Some of the other libraries are not centrally located within their communities, which limits "drop-in" usage.
- 3.7.2 The laptops purchased through the project will be useful in supplementing the Authority's fixed computers. Initially this could be more important than their being WiFi-enabled.

3.7.3 There will be long term value in the Council embracing new technology and keeping at the forefront of provision. A Technology Drop-In Day was held in Cambusbarron Library on 11 May, and was well attended by representatives from other Scottish Local Authorities (including West Lothian). This included sessions on the WiFi provision and the electronic tagging for the housebound.

Value for Money

3.7.4 If WiFi usage were to grow to average ten per day over the first year, this would give approximately 3,000 user sessions (Monday to Saturday). If £55,000 of the total project cost is attributed to this element, the cost per session would be £2.30 at a plausible increase of 50% in average daily usage over five years (including some Sunday usage outwith the libraries). To set cost per session against user benefits, it would be necessary (through sample survey) to establish users' purposes, length of session, time savings, etc. A businessman or health service employee using their laptop in a library for an hour when away from their office base might value the WiFi facility very highly. For the more typical library customer, the service might bring them into the library more often, using its other services, and generally valuing the library (and the Library Service) more highly than previously.

3.7.5 Tracking how often particular individuals use the libraries' WiFi access and for how long would indicate the penetration of the service. Potentially, someone using their own laptop could spend longer in the library than someone using a time-limited library computer, generating more benefit to the user per visit.

Update by Stirling Council (November 2007)

Stirling Council Libraries consider the Wireless Stirling project to have been successful. It has attracted new users to the library service, raised the profile of the library service and improved service provision.

Use of the WiFi service has grown month on month from 117 logins in April 2007 to 447 logins in October 2007. The daily average number of users has grown from 4.03 in April to 14.42 in October – the most recent full month's figures. There has been a slight decline in the daily average for November, which may be a result of the seasonal decrease in the number of tourist visitors and migrant workers employed in the tourism industry.

Offering the facility has already been shown to have a beneficial impact on the following groups:

- Regular library users who are able to bring their own laptops into the library and work in comfortable surroundings with access to other library resources.
- Migrant workers, particularly hotel workers, who use the service to communicate with friends and relatives in their home country and to access information. Using their own laptops they can access online resources in their native language.
- Tourists and visitors for whom a free WiFi service is a valued resource to be used when visiting the Stirling area. This may be simply for those wanting to keep in touch with family and friends at home through email, blogs and posting photographs on services such as FLICKR, or it may be for those wishing to pursue their family or local history studies.
- Business users who are able to use libraries as a temporary base to work from whilst in the Stirling area.

Outwith the libraries, there is significant usage through the night and on Sundays. WiFi access is available in all libraries 24/7.

A survey of users in Central Library showed that 53% joined the library service specifically to use the facility. The following table shows the current range of usages (people can have multiple reasons for use, hence percentages add up to more than 100%):

Business/work	29%
Study	47%
Keeping in touch with friends/family	76%
Finding information	59%
Entertainment	18%

Over 90% of users have a sustained usage of the service, 29% using it virtually daily. 88% of users surveyed rated the service as 'very good' or 'excellent'.

The survey indicated that library staff had an important role in encouraging usage of the WiFi service. Comments included "a librarian pointed it out as a new service".

Marketing of the project was low key during the initial soft launch phase in February to March 2007. However a subsequent high profile multimedia marketing campaign was carried out from April 2007 onwards. This involved: the distribution of 1000 posters, 2000 flyers and 20,000 bookmarks; a competition offering a laptop and MP3 players as prizes; numerous articles in community, local and national newspapers; a radio campaign including interviews and advertisements on Central FM; and promotion using the library website.

4. FIFE'S PROJECT: TASTE IT

4.1 Project Description

4.1.1 The key features of the project were:

- To promote computer learning and enjoyment through an outreach programme of computer taster sessions in community venues and libraries.
- To focus on target groups of learners, including those in rural or economically-disadvantaged communities, school children and adults over 50 who don't have ready access to computers, and those who have not had an opportunity of local, flexible, informal learning.
- For non-library venues to be the focus for display and advertising.
- To expand and build upon existing employee skills, partnerships and resources, creating a knowledge and skills bank for future sustainability of the service.

4.1.2 Fife's participation in the pilot PLQIM, evaluating the learners' experiences module, highlighted the need to increase access to learning opportunities across the area, and to establish a programme of ICT taster sessions for harder-to-reach potential clients.

4.1.3 Members of the TASTE IT Team were selected from existing library staff through application and interviews, all having different levels of experience. Having the equivalent of seven full-time employees allowed the team to focus entirely on the project aims and expected outcomes – providing computer taster sessions in community venues and libraries throughout the whole of Fife. The backfilling of posts was achieved mainly through part-time staff working additional hours.

4.1.4 The Project Manager, supervisors and mainstream staff attended over 25 meetings and events to promote the project, including various Community Learning Partnership meetings and local open days. These raised the profile of the Library Service and created a better understanding of the work of library staff, and allowed the team to network with potential partners, leading to outreach sessions with a variety of groups.

4.1.5 Press releases, and articles appeared in local newspapers, FISH (the Council's Intranet) and Fife Direct (the Council's Website), and these generated a lot of interest. The whole Taste IT team assisted in the production of promotional and marketing material, all of which can be used in the future.

4.1.6 The team used 49 venues to deliver 269 taster sessions between 1 October 2006 and 31 March 2007. These sessions attracted 967 attendances. 129 sessions were single sessions, and the other 140 comprised 35 four week sessions. The venues chosen were in areas where previous provision was low, and latterly where customer demand was particularly strong. Although some sessions were held outwith normal library opening hours, it was discovered that sessions were more productive when libraries were open. This gave community library staff the opportunity to see first hand how a session could be run and also let other library users see what was going on, encouraging them to sign up for future sessions. The original intention had been to hold four-weekly computer courses, but demand for initial Taster sessions led to a focus on one-off sessions.

4.1.7 By delivering sessions in community centres, schools and libraries while working with Community Learning partners, the team were able to reach the project's target groups. Twenty-four laptop computers and six printers were purchased, enabling the use of venues without access to computers. A total of 228 hours of learning were delivered using the laptops, 13.5% of the total learning hours. Delays with the supply of equipment had an impact on the amount of outreach the team were able to deliver.

4.1.8 Twelve taster packs were developed, covering basic computing skills as well as slightly more advanced subjects such as Family History and Digital Photography. The subjects were chosen on the basis of customer enquiries. The packs comprise:

1. PC Basics
2. Setting up and using e-mail
3. Find what you want on the Internet
4. Next Steps
5. Digital Photography 1 – Downloading and storing images
6. Digital Photography 2 – Working with images
7. Job search online
8. Create a CV
9. Internet Safety
10. Internet Safety for young people
11. Family History using the internet
12. Making a Family Tree

4.1.9 The most popular sessions were PC Basics, Setting up and using e-mail, Find what you want on the Internet, and Digital Photography.

4.1.10 Taster Session folders were produced for all libraries containing copies of all the packs and support materials. The packs provide a good resource for staff to assist in the delivery of sessions or when answering individual enquiries, and will be updated continually. The

pack contents will also be entered on to the Council's intranet service to ensure quick and easy distribution of updated material. The aim is to assist staff to deliver a consistent standard of content while allowing them to develop their own style of delivery.

4.1.11 It was recognised that some community library staff did not have the confidence to run a taster session. This was addressed by offering a session on "How to run a taster session" to all frontline staff, to which the response was high. Also, eight staff shadowed and assisted the project team during session delivery. The cascading of training started immediately. More sessions are planned after the project period.

4.1.12 During the last week of the project, the team visited 23 community libraries to meet staff, obtain feedback and answer any queries about the taster session folders.

4.1.13 Seven Celebrations of Learning were held in libraries throughout Fife. 320 Learners were invited to the events and a total of 139 attended. Verbal feedback from the events showed that participants were pleased to attend and be presented with a tangible record of their achievements.

4.1.14 Regular press releases covering both planned sessions and previous successes generated a huge amount of enquiries. The Service considers the use of case studies to have been a very effective method of reaching non-library users.

4.2 Cost of the Project

4.2.1 The total cost of the project, £107,972, exceeded the budgeted cost by around £6,300. The balance was provided by the Council. Actual expenditure breaks down as follows:

ACTIVITY	PLQIF	MATCH	TOTAL
Staffing	£50,813.00	£10,435.57	£61,248.57
Computer hardware (laptops) and software	£33,420.00		£33,420.00
Celebration events and catering		£ 469.17	£ 469.17
Stationery, student packs, display unit and promotional materials	£ 2,761.00	£ 1,616.25	£ 4,377.25
Computer sessions (venue, transport)		£ 6,748.00	£ 6,748.00
Training		£ 1,709.40	£ 1,709.40
TOTAL	£86,994.00	£20,978.39	£107,972.39
	80.6%	19.4%	

4.2.2 Twenty four laptops and six printers with software and peripherals were purchased as planned.

4.2.3 The main item of expenditure for the Council additional to the original budget was staffing costs, which it considered well justified from a staff development perspective.

4.3 Activities / Outputs / Impacts Achieved by March 2007

4.3.1 The data on outputs below was provided by the Library Service from the comprehensive records kept on the project.

Expected Outputs and Impacts	Means of Measurement	Actual Outputs and Impacts
<p>Taster Sessions</p> <p>Bringing the benefits of learning to people not currently accessing a learning experience and fostering a sense of well-being and achievement</p> <p>80% increase in attendance at taster sessions / classes (pro-rata from 2005-06).</p>	<p>Records by venue, date and type of session</p> <p>Numbers of attendees</p> <p>User survey (see 4.3.2 below)</p> <p>Number and location of community venues used</p>	<p>733 Taster Sessions held by March 2007 (plus 11 staff sessions)</p> <p>2,101 attendees (plus 84 staff)</p> <p>3,142 hours of learning (plus 231 staff learning hours)</p> <p>209.5% increase in attendances across all venues (incl. staff sessions)</p> <p>223.5% increase in Sessions held (incl staff sessions)</p> <p>Sessions held by the team in 39 of 49 Community Libraries and 10 Community Outreach Venues</p> <p>Number of Sessions run by community library staff: 475 (207% increase)</p> <p>Number of learners at these sessions: 1,218 (173% increase)</p> <p>Hours of learning at these sessions: 1,485.5 (44% of all hours of learning delivered)</p>

<p>Creating future library members and lifelong learners, and promoting library services in the wider community</p> <p>90% of Taster Session attendees will become library members</p>		<p>52 of the 86 learners who returned a questionnaire and were not already members joined on the day of their session (61%)</p> <p>Achieved if existing library members taking Taster Sessions are included. 315 of 401 learners who returned questionnaires were already a member</p>
<p>A more ICT-skilled customer base making more qualitative use of the EzFife Network</p> <p>10% increase in computer usage in targeted areas.</p>	<p>Not yet measured</p>	<p>8% increase in usage of Fife's People's Network PCs</p> <p>10,000 hours of computer use</p>
<p>70% retention rate of learners</p>	<p>Not yet measured</p>	
<p>4 Celebration Events to be held throughout Fife</p> <p>40% of learners attending Celebration Events</p>		<p>7 Celebration Events were held</p> <p>Number of attendees at celebration events: 139 (320 invited). This is considered a good attendance although not 40% of all learners (who totalled 2,185 by end March)</p> <p>43.5% of those invited attended</p>
<p>Effective and transferable course outlines for a range of student ages and abilities</p>		<p>Twelve taster packs were developed for all libraries. These were comprehensive, very well set out and easy to understand</p>
<p>Improved computer tutoring skills and customer service for staff</p>		<p>Achieved. Of the 69 staff who attended, "How to run a taster session", 86% said that it increased their knowledge of the subject, 77% that it increased their confidence, and 74% that it made them aware of customer expectation</p>

Production of training folders for all libraries		Achieved
Reaching out to people who do not have easy access to computers		The use of laptops enabled staff to hold Taster Sessions in venues without computers: 228 hours of learning on laptops (13.5% of all learning hours) 24 outreach sessions held by the Taste IT team with 131 attendees and 186 hours of learning

4.3.2 The survey of Taster Session learners carried out by the Library Service showed the following profile of users from the 445 who returned forms:

Gender

Male 41%

Female 59%

<i>Age</i>	<i>No.</i>	<i>%</i>	<i>Total</i> <i>(if sample is representative)</i>
0-11	4	0.9	19
12-15	1	0.2	4
16-24	3	0.7	15
25-39	13	3.0	63
40-49	23	5.3	111
50-59	52	11.9	250
60+	340	78.0	1,639
	436		2,101 <i>(excl. staff)</i>

Other Questions
(%)

Yes (%) ***No***

Did you enjoy using the library for learning?
0

100

Do you borrow books from the library?
31

69

<i>Did you use the library computers before?</i>	<i>39</i>
<i>61</i>	
<i>Will you use the library computers in the future?</i>	<i>95</i>
<i>5</i>	
<i>Are you happy to ask staff if you need help?</i>	<i>100</i>
<i>0</i>	

Where did you hear about this session?

<i>Newspaper</i>	<i>40%</i>
<i>Library</i>	<i>46%</i>
<i>Word-of-mouth</i>	<i>10%</i>
<i>School</i>	<i>2%</i>
<i>Opportunity Centre</i>	<i>2%</i>

Suggestions for other sessions we might run in the library?

Main Responses:

<i>Digital Photography</i>	<i>25</i>
<i>Family History</i>	<i>12</i>

4.3.3 These findings indicate that trainees found the sessions useful and enjoyable and suggest that their usage of library computers would increase significantly.

4.3.4 The community outreach venues in which Taster Sessions were held were:

Opportunity Centre, Kirkcaldy
Homestart, Glenrothes
Buchan Gardens Sheltered Housing, Methil
YMCA, Glenrothes
Pitcairn Senior Citizens Club, Glenrothes
Benarty Elderly Forum
Leslie Primary School
Blalowan Park Tenants Group, Cupar
Kingussie Local Services Centre
Free Church, Kirkcaldy

4.3.5 Organising and holding these sessions will have helped to bring the libraries in Fife and their services more generally to the attention of the above organisations, and given the library staff involved direct contact with the organisations.

4.3.6 In addition, eight sessions were held with community groups / partners in libraries.

4.4 Potential Outputs / Impacts after March 2007 (18 months – 2 years)

4.4.1 Some of the longer term benefits below relate to the sessions held in the period to March 2007; others to future sessions.

Potential Outputs And Impacts	Measurement	Recommendations
Final project sessions early in 2007/08 % of attendees who become library members	User statistics (as for 2006/07) Library visitor and membership statistics	If interest remains high, consider continuation Scope to monitor this through tracking individuals not members already when they attended sessions
Effective and transferable course outlines for a range of student ages and abilities	Staff feedback Feedback / focus group sessions	Consultation with representatives of age-groups that have participated relatively lightly in Taster Sessions to check whether different courses would appeal than those offered to-date
Improved tutoring skills Improved customer service Skills passed on to other staff	Number of staff trained Number of training hours	Feedback from customers (perhaps as part of a wider Library Service customer satisfaction survey)
Increase in computer usage in targeted areas Continuing taster sessions to meet demand Retention rate of learners as computer users and library members	Breakdown of overall usage data by area Uptake data by type of course Tracking of individuals (a) already library members when they take a course (b) not already members	Explicit definition of target areas for monitoring purposes Future focus on people under 60 who did not learn about using computers at school – possibly requiring out-of-hours sessions or extended opening hours Provide more specialised courses as a second stage for learners, where not duplicating other affordable provision

4.4.2 A further 169 taster sessions were held in April and May 2007 with 424 attendances, which was more than the six month period April-September the previous year (178 sessions and 347 attendances). Computer usage in hours grew by 7.3% between April 2006 and April 2007, and by 13.8% in May over the previous year. The number of active users in April and May 2007 grew from 9,083 to 12,641 the previous year – an increase of 39%.

4.4.3 Branch staff are now asked to encourage people taking taster sessions to join the library, and they will give participants a call if they don't come back in after their session.

Update by Fife Council (December 2007)

As staff gain experience, more are happy to give taster and other sessions.

The packs were updated in September.

The successful implementation of the project helped to raise Fife Library Service's PLQIM performance rating from Good to Very Good when officially re-evaluated.

4.5 Case Study Interviews

4.5.1 In addition to the meetings with the people responsible for managing the project, interviews were held with a community librarian, community library staff from four different libraries and six members of the Taste IT team. A summary of points made is provided below.

The Taste IT Team

- All were extremely enthusiastic about the initiative and clearly enjoyed their participation. The experience has increased their future motivation.
- Benefits included:
 - An opportunity to specialise; to commit to a subject for six months; a different way of working.
 - Saw the difference from Taster sessions done before; "just loved it".
 - A chance to work with the public after being based in HQ.
 - Renewed confidence in driving through going from branch to branch; was looking for a challenge.
 - A chance to go out and show that library staff have skills, they can be stereotyped; "to wave the flag for Libraries".

- An understanding of working with different people; "a terrific experience".
- Had never had an opportunity to be involved in a project; to prove something; showed that they could do things themselves rather than relying on external trainers.
- They hadn't worked together before, and the links will help in the future.
- Interest exceeded expectations – the response was huge and word of mouth increased demand.
- Organising the sessions increased management skills.
- Library staff are approachable – staff have the patience that College staff might not have, and trainees like the informality.
- A lot of positive feedback from the folder; assistant staff knew what to do and the boundaries; will have team meetings to update the folders. Some of the folder notes came out of play and experimentation (e.g. Paintshop Pro).
- Customers get the confidence to then try things themselves.
- A lot of people ask about further classes, evening classes, etc; they can now access this information on the web for themselves.
- Learners exchange information with them and are not afraid to ask questions.
- Women returning to work (some not having achieved at school), and mothers who can't help their children with website learning are gaps – outreach might be needed to cater for these people.
- Sessions could be held in July and August for young people.
- Men who have familiarised themselves with computing are able to fill in on-line job application forms, prepare for interviews from on-line material, etc.
- Low key promotion is best, e.g. going out and talking to a lunch club.
- Three months in Taste IT gave one team member the confidence to apply successfully for a job.
- One member was "flat" when she went back; now needs a challenge and has applied for a job in a new library.
- One is now working three days a week in a library after previously doing backroom work.

- They have learned a lot working as a team – “nothing held back, everything shared”.
- A group of older men were really pleased when they found they could look up things related to their hobbies on the net – this bonded them. Older people are being handed down computers.
- Gaining computer literacy helps parents to communicate with their children.

The Community Librarian

- The project has been useful for older people who are “playing catch-up”.
- The staff training was good:
 - People are now proficient who were wary before.
 - More staff are now confident enough to take their own sessions – about 24 people out of about 34 can now be called on to do Taster sessions, with a big jump since the folder came out.
- It has given some staff “a whole new lease of life” – people initially nervous about their own IT skills have gained confidence through training others.
- In single staff branches, the sessions are often held when the library is closed.
- IT buddies help – for example, one person in his early 30’s comes in to help on his day off.
- Meets a gap in the market for people who want to learn but not go to college; no intimidation – “people are walked through”.
- People are steered towards College if they are good prospects (although there could be more attention to this).
- Taster sessions are a good brand.
- A three line advert in a local paper by a Voluntary Association generated 40 enquiries.
- Additional material should be developed to build on the Taste IT project (which was a large step), e.g. two or three new modules per year (such as how to use memory sticks).
- E-mailing digital photos is a popular demand from trainees.
- There would be benefit in taking the service out to rural areas (e.g. using a suitably equipped vehicle).

Community Library Staff

- The sessions are advertised at the library desk and in the press, but most uptake comes through word-of-mouth.
- The folders are greatly valued – the previous paperwork was “off the cuff and nerve racking”.
- IT buddies are useful in expanding the time available to give sessions.
- Help from the Project Team was much appreciated; “a pity it didn’t go on for longer”, taking in schools, etc.
- Sessions tend to be held in the mornings when libraries have more staff.
- Older people like one-to-one, or four people on four computers with two members of staff helping.
- Some people come in for a refresher when they get their own computer.
- The library works with Elmwood College in Cupar – older people being eligible for concessions.
- The course on how to run a taster session is considered good, especially for someone new to the library. However, there are still some staff who are not confident enough, which can mean staff from another library going out to give the sessions.
- Digital photography can be difficult for non-specialist staff.
- Some taking the courses are wanting to improve their English.

4.6 Achievement of Objectives

- 4.6.1 The project has been successful in offering a range of taster sessions in community libraries and other venues throughout Fife, with higher uptake than anticipated. Quality also exceeded the Authority’s expectation.
- 4.6.2 There has been a lower proportionate take up by school children and other under-60’s than had been hoped (excluding specifically arranged sessions). The over 60’s have been helped very significantly through the sessions, however, giving them scope to develop new interests through using the internet, digital photography, etc, and to communicate with others through e-mail.
- 4.6.3 Employee skills have been significantly expanded and the ground has been prepared for future sustainability of the service. Also, partnerships have been established with a range of organisations that could help in channelling future assistance to target groups.

4.6.4 A spin-off has been working with adult basic education literacy students on family history.

4.7 Conclusions

4.7.1 The project was very well planned and carried through, with good support from library management and staff. This will have contributed to achieving more session attendees in total than had been targeted.

4.7.2 Strengths of the project have included:

- Strong and extensive publicity of the availability of the courses.
- Very good take up by the over 60's.
- Good leadership and team working.
- Staff training that will have longer term value.
- Mainstreaming of the project to ensure future provision.
- Engagement with a wide range of partners, and a focus on socially and economically excluded people.
- Production of taster session folders that have proved very useful and could be used or adapted by other Authorities.
- Very good buy-in by staff (see Case Study for examples)

4.7.3 User benefits included promoting community involvement and active citizenship, e.g. through enabling trainees to communicate by e-mail, socialise through the sessions, follow-up contacts with other participants, etc.

4.7.4 The over 60's (who represented 78% of learners) are not generally in employment, and the economic impacts in terms of increasing employability of learners are likely to be modest. Nevertheless, the main purpose of the project – to promote computer learning and enjoyment by those who have been excluded from this – was amply achieved. The courses have helped older people to communicate with the more computer literate young (e.g. through learning how to e-mail digital photos).

4.7.5 Through the impetus that has been generated, the Council believes that productive partnerships can be established in regeneration areas with Community Learning and Social Work to reach the excluded young.

Value for Money

4.7.6 Attendances at taster sessions in the six month period October 06 to March 07 totalled 2,185; 1,441 more than the previous October to March period. If at least 3,000 additional attendances are eventually achieved, this would represent a cost of around £28 per attendee (excluding most of the cost of the laptops and software which will have a wider value). This is the additional cost related to the project and not the full cost per attendee.

5. GLASGOW'S PROJECT: GET GLASGOW READING CAMPAIGN

5.1 Project Description

5.1.1 Get Glasgow Reading has been a high profile campaign in partnership with Health and Education Services, and with sponsorship from The Evening Times, Waterstones and Black & Lizars. The campaign has sought to encourage and support parents and carers to share books with their children and promote reading and library visiting as not only a worthwhile source of pleasure, but as a potentially life-changing habit with demonstrable impacts on the educational attainment and social development of children. The project specifically sought to:

- Develop an entitlement model for the delivery of an enhanced and expanded library service for children and young people that guarantees increased access and participation to library services.
- Purchase and distribute Entitlement Packs (see 5.16 below).
- Raise children and young people's awareness of their entitlement to library services and increase active library membership through a range of initiatives and events, including Bounce and Rhyme, Story Time and Cyber Tots sessions, as well as Nursery and School class visits to libraries.
- Ensure that adequate additional stock from the recommended reading lists is available in every City library.
- Introduce a new service: an interactive website designed to encourage an appreciation of books and reading.
- Expand and enhance services available for parents: parents' support sessions and an extended collection of books on parenting skills for every library.

5.1.2 The context of the project was the poor level of literacy in Glasgow (23% of its population) and the high number of areas of multiple deprivation in the City (the highest of any city in Europe).

5.1.3 The project was originally intended to target 120,000 children 0-16 years and families across the city. However, in the light of feedback from the outline bid, the project team decided to target children and families 0-11 years, with specific emphasis on pre-5 children. The revised target population is 117,836, including the under 5's, primary school children, SEN, a proportion of those of secondary age.

5.1.4 In the event, the project budget would not cover the expansion of parent support sessions through the Triple P Parenting Programme

(which was originally intended), and funding for this was sought from The Big Lottery Fund.

5.1.5 The longer term aims of the Library Authority are to:

- Maintain the levels of membership and usage of services achieved through the campaign.
- Continue to attract new readers and library members.
- Assist in positive parenting initiatives and help to make a difference to children's lives.
- Assist in achieving Statutory Performance Indicators (SPIs).

5.1.6 The project supports, in particular, the following Policy Objective from the Council's Libraries, Information / Learning Business and Service Plan 2005/6.

- To increase participation by children and young people, helping to improve learning and leisure opportunities by providing exciting and stimulating material, events and activities.

5.1.7 The project has been managed and led by Access Services section based at the Mitchell Library. The services, however, are delivered mostly by staff from the Community Library Network and partners from Health, Education and Social Services.

5.1.8 The Entitlement Pack contains:

- Information for parents and children on the services available to them from the library.
- Tips for parents on sharing books with their child, booklists, and a copy of 'Tried and Tested: Great Books to Read Aloud'.
- The CD ROM 'Read Together'.
- A voucher to enter a monthly prize draw on becoming an active library member.
- A copy of the Evening Times 8-page supplement about the Get Glasgow Reading campaign and flyers and vouchers from Waterstones and Black & Lizars.

5.1.9 The CD ROM was produced for the Scottish Executive as part of its Home Reading Initiative, and encourages parents and carers to share books with their children right from the start. It was felt by all partners in the project that inclusion of the CD ROM would support the Get Glasgow Reading Campaign, and also reinforce messages from the previous Scottish Executive campaign. Additional copies of titles listed

in 'Great Books' have been purchased for every library, with specific displays to promote them.

5.2 Cost of the Project

5.2.1 The total final cost of the project is budgeted by the Council, as originally, at £400,000. £252,304 (63% of the total budget) had been committed by early February 2007, and this breaks down as follows:

ACTIVITY	PLQIF	MATCH	TOTAL
Staffing		£70,855.20	£70,855.20
Purchase of Entitlement Packs & contents	£29,989.50	£ 6,239.10	£36,228.60
Purchase of additional stock		£122,637.20	£122,637.20
Events, Marketing & Promotion	£ 6,943.00	£ 2,600.00	£ 9,543.00
Interactive Website plus domain name	£12,950.00	£ 90.00	£13,040.00
TOTAL	£49,882.50	£202,421.50	£252,304.00
	19.7%	80.3%	

5.2.2 The balance of £147,696 was to be committed by Glasgow City Council within the first full year of the project, comprising:

Staffing	£76,384.80
50,000 Entitlement Packs	18,829.50
Interactive Website Development	7,050.00
GGR author and storytelling events	3,000.00
Stock	42,431.70
	£147,696.00

5.3 Activities / Outputs / Impacts Achieved by March 2007

5.3.1 The Library Service has implemented a city-wide programme of:

- Web based activities designed to encourage love of books and reading.
- Bounce and Rhyme sessions – held weekly in 27 out of 35 libraries by early February.
- Story time sessions held in all venues weekly.
- Parent support session piloted in 6 venues.
- Nursery class visits held weekly in all venues.
- School class visits held weekly in all venues.
- Additional stock from the recommended reading lists purchased and made available in every City library.

5.3.2 In addition, the school / children's strand of Aye Write!, Glasgow's Book Festival 2007, reflected the priority of Get Glasgow Reading and involved many of the recommended authors, including a programme

which specifically targeted pre-5 groups and used books from the recommended titles.

- 5.3.3 Get Glasgow Reading was launched to the general public on 12/10/06. Since the launch, the distribution of packs has been constant and there has been a prize draw each month – an incentive to encourage library membership. The Evening Times has provided good media coverage.
- 5.3.4 Multiple copies of the titles listed in ‘Great Stories to Read Aloud’ have been displayed in all libraries, and issues are being continually monitored through the Service’s Management Information System. The renewed interest in borrowing stimulated through the project has resulted in a continuous increase in junior fiction issues (see further below). Stock provision for 5-12’s has increased considerably.
- 5.3.5 Strong partnerships have been developed with Health and Social Work agencies through the project. The entitlement packs are something tangible that health and social work visitors (including midwives) can discuss with vulnerable families in their homes.
- 5.3.6 Specific achievements are summarised below. Numerical targets were not set for expected outputs and impacts. The figures in red relate to later outputs.

Expected Outputs and Impacts	Means of Measurement	Actual Outputs and Impacts
Increased awareness of Library Service through distribution of Entitlement Packs, media campaign and events	Number of entries in monthly prize draw	21,010 packs distributed by end March 2007 (43,520 by Sept 2007) Total entries 5,632, November-March (14,535 by Sept 2007)
Demand for recommended books	Number of new borrowers	19,554 issues of Get Glasgow Reading titles by March 2007 (almost one per distributed entitlement pack) – uptake reasonably evenly spread across the city (35,394 issues by Sept 2007)
Increased active		Increases in junior fiction issues month-on-month Oct 2006-March 2007 averaging 14.8% over the previous year (month-on-month increase

library membership		from April 2007 to Sept 2007 averaged 5.3% over previous year)
Increased demand for parent and child sessions	Number of sessions Number of attendees by type of session Before and after questionnaire survey	17.7% increase in new borrowers, Oct 05-Mar 06 to Oct 06-Mar 07 (+4,127 borrowers)
Improved parent / child interaction and communications within families	Number of staff trained	Results confirmed improvements (see below)
Increased knowledge of Get Glasgow Reading by library and partner organisation staff	Feedback from partners	
Increased borrowing from general stock	Records of borrowing (taking account of the previous underlying trend)	Increase estimated at annualised +1,620 (+1.5%), increasing as the effect of Entitlement Packs grows and as more Packs are distributed.

5.3.7 Pre and post-campaign questionnaire surveys were undertaken to probe the impacts of the campaign on parent / child interaction and improved communications within families with pre-5 children in two areas with higher than average social deprivation – Possilpark and Castlemilk.

5.3.8 105 questionnaires were returned by families prior to participation in the project, assisted by health visitors as some parents themselves had limited literacy. The key findings from this survey were that:

- 3% of parents / carers identified themselves as participating in their child's favourite activity, and 11% in their other activities.
- 85% of parents / carers felt "really confident" in sharing books and stories with their child, and 13% "a bit confident".
- 78% of parents / carers said that they would like some new ideas on how to use books and stories with their child.

5.3.9 21 questionnaires were returned by families after participation in the project. This is a low proportion (20%) of the pre-project sample, and

it is possible that the response was biased towards those whose outcome was positive. The key findings were that:

- Most participants (18 of 21) were shown new ideas on how to use the books and stories by Get Glasgow Reading library staff and partners.
- Most participants (17 of 21) made use of the Project's accompanying CD Rom, and most of these (11 of 17) found it to be "very helpful".
- 19 of 21 participants used the "Get Glasgow Reading" resources exclusively at home.
- Since taking part in the project, 15 of 21 participants share books and stories with their children either "3-4 times" per week or "more often".

5.3.10 For further before and after surveys, the following are recommended: (i) changing the "before" questionnaire to focus more on parents and carers' interaction with their children in reading and alternatives such as watching television, using a computer, etc, and (ii) attempting to achieve a higher response rate from the "after" questionnaire.

5.4 Potential Outputs / Impacts after March 2007 (18 months – 2 years)

Potential Outputs And Impacts	Measurement	Recommendations
Continued distribution of Entitlement Packs	Number of packs distributed by area / target groups	
Increased library membership and usage by parents / children through the project	Number of new active library borrowers (evidence from redeemable vouchers and library management system records)	
Sustained demand for parent and child sessions	Number requesting places	
Demand for places on weekly children's sessions at each library	Number of sessions Number of attendees by type of session	

Increased appreciation of books and reading Satisfaction levels Access by teachers in class as a follow up from 'entitlement' visits to libraries	Number of issues from general stock User surveys (through Cipfa Plus and the Citizens Panel) Liaison with schools	Follow-up publicity, initiatives and incentives
Continued demand for recommended and other books	Number of issues of recommended stock Number of issues from general stock	Statistical monitoring should attempt to identify the underlying trend prior to the project (ideally by library) to assess its additional impact
Visits by schools and nurseries to libraries	Records of this by area within Glasgow	
Web content continually updated	None determined other than website hits	On-line survey of website visitors possible
Impact of increased opportunities for young people to read	Before and after questionnaires distributed by Health Partners (in deprived and more affluent communities) PLQIM Review	Short term and longer term impacts should be monitored
Results of the project (including reasons for non-participation)	Focus groups (planned by the Council) Evaluation forms designed for partners to use with their client groups	Follow-up evaluation by the Council after a further six months

5.4.1 The Library Service planned to re-focus the profile and momentum of the project and sustain the motivation of staff after March 2007 through a renewed programme of workshops relating to performance and community engagement and how the Get Glasgow Reading Campaign fits in with these priorities. The official launch of the GCR website will also help engage young people, parents and teachers.

5.5 Achievement of Objectives (by March 2007)

5.5.1 All planned activities have been carried out, other than (to-date) establishing an interactive website. The outcomes of the project, in terms of promoting literacy and sustained library usage by young people and parents, will take time to establish, however. Basic literacy skills help in IT literacy and in social interaction with adults as well as in reading and education.

- 5.5.2 Reasonably comprehensive and detailed tracking of those who have received Entitlement Packs, borrowed recommended books, etc will be required in order to assess impacts.
- 5.5.3 The Council intends to submit a final report on the project to SLIC by November / December 2007.

5.6 Conclusions

- 5.6.1 The project and its aims are ambitious, and a good start has been made in distributing packs and raising awareness. Support from partners, especially the NHS, has been keen, and Evening Times coverage has been extremely valuable. The strong partnerships that have been built up with Health and Social Work will help in delivering future initiatives.
- 5.6.2 It will be important to maintain momentum, and to encourage those who have been given Entitlement Packs to follow this up, and to re-stimulate those whose use of libraries might lapse after initial engagement.
- 5.6.3 Long term tracking through longitudinal study will be particularly important for this project, both to assess long term benefits to users (young people and their parents / carers), and to indicate how provision might be modified in the light of experience. Also, ways in which those aged 12-16 who were originally within the targeted group might be encouraged to continue (or renew) their interest could be explored through this tracking. The Entitlement Packs for this age group might include material on drink and drugs, and incentives might include entry to junior discos, etc.
- 5.6.4 As put forward by the Council in its Initiation Document, other library services will be able to benefit from its experience in implementing the project. It provides a model for partnership working and engaging with vulnerable families, as well as having trialed specific "products", including the Entitlement Pack, the CD Rom Reading Together and the investment in the Great Books to Read Aloud stock.

Value for Money

- 5.6.5 Distribution of packs by partners has helped to reduce the cost of this major initiative to Glasgow City Council.
- 5.6.6 Once approximately 70,000 entitlement packs have been distributed (21,010 by March 2007 plus 50,000 more – see 5.2.2 above), the cost will be less than c£5.70 per pack in relation to the c£400,000 total project cost (including additional Read Aloud stock). Through the high proportion of matching funding provided by the Council, the value for

money to the Scottish Executive per unit of output (in terms of user benefits) will be good – although it is likely that the project would have been implemented without grant aid, though perhaps less comprehensively and over a longer timescale, and with some reduction in particular project elements. Evaluating user benefits relative to costs will require evidence of the sustainability of the demand for recommended books and other library services by the young and their parents / carers.

Update (end September 2007)

The Council reports that the project has continued to prove successful in several areas. Firstly, the response to the prize draw each month has been good and consistent. Secondly, the project has sparked interest in borrowing from general stock as well as from GGR specific titles which has been very encouraging. The issue of GGR specific titles has been fairly evenly spread across the city and not confined to areas considered to be affluent or literate.

The Council's health and education partners are still fully committed and supportive, and the Evening Times has continued to provide media coverage, which has helped to sustain the momentum. Support from elected members has allowed extra book stock to be purchased in some areas of the city.

Events were successfully integrated within the Aye Write Festival, with several of the authors of the recommended titles featured in the programme. The website is now up and running.

5.7.4 The Council has recently been awarded Big Lottery Funding for an initiative that will complement Get Glasgow Reading. This should help encourage potential funders to provide additional funding to sustain the initiative and to commission a longitudinal study into the long term impact of GGR on reading habits and the use of libraries.

6. HIGHLAND'S PROJECT: RESPONDING TO COMMUNITY NEEDS

6.1 Project Description

6.1.1 The project was designed to help overcome some of the problems associated with providing library and information services in rural areas, often with only one staff member, and to enable staff to interact with individuals and communities, including responding to demands made by incoming communities of migrant workers. Leaflets, family learning packs and world language material were already provided by Highland libraries for Polish and other migrants, but there was limited personnel support for potential users prior to the project.

6.1.2 The project had its roots in two evaluation exercises:

- A review of the 'Size and Shape' of the integrated public / school library service was undertaken by the Libraries Network Team (LNT) during 2005 at the request of the Lifelong Learning Manager.
- Highland Libraries were involved in the early part of 2006 in piloting the 'Organisation and Use of Resources and Space' section of the new Public Libraries Quality Improvement Matrix.

6.1.3 LNT undertook a review of existing working practices, and identified that if libraries were to serve their communities – whether urban or rural – in the best possible way it was crucial firstly to use technology to liberate staff from routine counter processes, and secondly to equip staff with appropriate IT and customer care skills. Against this background, the project was developed to provide technology and training for library staff in order to address the Service's development needs. As it was focused on rural as well as urban libraries, the project would help to overcome some of the barriers of rurality, providing a local context in which individuals would be able to learn new skills and develop confidence in the use of IT.

6.1.4 Six libraries were selected for the project that had existing local community partners with a varied focus:

Achiltibuie Library

(partner – the management of the Community Centre where the library is sited).

Dornoch Library

(partner – the team delivering a University of the Highlands and Islands History course).

Inverness Library

(partner – the large local community of Polish people, including the Inverness Polish Association).

Lochcarron Library

(partner – Care staff at the Howard Doris Centre for residential and day care clients, with which the library shares a building).

Mallaig Library

(partner – the Lochaber Learning Centre, with which the library shares a building, and the local Community Centre Association).

Tain Library

(partner – reading groups in the local community), although Tain Library was not able in practice to work with the Tain Reading Group, but instead set up a library-based reading group and developed partnerships with the Adult Basic Education worker and local school groups.

6.1.5 At each library, the objectives were, as appropriate:

- To install a 'self-issue' machine which would handle routine transactions, freeing up library staff to engage with the general public, and specifically with members of the target communities. Appropriate furniture was also purchased, and network connectivity facilitated. One of the self-issue machines, for Inverness Library, had a security handling capacity.
- To develop constructive relationships with partners in providing library and information services to the communities' benefit.
- To deliver quality training to identified staff and partners, enabling them to support members of the public accessing library and information services.
- To increase the availability of library and information services in the Highland Council area by engaging partners to support the public use of the systems outwith normal public library opening time.

6.1.6 In addition, at two sites, small interchangeable stocks, available outwith library opening hours and selected in collaboration with the local partners, were purchased.

6.1.7 Without the grant, self-issue machines would have been installed at fewer sites.

6.1.8 The following training was provided to library staff and staff of partner organisations:

- 10 staff from the six libraries received a day's 'Net Educator' training to give them confidence to conduct computer familiarisation sessions with members of the public. In-house

training material for this course was produced in collaboration with Employee Development.

- These 10 staff, plus six staff of partner organisations, received a half-day 'making better use of your library' course, which included instruction in the use of the self-issue machine. This half-day course was developed in-house. Promotional material for the public training sessions was also produced.

6.1.9 The monitoring process established for the project included the following:

- Participants at the staff, user and partner training sessions completed evaluation forms to assess their training and allow for continuous improvement in the quality of the training provided.
- "Before and after" questionnaire surveys of library customers were held on their expected and actual benefits from self-issue units.
- Sessional Recording Sheets were used to record usage and to evaluate the learning activity.
- Partners were consulted on whether the agreed outcomes were being achieved.

6.2 Cost of the Project

6.2.1 The total cost of the project, £64,960, was slightly under the original budget of £67,560. Expenditure breaks down as follows:

ACTIVITY	PLQIF	MATCH	TOTAL
Self-issue systems	£48,894.62	£1,427.87	£50,322.49
Development of training material		£656.04	£656.04
Delivery of staff and partner training (including travel and subsistence)	£1,200.00	£612.04	£1,812.04
Site-specific stock	£959.97	£5,000.00	£5,959.97
Relief staffing to cover training of staff		£840.40	£840.40
Staff Costs		£5,368.80	£5,368.80
TOTAL	£51,054.49	£13,905.15	£64,959.74

6.3 Activities / Outputs / Impacts Achieved by March 2007

6.3.1 All six self-issue systems were installed and working by the end of February 2007, and library staff and partner organisation staff had been familiarised with the systems.

6.3.2 Training material was produced for the ten staff who would provide training to the public and they all received a day's Net Educator training, and a half day's Making Better Use of Your Library training. Six partner organisation staff also received the latter.

6.3.3 Quantifiable outputs and impacts can be summarised as follows:

Expected Outputs and Impacts	Means of Measurement	Actual Outputs and Impacts
Improved Library Service as result of installation of self-issue machines	Library records	Transactions through self-issue machines 19 Jan 07 to 26 March 07: Inverness: 8,189 (11.7% of all Inverness transactions) Achiltibuie: 1,262 (40.9% of transactions) Lochcarron: 436 (14.7% of transactions) Tain: 1,880 (10.9% of transactions) Dornoch: 1,085 (14.3% of transactions) All 5 libraries: 12,852 (12.8% of total in these libraries) plus Mallaig: 74 transactions handled on the self-issue machine [see update at end of Section]
Installation of self-issue machines will free up staff to be able to devote more time to responding to the needs of library users for resources, information and	Post-installation customer survey (71 returns)	<ul style="list-style-type: none"> • Staff have more time to help with computers – 14.0% • Staff have more time to discuss books to read – 16.2% • Staff have more time to help find information – 17.2%

<p>support in the use of IT – working in partnership were appropriate.</p>	<p>Monitoring of new activities</p>	<ul style="list-style-type: none"> • Staff are better able to exercise their knowledge and expertise – 17.3% • Access to library information services has improved – 17.5% • Speed of service has improved – 17.4% • Increased accessibility has encouraged users to borrow more books. <p>Examples are given in the Council's Final Project Report, e.g. a new formal library induction service at Inverness Library for new members. Between mid February and end March, 28 new members from Eastern Europe benefited from this.</p>
<p>Self-issue machines would enable libraries to devote more time for reader development.</p>	<p>Council monitoring</p>	<p>For example, through 21 hours of 'freed-up' time for Dornoch reader development:</p> <ul style="list-style-type: none"> • Staff helped prepare Highland 2007 application for funds for Readers Day in Sutherland • Staff designed leaflet for this event, including researching authors, book venues, liaising with local bookshops, schools and colleges to publicise event • Staff ordered, processed and distributed books to readers groups participating in the Readers Day
<p>To use Tain as a model for reader development initiatives in the Highlands.</p>		<p>The existing Tain Reading Group did not take up a partnership offer, but a library-based group was then formed (to begin meeting in April).</p>
<p>Increased access to the library service outside normal library opening hours at Achiltibuie, Lochcarron and Mallaig and Tain</p>	<p>Library records</p>	<p>Transactions outside normal Library Opening Hours:</p> <p>Achiltibuie: 202 (16% of total transactions for the library). Increase in all issues comparing Feb 2006 to Feb</p>

Libraries.		<p>2007 of 16% (Ross and Cromarty as a whole increase was only 2%)</p> <p>Lochcarron: 436 (14.7% of total transactions for the library)</p> <p>Mallaig: 48 transactions</p> <p>Tain: no statistics (only open by arrangement when partner agencies are bringing groups to the library)</p>
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Issue of stock to groups and areas previously not served by the Library Service	Library records	<p>Total of 70 issues up to end March 2007 at The Howard Doris Centre</p> <p>Issue of specific stock at Mallaig: 8</p>
Improved quality of service as a result of staff training	Users survey	
Increased job satisfaction for library staff as a result of training	Staff consultation	
Delivery of staff training	Course evaluation forms	Very high levels of satisfaction achieved
Additional library users	Library records (taking into account underlying trends)	Analysis by library

6.3.4 Initial impacts reported for each of the six libraries can be summarised as follows:

Inverness

- Staff have been freed up at busy times which has resulted in:
 - Increased help for library users who find communication with staff difficult.
 - The Area Libraries Officer working in partnership with the Polish community and making presentations to the local Polish Association about the Library Service.
 - Increased time for other duties.

Achiltibuie

- Has worked with Coigach Community Centre to help improve library services for the community.
- As a result of the launch of the service, 5 people have expressed an interest in training in the use of the People's Network.
- The sole member of staff commented that she now has time to read and respond to e-mails.
- Staff member reports that the self-issue machine allows her to provide a better service at busy times.
- Access to library outside opening times.

The improvement in the quality of service at this library has been particularly notable.

Lohcarron

- The self-issue machine is located in the foyer of the Howard Doris Centre which has enabled residents and day care clients to benefit from the library service at that location both during and outwith library opening hours.
- Library service staff have worked with the Howard Doris Centre to choose additional stock and explore ways of enabling use of stock outwith opening hours.

Tain

- Staff report that fewer people have to queue at the issues / returns desk, which allows them to give a better quality of service, including reader development work.

Dornoch

- Staff have more time to work with the public, especially older people and ESOL users.
- More time to respond to borrowers' requests and enquiries.
- Longer time to introduce new library users to the service.
- Benefits to school and UHI history course students.
- More time to devote to reader development (see outputs above).

Mallaig

- Partnership developed with Lochaber College.
- Some issues outwith library opening hours through the extended access offered by self-issue.

6.4 Potential Outputs / Impacts after March 2007 (18 months – 2 years)

6.4.1 There would be value in continuing to monitor the following, especially if the use of self-issue units grows, freeing an increasing number of staff hours.

Potential Outputs And Impacts	Measurement	Recommendations
Staff extending the use of their new skills to the community Sustained library provision in areas where it may be under threat	Questionnaire surveys of target groups Number of migrants with whom staff have spent time Continued monitoring of how time savings are spent Self-issue machines usage statistics, including proportion of priority clients	Review user needs in local communities Survey of migrants to assess the value of this (economic and social) Gain understanding of customer patterns of usage in addition to collecting statistics Identify priority clients and assess the value of the benefits to them of the self-issue machines
Issues of site-specific stock	Library records	Vary stock in response to customer interest
Increase the availability of library and information services in Highland by engaging partners to support the public use of the systems outside normal public library opening times	Library management data to measure this	Systematic liaison with partners at senior level to confirm ongoing commitment and plan specific action
Sustainable Library Service Improved and enhanced Library Service for the public	PLQIM review Customer feedback surveys	General users and target groups

6.5 Achievement of Objectives

6.5.1 The self-issue machines have all been installed, with varying usage between libraries. Relationships with partners have been established broadly as planned, with a positive response from partners; and the planned training for library and partners' staff has been carried out, with very high levels of staff satisfaction. Delivery has been facilitated through "getting people together". The statistics demonstrate usage and borrowing of stock outwith normal library opening hours – which is valuable in small communities where extensive opening hours are not economic. The initiative has been well received by the public.

- 6.5.2 Monitoring procedures established will allow tracking of the use of the self-issue machines, additional borrowing, etc.
- 6.5.3 Examples are given in the Council's final project report of how staff time savings have been used, which varies between libraries in response to local needs and partnership priorities.
- 6.5.4 Self-issue machine installation will generally be rolled-out by the Council when building new or refurbishing existing libraries. There is a commitment within revenue budgets to continue using the machines that have been installed.

6.6 Conclusions

- 6.6.1 Staff time savings have been achieved as anticipated, and the Council's final project report summarises, by library, the ways that this time has been used. A more formal analysis across all libraries of (a) total time savings (in as far as this can be measured) and (b) additional staff activities in hours freed up would be interesting – although, for the scale of the project, the overall extent of monitoring and analysis by the Council has been good.
- 6.6.2 Although library staff were assured that the self-issue machines were not a threat to their jobs, there must be a possibility of future staffing economies made possible through this introduction of mechanisation. However, the time savings, allowing staff to carry out "value added" activities, should increase the perceived value of branch libraries and help to stave off any threat of closure or reduced hours. User surveys and other objective evidence would help to demonstrate these benefits to Councillors and other policy makers.
- 6.6.3 Having specific objectives and partnerships at the different libraries sharpened the analysis of benefits, which were assiduously checked by the Council.

Value for Money

- 6.6.4 On a very approximate analysis, the total annual saving in staff time is estimated at 0.5 of a full time job across the six libraries – on the basis of self-issue machine usage to-date. The cost that can be attributed to installing and beginning to operate the machines is in the region of £55,000. On this simplified analysis, the purchase of the machines would be a cheaper option than employing additional staff resources after perhaps five years of their operation (allowing for staff overhead costs and the ongoing revenue costs of the units); with the additional benefit that experienced and trained staff would be using and developing their skills in customer support, with higher job satisfaction than from routine checking-out of issues. At quiet times in libraries,

however, staff would continue to interact with customers during the checking-out process.

Update by Highland Council (November 2007)

By late November 2007 (after approximately 11 months), transactions were as follows:

	Discharge	Issue	Renew	Total
Inverness	12,885	22,709	278	35,872
Tain	2,991	3,492	77	6,560
Achiltibuie	1,611	2,072	46	3,729
Dornoch	1,576	1,549	20	3,145
Lochcarron	617	437	9	1,063
Mallaig	65	20	3	88
Totals	19,745	30,279	433	50,457

Staff use of 'freed-up' time

Staff continue to make good use of freed up time, in for example:

- Reader development support with children and adults.
- Work with reading groups.
- Dealing with e-mails/general admin (at single-staffed sites).
- Induction tours for new library members, including those whose language is other than English (Inverness Library) 'There is no doubt,' reports a librarian at Inverness Library, that these tours have 'improved relationships with all visitors to the library.'

Public commitment to use of the new technology

The public are continuing to embrace the new technology, although many prefer to come to the issue desk when there isn't a queue because they appreciate 'the craic'. Some of the public, however, reportedly find it cumbersome to have to check their receipts against the books borrowed or returned.

Out-of-hours use of self-issue machines

There is continued use of the self-issue machines outwith library opening hours at the sites where this is available. Library users continue to express appreciation of this facility – seasonal workers at Achiltibuie, for instance, reported how great it was to be able to access the library at times which were convenient to their work patterns. Library users at Lochcarron express appreciation of the freedom which the self-issue machine gives them, in that their borrowing/returning regime is not rigidly tied into Lochcarron Library's opening times. Library members who have holiday homes in the Lochcarron area, also find the self-issue machine convenient, as they can now discharge

items at their convenience, usually at weekends before leaving the area. Lochcarron users have also praised the self-issue machine's ease of use, and the fact that in using it they 'don't have to bother a member of staff' and that it helps reduce the level of library fines being incurred by making it easy to return items.

Partnership arrangements

The partnership arrangements remain robust at the six sites – although the self-issue machine at Mallaig has been underused, the ancillary selection of books has been heavily used by Lochaber Learning Centre students. At Dornoch Library relations with staff and students at the UHI¹ Centre for History are being developed.

Ancillary resource collections

The ancillary collection of library resources in the foyer at the Howard Doris Centre in Lochcarron has been expanded by public request, so that it has now become 'a mini library'.

Relocation of a self-issue machine

There were problems with the location of the self-issue machine in the Community Centre foyer at Mallaig, which meant that it was available for use much less frequently than had been anticipated. It was decided that there were other ways of providing access to the libraries services outwith library opening hours – through partnership with the Council Service Point which shares the same premises as the library – and so it has been agreed to relocate the self-issue machine to Fort William Library to extend the benefits of the Project to staff and library users there.

¹ UHI = University of the Highlands and Islands Millennium Institute

7. WEST Lothian's PROJECT: NETT (New Emergent Technological Tools)

7.1 Project Description

7.1.1 NETT was implemented to respond to the demand by a growing population for access to information, learning and communications through PCs in West Lothian libraries. It built on the success of the People's Network investment of some £247,000 for learning suites and staff ICT training, and was designed to take the technological infrastructure to the next level by providing WI-FI access points and training in WEB 2.0 applications.

7.1.2 Currently, WI-FI hotspots are available in very few places in West Lothian. Oatridge College offers a hotspot which is not convenient for centres of population, but is well located for travellers on the M8/M9. Starbucks in Livingston, a pub in Linlithgow and one cafe in each of Bathgate and Broxburn also offer hotspots, but there are no other Council sites. West Lothian College does not currently offer WI-FI, but is considering it. Experience at East Calder has shown that younger library users are receptive to the idea of bringing their own laptops into the library. Community Learning and Development tutors will also be able to hold tutor led classes in the four WI-FI libraries as the capacity to have a class of 8 to 10 on PCs is now possible

7.1.3 Specifically, the project comprised:

- Running a series of hands-on interactive workshop sessions
- Developing an interactive training toolkit available through West Lothian Libraries website
- Establishing a support helpdesk through the life of the project
- Providing progression to the ICT in Libraries Diploma for staff
- Developing the library website through the inclusion of blogs, RSS feeds etc.
- Installing WI-FI networks in libraries to enable use of both personal laptops and those provided by the library service
- Purchasing a set of laptops and PDAs (Personal Digital Assistants) to enable fuller utilisation of Internet access in public libraries
- Purchasing an online booking system using Smartcard technology to enable easier access to PCs in public libraries.

7.1.4 The project's aims were consistent with the following cultural wellbeing goals given in the Council's Corporate Plan 2003-2007:

- Providing a comprehensive Library and Information Service with an extensive range of books and allied electronic material and community learning opportunities
- Supporting and encouraging distance-learning activities at all libraries.

7.1.5 The Library Service's Annual Report for 2005-06 presents an encouraging picture of the use of technology in West Lothian libraries. All fourteen public libraries offer free use of computers, with Internet access as well as scanning and printing facilities. A total of 7,727 library customers in 2005-06 were active users of computers in libraries, representing 4.8% of the West Lothian population. Use of computers increased by over 25% on the previous year, with 85,787 sessions being booked. Further improvements to computer hardware were made over the year, with an extra seven new PCs being made available for customers. In addition, broadband connections to the Internet were upgraded to 10Mbs. Community Learning and Development staff provided tutors to run computer courses in Carmondean library. Volunteers also provided informal drop-in computer help sessions, benefiting some 146 people. Library staff offered 71 informal 'taster' PC beginner and Internet sessions at several libraries, attracting a total of 136 people. One-to-one help from volunteers was also available, and a total of 436 "buddy" sessions took place over 2005-06.

7.1.6 To build on this, the NETT project was designed to help overcome the space restrictions in West Lothian's libraries by providing free WI-FI access for individuals to access the Internet by either using their own laptops or laptops provided by the library for use in the library. To help library staff enhance their computer literacy confidence and competence and build on previous investment in ECDL training, the NETT project has also provided training for all library staff in new technological tools (WEB 2.0), such as:

- Safe browsing
- Internet Explorer – setting up new users and password protection
- Internet Explorer – security settings
- What is a cookie?
- Blogging
- Picasa
- Flickr
- Bebo and social networking sites
- Downloading music from the Internet
- Copying to an MP3 player
- Skype
- Google Earth
- Using the library catalogue from home
- Wikis

7.1.7 The project provides the public with free WI-FI, with few limits to registration to encourage the widest possible use. RegenerateIT – running a managed WI-FI system, with simple user registration, provides the following data: user/type of use; length of usage/hours; post-code sectors / user e-mails.

7.1.8 The intention was for library staff to be able to offer taster and one-to-one sessions in WEB 2.0 technology for members of the public.

7.1.9 A marketing and promotional campaign was undertaken to raise awareness amongst staff and service users. Initial marketing consisted of:

- Advertisement in local newspaper
- E-mail shot to target groups, such as mother & toddlers groups
- Posters in libraries (see Annex 1)
- Posters in other Council buildings
- Glossy A2 safe surfing posters (see Annex 2)
- Website
- Council newsletters (internal and external)
- Library newsletter for staff (see Annex 3)
- Personal selling in libraries
- Free CD with toolkit for everyone attending courses
- Participation in Adult Learner week
- Plasma screens

7.1.10 A logo was developed for the project and used in promotional material:



NETT branded USB Key



Computer Taster Sessions

Learn how to browse the Internet safely.

Download MP3 music
Manage your digital photos

Learn how to use new online features.

Blogs
Wikipedia
YouTube
Flickr
RSS Feeds

Small groups
Informal tuition

Register Today FREE for a NETT
Session at your local Library

Library bookmark

7.1.11 At the time of this evaluation, the NETT project had not been fully implemented due to delays in agreeing whether the WI-FI provider would be the Local Authority or a third party. The Service eventually entered into a 3-year contract with RegenerateIT to provide WI-FI at Linlithgow, Carmondean, Whitburn and Bathgate Libraries, and connections were being tested in May/June 2007. The training programme for staff and early-adopter users was not due for completion until the end of June, with a full launch of both the Training Toolkit and public access to the WI-FI service planned for the end of July 2007.

7.2 Cost of the Project

7.2.1 The total budgeted cost of the project was £110,072, including a grant of £68,572 from the PLQIF. Actual expenditure breaks down as follows:

ACTIVITY	PLQIF	MATCH	TOTAL
Project Management		£ 8,088.88	£ 8,088.88
Marketing staff costs		£ 1,803.47	£ 1,803.47
Tutoring staff costs	£ 3,126.19		£ 3,126.19
Extra Tutor costs	£ 3,460.00		£ 3,460.00
Production of Training Packs		£ 2,110.00	£ 2,110.00
Equipment	£21,001.00		£21,001.00
WI-FI hot spots	£30,000.00		£30,000.00
BT Connection/hire costs over		£ 3,784.00	£ 3,784.00

3 years			
Furniture	£10,196.00		£10,196.00
Promotional Costs (500 x USB Pens with logo)	£ 2,100.00		£ 2,100.00
Other office costs		£ 2,556.41	£ 2,556.41
TOTAL	£69,883.19	£18,342.76	£88,225.95
	79.2%	20.8%	

7.2.2 The Local Authority match funding was significantly less than the £41,500 originally budgeted. This relates mainly to the change in the way in which the project tutoring was sourced. The PLQIF funding was over budget by £1,311.19. Overall, the project has come in substantially under the estimated budgeted cost (by £21,846), and this has led to the balance of the actual overall financial investment shifting from PLQIF 62% and WLCL 38% to PLQIF 79% and WLCL 21%. The West Lothian SEPLIF final report indicates that the 2006/07 project expenditure of the PLQIF grant was £1,623 below the £68,570 awarded, but that extra electrical work required at the WI-FI libraries will cost an estimated £1,800, to be carried out in financial year 2007/08.

7.3 Activities / Outputs / Impacts Achieved by March 2007

7.3.1 WI-FI networks and broadband connections via third party supplier, RegenerateIT, have been installed at Linlithgow, Carmondean, Whitburn and Bathgate Libraries. 12 laptops, 12 PCs and 10 Handheld PCs have been purchased. At the time of the evaluation, these were not yet operational, with wiring snags to be corrected and WI-FI 'reach' on site to be identified to enable the location of the newly purchased desktop arrangements be optimised. The intention was to launch the new service at the end of July 2007, through the following publicity methods:

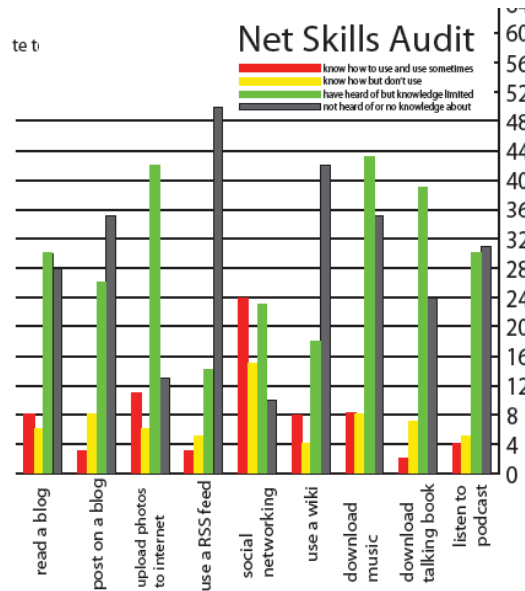
- Advertisement in local newspaper
- E-mail shot to target groups and Council employees
- Posters in all libraries
- Transfers on library windows (done)
- Website
- Council newsletters (internal and external)
- Bookmarks (see 7.1.10 above)
- Footnote advert on library correspondence
- Pen drives publicising NETT (stock of 500) – (see 7.1.10 above)
- Banners for WI-FI libraries
- Intranet
- Library literature, leaflets.

7.3.2 The Project Initiation Document set out a number of outputs and impacts, both quantitative and qualitative. For some outputs and

impacts, targets were set for measurement against a baseline. The Service's short-term targets are considered below.

Expected Outputs and Impacts	Means of Measurement	Actual Outputs and Impacts
To encourage 50% of front-line staff to attend tutor led courses		Achieved, with 17 more courses being run during May and June
To enable 95% of front-line staff and buddies to become familiar with the online toolkit and GOAL ('Get Online & Learn'), either through tutor led courses or in-house staff training		Not yet achieved. 95% of front-line staff will be familiar with the toolkit and GOAL by the planned launch in July 2007. The familiarisation and training of buddies will be an ongoing commitment
To produce a regular newsletter which can be used in staff training		Achieved – two produced to date (see Annex 2)
To improve the knowledge level of staff significantly, as shown by the skills audit	Benchmark skills audit carried out (see chart at 7.3.3 below)	Follow-up skills audit to be carried out at the end of June
To achieve an 85% satisfaction rate for courses	Feedback forms	Courses not yet complete, but satisfaction rate target exceeded (see 7.3.4 below). 21 courses have taken place so far (as at end of April 2007) with a mixture of staff and library customers attending. All have been in small library venues and the tutors have shown staff how best to deliver the courses and use the technology. A total of 85 people have attended the courses, 39 of whom were staff 15 more courses were organised for May, with a further 2 planned for the end of June Follow up required after June to track satisfaction rate
Production of training packs	Online and CD-Rom toolkit	Achieved – CD-Rom available and courses available at GOAL 'Get Online & Learn' http://getonlineandlearn.org.uk

7.3.3 The initial skills audit of 53 frontline staff and 23 HQ staff was scheduled to be re-run in July 2007 to enable the Library Service to measure the increase in confidence and knowledge against the following baseline:



7.3.4 To date, feedback from the courses has been positive, with most saying the courses were good or excellent. Comment from the public has generally been positive: 95% of the 25 people who returned forms reported that their expectations had been met. One person said there was too much talk and not enough hands on. West Lothian's Final Report provides further details of other feedback on publicity, venue, times, advance information, tutoring and handouts. All of these aspects were assessed as mainly Excellent or Good.

7.3.5 The Smartcard option appraisal has not yet been carried out as discussions on pilots are still taking place with West Lothian Council IT Department. In conjunction with this, discussions are continuing on securing in-house hotspot solutions to sustain the original four library WI-FI sites after the current three year contract with RegenerateIT runs out and, potentially, to extend the service into more library venues. Corporate IT line sharing and security issues will need to be satisfied for this to happen.

7.4 Potential Outputs / Impacts after March 2007 (18 months – 2years)

7.4.1 As the project took longer to implement than originally envisaged, outputs and impacts after March 2007 will relate to the Service's short-term as well as longer-term objectives.

Potential Outputs And Impacts	Measurement	Recommendations
To achieve registration of at least 100 at each WI-FI library within the first two months of promotion, and 1,000 in total within the first year.	Project records	Ensure that the user registration process is robust and that mechanisms are in place for monitoring uptake and taking corrective action as required
To determine the satisfaction and types of use of the WI-FI hotspots	Survey customers within 6 months of NETT launch	Design and pilot survey strategy prior to implementation to ensure maximum effectiveness and response
To increase the number of courses run at Carmondean and Whitburn libraries by 25% in one year	Project records	Market vigorously
To increase the overall % of registered computer users in libraries per head of population to within 1% of the Scottish average by 2009	As a baseline, 7,727 library customers in 2005-06 were active users of computers in WLC libraries, representing 4.8% of the West Lothian population	Monitor registration as a result of NETT project

7.4.2 Anecdotal evidence from the project indicates that once people have experienced a general CLD tutor provided NETT 'taster' session, they return looking for more specific training, e.g. older people wanting training in the use of Picasa so that they can send pictures to friends and relatives abroad.

7.4.3 The final suite of learning courses had been added to the programme, with a new version of the NETT skills CD-Rom having been produced

and the course content put online - <http://getonlineandlearn.org.uk>. At each course, individuals are given a free copy of the CD-Rom so that they can follow up the course content in their own time. It was intended to launch the Toolkit through GOAL in July 2007, at same time as the launch of the WI-FI service.

- 7.4.4 Community Learning and Development were commissioned to write and deliver the NETT courses. They had been planning to develop these types of courses anyway. The roll-out with Libraries comes to an end at the end of May, but CLD will continue to work in partnership with Libraries where discrete learning space and timetabled courses can be organised (e.g. as at Carmondean Library).
- 7.4.5 During our evaluation visit, four members of staff indicated that there was generally a very positive attitude to the challenges of this project, although it was too early yet to assess the reaction to and impact of one-to-one NETT sessions provided by Library staff as these have not yet started.
- 7.4.6 In developing further work with Community Learning and Development and with young people and their parents, the two Services will need to agree an alignment of complementary learning opportunities to enable people to gain confidence and continue with their chosen learning strands through the outcomes of the NETT Project. Pathways to continuing learning opportunities will need to be developed, made accessible and monitored. This will require an appropriate system to be put in place to record NETT course delivery, referral and pathways to learning (recording numbers, learning purpose, outcomes, benefits and impacts).
- 7.4.7 To ensure that the developments do lead to increased access to information, PCs, learning and the Internet for customers, the Service should ensure that appropriate measures are in place to assess the percentage of the resident population benefiting from the access to WI-FI and WEB 2.0 Training resources. This might include NETT registration data, formal surveys and written records of anecdotal and/or observational evidence. Monitoring should also take account of the actual use made of the online Toolkit, RSS feeds and other tools developed on the library website and for this the Service will need to ensure that website statistics can provide a quantifiable record of access to the resources.
- 7.4.8 Follow-up should include tracking the uptake and input of ICT Buddies, teenagers and their parents, "silver surfers" and parent groups.
- 7.4.9 The Service's Final Project Report states: "Learners who have come on the course will be directed to further learning opportunities available to them at the end of each course". Tracking this would help to establish

the extent of eventual economic impact where such learning is employment-related.

7.5 Conclusions

7.5.1 The NETT project will have achieved a WI-FI network in four libraries to allow access to the Internet by people using Library supplied PCs, laptops and PDAs. Whether or not people will use their own equipment to access the Internet via Library WI-FI is as yet not proven. Future monitoring and evaluation and development of the project should, in our view, include:

- Monitoring the uptake of the new provision by category of user, and surveying the social, quality of life and economic impacts of WI-FI access and additional computer usage in libraries within the wider context of the West Lothian business, cultural, educational and leisure landscapes. An initial evaluation would be warranted within six months of the launch date (early 2008).
- Surveying the uptake and impact of WEB 2.0 training tools on staff and users (2008).
- Integration and development of the Training Toolkit with GOAL (Get Online & Learn).
- The extent of co-ordination of Council resources in providing learning pathways.
- Corporate consideration of new technology solutions and how they can best be mainstreamed from project status to a full service solution. This applies to the roll-out of WI-FI access and the introduction of Smartcard technology. Security and cost/benefit analysis of a future Council-wide roll-out of WI-FI should be a priority.

Value for Money

7.5.2 This is not yet possible to judge. If the project achieves its main target of 1,000 WI-FI users within a year, this would represent a cost of almost £90 per user if the whole project budget were set against this objective. However, taking account of longer-term registrations and other project objectives (including bringing overall computer use in West Lothian Libraries nearer to the national average), this cost per WI-FI user target might indicatively drop to around £30 per user.

7.5.3 Achieving these 1,000 users within the first year will be challenging on the basis of Stirling's experience to-date from introducing WI-FI into all of its libraries (see Section 3 above). More residents of Stirling,

including University students, however, already have access to WI-FI than West Lothian residents.

Annex 1

Want to know what's new on the Internet?
Register today for a NETT session

facebook
YouTube
flickr
Google
RSS
WIKIPEDIA
Picasa

Confused?

Don't be ! Let us at NETT show you how.
You can even bring along a friend or a member of your family if you like.
Register your interest **NOW** for a session at this library.

You can choose morning, afternoon or evening.
Ask staff for details.

West Lothian Council delivers
westlothian.gov.uk

NETT
Library & Information Centre
West Lothian Council

Annex 2

Learn how to Surf safely!

NETT
New Emergent Technological Tools

Want to know what's new on the Internet?
Register here today for a FREE NETT session

Your library...
encouraging IT and family learning

WEST LOTHIAN COUNCIL DELIVERS LEARNING OPPORTUNITIES FOR ALL

This project is supported by the Scottish Executive Public Libraries Improvement Fund and SLIC

Scottish Library & Information Council

West Lothian Council

Annex 2



Issue No. 002

April 2007



NETT Newsletter

As part of the NETT (new emergent technological tools) Project funded by the Scottish Executive and SLIC, we will be providing tutor lead courses for staff to learn more about some of the newer developments on the internet.

Getting Started

The Newsletter will try to provide those with limited knowledge with a easy to follow introduction to some of the newer applications currently on the internet such as wikis, blogs, RSS feeds, podcasts, downloading music and talking books.

A blog or weblog is an internet diary which anyone can set up through sites like www.blogger.com. Who knows, maybe your scribbles will be discovered and you will end up with a publishing contract for a book like one celebrated London lady of the night. Often these diaries can be about work or a way of life others are interested in, eg. <http://jamieoliver.com/diary> or <http://coppersblog.blogspot.com>

They can also be a way of sharing information on a particular topic, so are good for newsletters, lists or even politics. www.dogsblog.com is the voice of several dog rescue homes, and has lots of cute pictures and sob stories. <http://holyyoodchronicles.blogspot.com> is a lot less pretty but tells you what goes on in the Scottish Parliament. And for libraries it is worth looking at <http://blogaboutlibraries.com> or www.tametheweb.com. Can't find what you want? www.techcrati.com might help, as it points you towards the most popular ones.

On sites like www.youtube.com you can find video blogs – you have to remember that lots of blogs can be spoofs, subversive and full of inaccuracies. There is no way of telling if someone's profile is a true reflection of who they are. Most postings are downright boring, but as one blogger said, "with 55 million blogs some of them have to be good..."

Social networking sites like www.bebo.com and www.myspace.com are big with younger people, and can be a way of keeping in touch with friends and what is going on in the world of media. The popularity of www.friendsreunited.co.uk has spawned a lot similar sites like www.genesreunited.co.uk which can be used to trace relatives on your family tree.

Exercise:

Have a look at <http://gsaartdesign.blogspot.com/index.html> and <http://stephenslighthouse.wpsj.com> and think how we could use blog technology for training purposes within our library services.....



Did You Know?

YouTube is a popular free video sharing website which lets users upload, view, and share video clips. Users can be rated, the average rating and the number of times a video has been watched are both published.

This site was named TIME magazine's "Power100 of the Year" for 2006. In October 2006, Google Inc. announced that it had reached a deal to acquire the company for US\$1.65 billion.

<http://www.youtube.com>

Fun sites:

- <http://adoptamicrobe.blogspot.com>
- www.thelister.blogspot.com
- www.fadedyouthblog.com
- <http://ididntknowthatyesterday.blogspot.com>



Issue No. 001

February 2007



Welcome to the NETT Newsletter

As part of the NETT (new emergent technological tools) Project funded by the Scottish Executive and SLIC, we will be providing tutor lead courses for staff to learn more about some of the newer developments on the internet.

Getting Started

The Newsletter will try to provide those with limited knowledge with a easy to follow introduction to some of the newer applications currently on the internet such as: wikis, blogs, RSS feeds, podcasts, downloading music and talking books.

Each month we will bring you the latest on NETT meetings throughout the library services.

Wikis

A wiki is a website that allows the visitors themselves to easily add, remove, and otherwise edit and change available content, typically without the need for registration. This ease of interaction and operation makes a wiki an effective tool for mass collaborative authoring.

The term wiki also can refer to the collaborative software itself (wiki engine) that facilitates the operation of such a Web site, or to certain specific wiki sites, including the computer science site (the original wiki) WikiWikiWeb and on-line encyclopedias such as Wikipedia.

Some libraries in the USA have set up their own wikis to encourage people to contribute to local history and local literature sites.

RSS feeds

RSS is a family of web feed formats used to publish frequently updated digital content, such as blogs, news feeds or podcasts.

RSS stands for really simple syndication and is used mainly by news websites. The plasma screens going into some libraries will feature RSS feeds from BBC News 24. Many websites use RSS to make sure their pages are always up to date.

On Web pages, web feeds (RSS or Atom) are typically linked with the word "Subscribe", an orange square, or a rectangle with the letters "RSS" or "ATOM". Many news aggregators such as My Yahoo! publish subscription buttons for use on Web pages to simplify the process of adding news feeds.

Try these links for wiki & RSS feeds

- <http://wikisource.org/>
- <http://www.wetpaint.com/>
- <http://www.24eyes.co.uk/>
- <http://www.bbc.co.uk/feedfactory/>
- http://www.libsuccess.org/index.php?title=Wiki_World

WIKIPEDIA

Did You Know?

The Community Portal is the central place to find out what's happening on Wikipedia. Learn what tasks need to be done, what groups can be joined, and get or post news about recent events or content activities.

Wikipedia can be viewed in lots of different languages.

<http://www.wikipedia.org>



Net Skills Audit



8. FALKIRK'S PROJECT: ACCESSIBLE AUDIO BOOKS – "HOME SOUND"

8.1 Project Description

8.1.1 "Home Sound" is a new service targeted specifically at Homebound users with the aim of encouraging users of the service to move from

audio books in tape format  to CD audio books . [Falkirk Libraries On-Line Catalogue]

Quality audio books in tape format are becoming increasingly difficult to source and the service is using new state-of-the-art CD players to manage the transition from tape to CD. The aim of the project was to address the need to phase out outdated technology and simplify and encourage access to new technology to provide Homebound users with a wider range of quality audio books and reader development opportunities. The Library Service worked in partnership with expert agencies in the development of the project and established a recognisable brand, "Home Sound", for the new service.

8.1.2 In 2005, the Council had received £7,700 from the Scottish Executive to provide Homebound service staff with laptop computers, which enabled Homebound borrowers to choose and reserve books and other items from the Service's catalogue online and to access reviews and book sites on the Internet.

8.1.3 The project's objectives were:

Short-term

- To encourage older and/or disabled Homebound Service users to access books in CD format instead of tape
- To extend the range of titles available in CD format
- To adopt CD as the preferred media for the provision of audio literature.

Longer-term

- To ensure continued access to a large range of quality literature in appropriate formats
- To enable Homebound Service users to take part in Reader Development activities
- To foster an atmosphere where change to new formats, e.g. MP3, can be achieved with minimum disadvantage to vulnerable users.

8.1.4 These objectives are a close fit with the Local Authority's strategic framework for libraries, as set out in the Culture and Leisure Strategy, specifically:

- To deliver a service that makes best use of new technology
- To make best use of our written, audio and digital resources.

- 8.1.5 The project utilises the PlexTalk Daisy Player, which is an adapted CD player with large, visible and audible controls sold by the RNIB as suitable for sight-impaired and/or disabled and elderly people. 62 units were purchased, with 41 currently on loan to Homebound Service users. An additional 450 CD audio books were also purchased with project funds, bringing the total CD audio book stock to 619.
- 8.1.6 A low key marketing and promotional campaign was undertaken, specifically targeting Homebound Service users so as not to raise expectations of general library users – this service is for registered homebound users only. A logo was designed by a member of staff for the new service and used in promotional material:



- 8.1.7 A Large-Print catalogue of CD audio books was produced, and CD and Braille versions are planned. At the time of our research, full details of the service had still to feature on the relevant section of the Council's website

http://www.falkirk.gov.uk/services/community/library_services/our_libraries/homebound_library.aspx.

- 8.1.8 Media coverage comprised information in the Council's own news bulletin and a short article in the Falkirk Herald.
- 8.1.9 Funding was approved in September 2006, giving four months to research and purchase the equipment and choose, purchase, accession and catalogue the stock, train the staff and publicise the new service. The new service commenced following a launch at a Sheltered Housing complex in Grangemouth on 8 February 2007.

8.2 Cost of the Project

- 8.2.1 The total budgeted cost of the project was £33,535.00 including a grant of £30,000 from the PLQIF. Actual expenditure breaks down as follows:

ACTIVITY	PLQIF	MATCH	TOTAL
Equipment (62 PlexTalk Daisy Player machines)	£11,520.00		£11,520.00
320 CD Talking Books	£15,935.99		£15,935.99
130 Daisy Talking Books	£ 1,028.56		£ 1,028.56
Audio Read 'Navigator' MP3 players x 15, with laptop pre-loaded with 300 titles (on 6 month lease for duration of pilot)	£ 1,500.00		£ 1,500.00
Project Management		£1,093.00	£1,093.00
Acquisition / processing of purchased goods		£1,490.00	£1,490.00
Training of staff and users		£ 564.00	£ 564.00
Publicity press reports/Posters		£ 113.00	£ 113.00
Collection of impact evidence		£ 275.00	£ 275.00
TOTAL	£29,984.55	£3,535.00	£33,519.55
	89.5%	10.5%	

8.2.2 The project came in £15.45 under budget. A negotiated discount with RNIB enabled more machines to be purchased than originally intended: 62 instead of 40, with an average price of £186 per PlexTalk Daisy CD Player. The purchase of commercial CD audio book titles averaged £50, with RNIB Daisy compressed unabridged CD audio book titles averaging £8.

8.2.3 The Service also considered alternative downloadable formats such as MP3, but consultation with suppliers led it to conclude that the range of fiction titles currently available in this format is insufficient to be of practical use to the target audience. The Service believes that CDs will be the preferred media for audio books for some time to come, and, building on the lessons learned from the successful delivery of this project, it will be able to tackle any future transitions as necessary. To help inform existing and future service delivery, an individual 'Profile' form is completed and updated for every Homebound Service user (see Annex 2), and a new MP3 player and downloaded audio books pilot is also being tested as an integral element of this project.

8.3 Activities / Outputs / Impacts Achieved by March 2007 (or a later date where statistics are available)

8.3.1 62 PlexTalk Daisy Players (RNIB) were purchased for playing CD audio books:



- 8.3.2 This is an easy-to-use audio book player, ideal for leisure reading, novels and magazines. It plays RNIB Daisy talking books, music CDs, MP3 audio file CDs and commercial spoken word CDs with the following features: built-in English voice guide helps you get started; new large function buttons contrast well against base; high performance built-in speaker provides hours of high quality digital sound from the built-in speaker or headphones for comfortable listening; variable play speed with pitch compensation for extra clarity; page jump and time jump functions sleep timer turns off the player after specified time; mains and battery operated (rechargeable offering up to 5 hours listening time).
- 8.3.3 Library staff received training on the features and use of the player from a local RNIB volunteer, and simplified instructions for all staff and users were prepared by a member of library staff, who herself is visually impaired.
- 8.3.4 Daisy Players are issued to individuals and sheltered housing complexes on a six-month loan, with the players checked and PAT tested (Portable Appliances Testing) on return. At the time of the review, there had only been one machine failure.
- 8.3.5 The Project Initiation Document set out a number of outputs and impacts, both quantitative and qualitative. For some, targets were set for measurement against a baseline.

Baselines

- 8.3.6 370 people in the Falkirk Council area were receiving library services in their homes prior to the project, with an upward trend as more people are able to access an extensive range of resources with ease. 39 users

required taped audio books and 107 users required large-print books – potential future demand. 41,000 taped audio books have been issued annually by libraries.

Expected Potential Outputs and Impacts	Means of Measurement	Actual Outputs and Impacts
Number of Homebound Service clients borrowing CD audio books		Conversion to and increase in users requiring CD audio books. This was still to be quantified.
Hires of players	Number of players on loan	41 players on loan as at 15 May 2007 (57 by Nov 2007)
Issue of new resources	Issues by category of material	208 Issues as at 18 April 2007 from a total Homebound Service CD audio book stock of 619 (1,800+ issues by Nov 2007 of CDs bought specifically for the project). Figures by category are given at 8.3.8 and 8.3.9 below.
Requests for the catalogue of resources	Large-print catalogue given free to every Homebound Service user	CD version to be produced, in conjunction with the Sensory Centre. (ongoing) Braille version being investigated. (ongoing)
User comments and reactions	See Annex 2 – survey questionnaire (not yet in use). This is likely to be used by staff to record observational information in conversation with users.	Anecdotal - only one user to date has had difficulties. General feedback is positive: 'machine easy to use, range of books good and borrowing more than did tapes'. Overall 'feel good' factor about the project; staff buy-in robust – 'enthused'.
Service Plan reporting	Community Services Committee reporting	Home Sound Project Report to Council Information Bulletin, 12 February 2007

8.3.7 As Players are distributed, the use of materials and formats is recorded by staff. This will be reviewed at intervals over the next twelve months.

The Library Service Stock Selection Policy has been amended to acknowledge that spoken word CDs are the preferred platform for the future development of the service. The Service intends to disseminate best practice through presentations and 'Information Scotland'.

8.3.8 Issues by category as at 18 April 2007 were as follows:

Adventure & Suspense	24	
Classics & Historical	5	
Contemporary Novels	8	
Crime	59	
Family Sagas	92	
Horror & Psychological	1	
Non-Fiction	10	
SF and Fantasy	1	
Wartime		8
Total collection		208

8.3.9 The Homebound Service CD audio book stock as at 18 April 2007 comprised the following:

Adventure & Suspense	72	
Classics & Historical	48	
Contemporary Novels	60	
Crime	137	
Family Sagas	129	
Horror & Psychological	13	
Non-Fiction	99	
SF and Fantasy	41	
Wartime		20
Total collection		619

8.3.10 Uptake of issues varied from 0.3% for SF and Fantasy to 71.4% for Family Sagas – the most popular category.

8.3.11 Also, individual libraries are now purchasing and using their own CD audio book stock for their own local Homebound Service users, serviced by their own local staff. This is over and above the Homebound Service run from the centralised Library Support Unit.

8.4 Potential Outputs / Impacts after March 2007 (18 months – 2 years)

8.4.1 Impacts up to March 2007 provide only a very short term view of the value of the project and its benefits to Homebound Service users. The Library Service will continue to assess impact by measuring the move from tape to CD as the preferred format for spoken word delivery, and by measuring the demand for equipment hire.

8.4.2 A number of potential outcomes and impacts have been identified, but it is too soon to come to any real conclusions about the effect of the "Home Sound" service. Rather it would be important to ensure that mechanisms are put in place to measure these longer term impacts in a realistic timescale.

Potential Outputs And Impacts	Measurement	Recommendations
<p>Further increases in:</p> <p>Number of Homebound Service clients borrowing CD audio books</p> <p>Loan of players</p> <p>Issue of new resources</p> <p>User comments and reactions</p>	<p>CD issues and requests are being recorded.</p> <p>Review and record use of materials and formats as Players are distributed at intervals over the next twelve months.</p> <p>Users to be asked for their comments when they have had the players for two months.</p> <p>PLQIM review.</p>	<p>Continuing Portable Appliance Testing</p> <p>(Daisy Players proving very robust – Sept 2007)</p>
<p>As part of the project – investigate provision of spoken word books as MP3 files</p>	<p>Six-month pilot using the Audio Read Audio Navigator MP3 Player and provision of downloadable titles from Audio Read and BBC Audio Books (all material licensed for use by Public Libraries).</p> <p>PLQIM review.</p>	<p>Monitor the ease of use and effectiveness of the MP3 equipment and downloaded MP3 files.</p>
<p>Quality of Life Impact</p>	<p>Library Service plans to carry out survey after 6 months of operating (see attached example survey form – Annex 2)</p>	

8.4.3 Revenue funding will sustain the collection of resources and equipment. Although CDs are more expensive, their durability over cassette tape will help to relieve pressure on revenue budgets. Revenue budgets are reported to be sufficient to augment and develop this service.

8.4.4 As well as the systematic surveys of users noted above, staff log users' comments when they visit to inform future personalisation of the service.

Visits are made every three weeks, and the responses by November 2007 had been excellent. Very few homebound users are now taking spoken word cassettes as they find the players and CDs much easier to work with. One lady bought her own player after using a library one.

8.5 Achievement of Objectives

8.5.1 The project's short term objectives given at 8.1.3, which related to CD provision, have all been met by the purchase of equipment and stock for homebound users and their successful introduction.

8.5.2 In relation to the longer term objectives:

- Progress has been made in increasing the availability of quality reading materials in appropriate formats
- Homebound users will now more easily be able to take part in reader development activities
- The smooth introduction of the enhanced service will have helped create a receptive environment for future initiatives aimed at vulnerable users

8.6 Conclusions

8.6.1 The "Home Sound" project has been successful in facilitating the transition of Homebound Service users from audio books on tape to CD. Initial uptake of and feedback on the PlexTalk Daisy Players was very positive and the recorded issue figures for the initial 10 weeks were encouraging. This is a small, but socially important section of the library audience: people with age and health related issues who cannot make use of building-based library services. Services have to come to them, and this project is the first in Scotland to integrate a 'best fit' technology and available CD source audio book material in a Homebound Service for library users. It helps to provide equal opportunity for access across the Council area.

8.6.2 The project's benefits will continue and grow in the future as more Homebound Service users become comfortable and more confident in embracing new technological solutions and formats to enable them to continue to enjoy and make use of the library services available. The Service's supportive, one-to-one relationship developed with users of the Homebound Service will ensure that access to literature and reading though the spoken work remains a service that significantly adds to the quality of life of this section of the Falkirk community. The Service's willingness to pilot a potential MP3 solution is innovative and should be monitored further.

The project won Falkirk Council's 2007 Celebrating Success Award for Service Availability (gold award), following the silver award won for its previous homebound project.

Value for Money

- 8.6.3 The project came in on budget, has been delivered within the timescale specified and achieved increased purchasing power through the negotiated discount cost achieved for the purchase of the PlexTalk Daisy Player machines. The lease of the Audio Read 'Navigator' MP3 players, laptop and Talking Book titles for the six month pilot is good value for money and has not committed the Service to unnecessary ongoing expenditure should the pilot prove to be unsuccessful at this time. The Service also has the potential to achieve either future revenue savings or increased stock additions in the purchase of both the RNIB Daisy Talking Books and downloadable MP3 Talking Books. During 2007/08, for example, the Council bought another collection of family saga CDs for its homebound stock, as they are very popular and it is difficult to keep up with demand.
- 8.6.4 More than 2,500 issues from the project stock should be achieved by the end of the first year (plus issues of other homebound stock purchased), with probable annual growth thereafter. If the whole project cost were to be set against 10,000 eventual issues from the initial stock (c160 per Daisy Player), this would represent £3.35 per issue – although the unit cost would fall with additional stock also taken into account.

LIBRARY HOMEBOUND SERVICE

Application date

Name

Address

Phone number..... Other contact details

Referred by:.....

To be completed by Library Support

Date application rec'd.....

Access information:

Knock and enter

Problems with eyesight / mobility etc.....

Type of material required

Books			
Ordinary Print	Large Print	Paperback	
Spoken Word	Cassettes	CDs	
Music	Cassettes	CDs	

Fiction : Classic	Fiction : Thriller	Music : Classical	
: Crime	: War	: Country	
: Family Saga	: Western	: Easy Listening	
: General		Other (please specify):	
: Historical	Non-fiction :		
: Romance			

Amount of items required.....

Authors:.....

Other information.....

Area.....	Visited.....
Run.....	Order on run.....
Date of first delivery.....	Review date.....
Borrower Number 20124.....	

9. EAST RENFREWSHIRE'S PROJECT: LOOK@LIBRARIES

9.1 Project Description

9.1.1 look@libraries was a festival which celebrated libraries by focusing marketing, promotion, events and resources on two libraries in East Renfrewshire: Barrhead and Mearns. The festival took place on Sundays over a 4 month period. A number of special events were held each Sunday to attract visitors. This was supplemented with some midweek events and learning sessions as well as events in other libraries.

9.1.2 The project's objectives were:

- To raise customer awareness of improved library services and that libraries and learning are fun
- To encourage increased community involvement and community based activities
- To communicate the benefits of the Service's free supported learning
- To encourage families to learn together
- To showcase cultural heritage and draw attention to opportunities to pursue individual cultural interests, reading, local/family history and heritage services
- To promote reading for enjoyment, education or personal development
- To showcase partnerships which offer wider value-added information and advice services
- To establish a brand / toolkit for a national annual Library festival.

9.1.3 These objectives are a close fit with the Local Authority's libraries strategy, Connect-ER, which sets out how the Service will achieve:

- A consistent and sustained increase in participation and uptake, drawn from all our communities
- Partnerships with Education and with others who work with children and young people: to ensure an easy progression between school and community, and that all young people can take part and benefit
- Strong partnerships inside and outside of the Council
- A consistently high standard of facilities and provision
- A service relevant to, and used by, our target groups, which makes a contribution to social inclusion and regeneration
- A major contribution to community health, learning and development.

9.1.4 Barrhead was chosen because it is a regeneration area, while Mearns is conveniently located for the local shopping mall. The libraries opened for 4 hours each Sunday during the festival, hosting between 2 and 10 events on the day over a 15 week period. The events were designed to be socially inclusive and to attract existing, lapsed and potential library users. In addition 9 evening events and 26 learning sessions were held. Examples were:

- Children's events
- Sculpting and drama workshops
- Tracing your heritage
- Cookery workshop
- Fashion show
- Learning workshops, eg IT, internet, digital cameras and mobile phones
- Music workshops
- Stand up comedy
- Pub quiz.

9.1.5 The events included well known names such as Tam Cowan, Phil Kay and Tall Stories Theatre Company, as well as local talent.

9.1.6 An extensive marketing and promotional campaign was undertaken. A logo was developed for the festival and used in promotional material, in paid advertising and on the festival's own website, www.lookatlibraries.co.uk. Editorial coverage was sought to extend the campaign and build awareness of the festival.

9.1.7 Funding was approved in September 2006, giving only a short period to organise the festival to commence in October. The festival ran from October to December, followed by a second series of events in January and February.

9.2 Cost of the Project

9.2.1 The total cost of the project was £56,839, including a grant of £49,639 from the PLQIF. This was close to the budgeted cost of the project of £55,585 and PLQIF grant of £49,960. The Council's match funding of £7,200 exceeded the initial budget of £5,625. Expenditure breaks down as follows:

ACTIVITY	PLQIF (£)	MATCH (£)	TOTAL (£)
Staff	13,972.70	2,200.00	16,172.70
Events, supplies and services	11,340.51		11,340.51
Professional speakers, events artists	8,045.98		8,045.98
Events catering	1,499.80		1,499.80
Print	14,780.33		14,780.33
Website		5,000.00	5,000
TOTAL	49,639.32	7,200.00	56,839.32
	87.3%	12.7%	

9.2.2 The Local Authority match funding was made up of staffing and website design/domain registration. This was not additional funding but was diverted from the existing Library budget. Additional staff

time, for example from the arts and theatre staff in providing advice and technical support, was provided as further in-kind support.

9.3 Activities / Outputs / Impacts Achieved by March 2007

9.3.1 An evaluation of the project was carried out internally, by a placement student, during and immediately after the festival. This concentrated on the direct outputs of the festival, assessing attendance at events and use of the libraries during the extended opening hours, and immediate impacts, such as attitudinal responses of people attending events or using the website.

9.3.2 The evaluation included analysis of visitor numbers each Sunday, giving the most popular and least well attended day at each library. This shows between 116 and 353 visitors at Barrhead and between 107 and 365 at Mearns. Library usage was also analysed, showing that during each 4 hour Sunday opening period and associated event there were:

- an average of 3 new members at Barrhead and 4 in Mearns
- an average issue of 36 at Barrhead and 88 at Mearns
- an average of 9 renewals at Barrhead and 12 at Mearns
- an average of 207 visitors at Barrhead and 215 at Mearns
- an average of 40 computer sessions at Barrhead and 25 in Mearns

9.3.3 There was also a public questionnaire (both at events and on-line) which found that:

- 40% of attendees were not library members
- 78% believed the festival a worthwhile financial investment for East Renfrewshire libraries
- 60% believed the festival had a positive affect on the public perception of libraries
- 32% said the festival would encourage them to visit their local library on a Sunday
- 62% felt that libraries should be open on a Sunday
- 78% would consider visiting the local library in future to learn new skills

9.3.4 Attendee questionnaires were complemented by questionnaires for those presenting events and for Library staff. The results from the staff survey showed that:

- 64% agreed that it is a good idea to open on a Sunday
- 82% agreed that it was the events that attracted visitors
- 91% believed that the festival had a positive effect on public perceptions
- 88% believed that the festival had achieved its goal to improve public access to reading, information and learning

- 9.3.5 While the evaluation recorded some useful data on the festival, by its nature it was unable to address the achievement of the festival's stated aims, which related to changing attitudes and behaviour and longer term use of the library's services. It also did not consider issues such as additionality and displacement (for example the number of issues, renewals and use of other library facilities during the festival that would otherwise have taken place during normal hours).
- 9.3.6 The Project Initiation Document set out a number of outputs and impacts, both quantitative and qualitative. For some outputs and impacts, targets were set against a baseline.

Expected Outputs And Impacts	Means of Measurement	Actual Outputs and Impacts
Festival		
Increased community involvement and participation.	Attendances at events	Numbers at the festival events were recorded but no evidence as yet whether that has translated into increased attendances at subsequent library events
7% increase in library visits. 5% increase in access and usage of Internet. 6% increase in members. 2% increase in issues. 5% increase in registered learners. 3% increase in take up of ILAS. 8% increase in number of learning sessions.	Measured in Feb 2007 against a baseline derived from the week preceding the first event and the same week the previous year	See 9.3.9 below
Changed perception of the Library Service.	Interim report and evaluation produced by the Council based on the results from user questionnaires.	User questionnaires show positive responses from event attendees (see 9.3.3 above)
Improved public knowledge of the range of Library Services.	Opinionometer – a stand alone device that can be used to carry out simple self completed surveys. No suitable baseline data are available to measure improved knowledge and no further surveys	n/a

<p>Demonstrated potential for partners of working with libraries.</p> <p>Increased use by low income and socially excluded groups.</p>	<p>have been carried out.</p> <p>Feedback from festival partners</p> <p>No data has been collected on this indicator, and the service has no mechanism to measure this. It is suggested that analysis of use by post code could provide a meaningful analysis if social make up by post code is also available.</p>	<p>Positive responses from partner questionnaire during festival</p>
<p>Other</p>		
<p>Outline plan for a national annual Library Festival.</p>	<p>Preparation of plan</p> <p>Development of a toolkit</p>	<p>Neither the plan nor the toolkit has been prepared. This is seen as a further project, perhaps led by SLIC.</p>
<p>Development of staff skills in event planning, networking and communication.</p> <p>Development of Website</p> <p>Promotional material for future use.</p>	<p>Discussions with staff as part of our appraisal. The internal evaluation did not address this issue.</p> <p>Number of visits to the site</p>	<p>The three staff whom we interviewed said that their event planning and marketing skills have been enhanced.</p> <p>The website had 1,190 unique visitors over the festival period, viewing 33,599 pages. Although registration of the domain has been retained, the website has been discontinued and automatically directs users to the East Renfrewshire Libraries site.</p> <p>The logo, brand name, web address and various branded promotional materials could be made available for future</p>

		events in East Renfrewshire (or elsewhere as appropriate).
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9.3.7 Development of the logo and branding for the festival was an important early task. This was done in close consultation with a design agency, and the resulting logo was independently evaluated by five marketing professionals to ensure that it communicated the desired message.

9.3.8 51 Sunday events were held at Barrhead with a total attendance of 894. 54 Sunday events were held at Mearns with a total attendance of 896. Over the 15 weeks, this is an average of 60 people attending festival events each Sunday at each library. Given the Sunday visitor numbers shown in the internal evaluation (see 9.3.2 above) this suggests that many people were not visiting the library to attend events (though they may, for example, have been bringing a child who did attend an event). The 9 evening events had a total attendance of 510, and 27 learning sessions had a total of 87 participants.

9.3.9 Basic statistics to measure the effect of the festival on library usage against the baseline set in the project initiation document were not analysed as part of the internal evaluation. However, comparing figures for March and April 2007, immediately following the festival, with the previous year gives the following picture. Comparable figures are also shown for the other libraries in East Renfrewshire which did not take part in the festival (although they may have benefited from the general publicity):

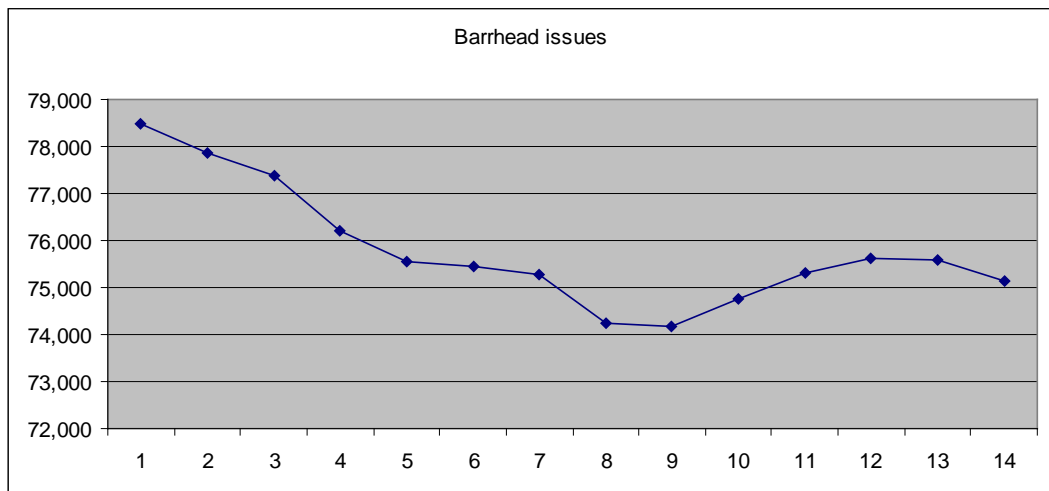
	Target	Barrhead	Mearns	Other Libraries
Library visits	+7%	+12.8%	-4.8%	-3.1%
PC usage	+5%	+71.9%	+58.9%	+25.7%
Membership	+6%	n/a	n/a	n/a
Issues	+2%	-3.7%	-2.5%	-1.1%
Registered learners	+5%	-23.1%	+35.5%	-63.3%
Take up of ILAs	+3%	n/a	n/a	n/a
Learning sessions	+8%	+17.6%	-4.6%	+18.9%

n/a = not available

9.3.10 No particular pattern is evident that might be attributed to the effects of the festival. PC usage in Barrhead and Mearns show significant increases above that generally in East Renfrewshire libraries, but at the same time issues at the two libraries have fallen by more than at other libraries. Analysis is complicated by reduced opening hours at all

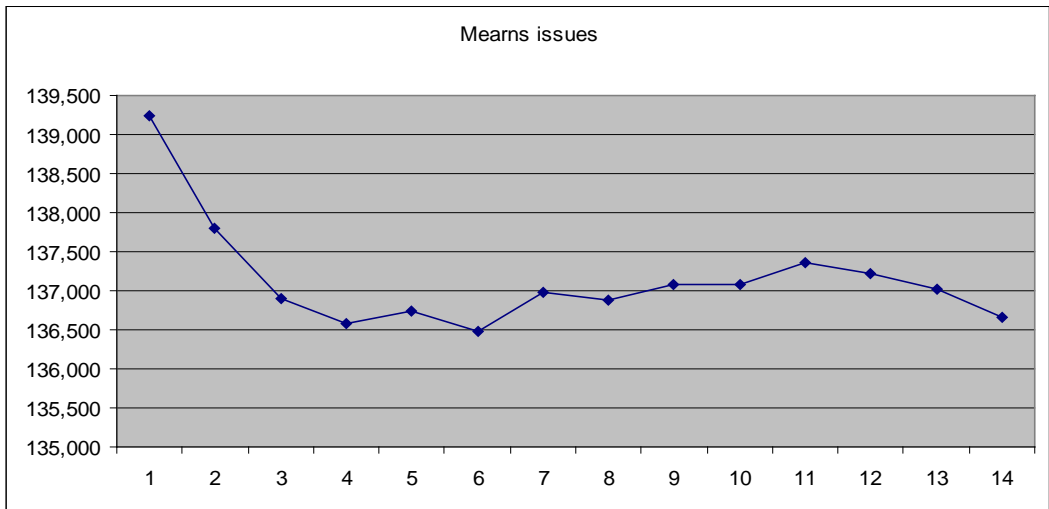
libraries that were introduced by the Council in May 2006 as a budgetary measure. To an extent, the impact of the Festival could have been to stem reduction in library usage.

9.3.11 Measuring against a baseline as above does not allow for underlying trends. Moving averages show the effects better, and the graphs below were completed from data provided by the Library Service. The moving 12 month average for issues (starting with the 12 months from April 05 to March 06) for Barrhead gives the following picture:

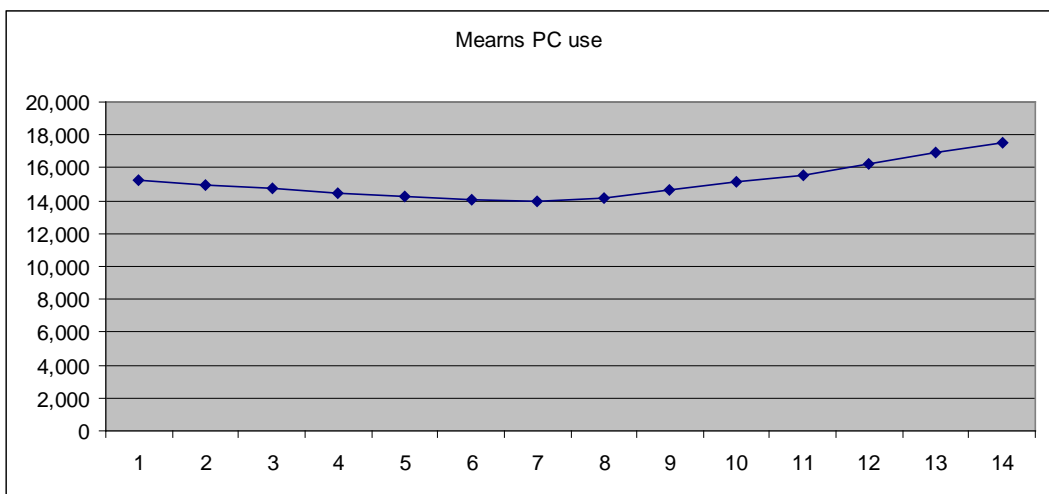
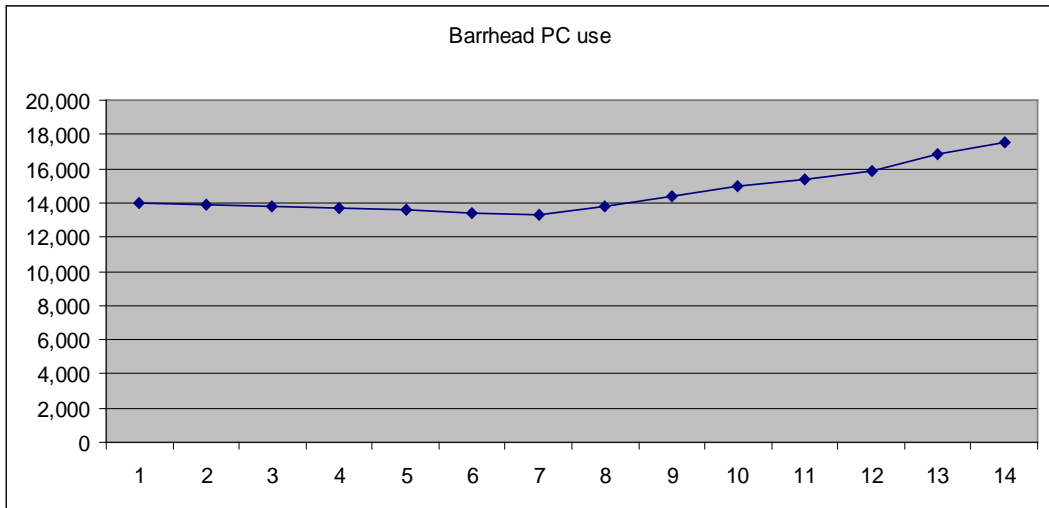


9.3.12 The festival began in month 8 of this chart and finished in month 12. Before the festival there was a downward trend in issues which was arrested during the festival period (perhaps because of the extended opening hours). The rising trend during the festival has not continued, although library opening hours have been reduced in East Renfrewshire as part of recent budget savings, and this is likely to have had a strong influence on trends over the whole period.

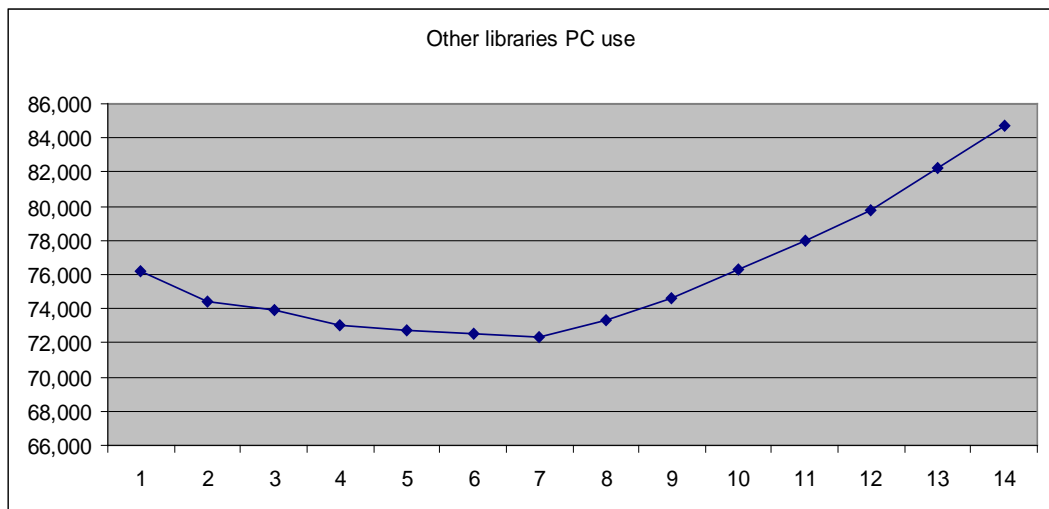
9.3.13 A similar chart for Mearns shows a comparable, though less well defined pattern, also with a renewed downturn immediately after the festival:



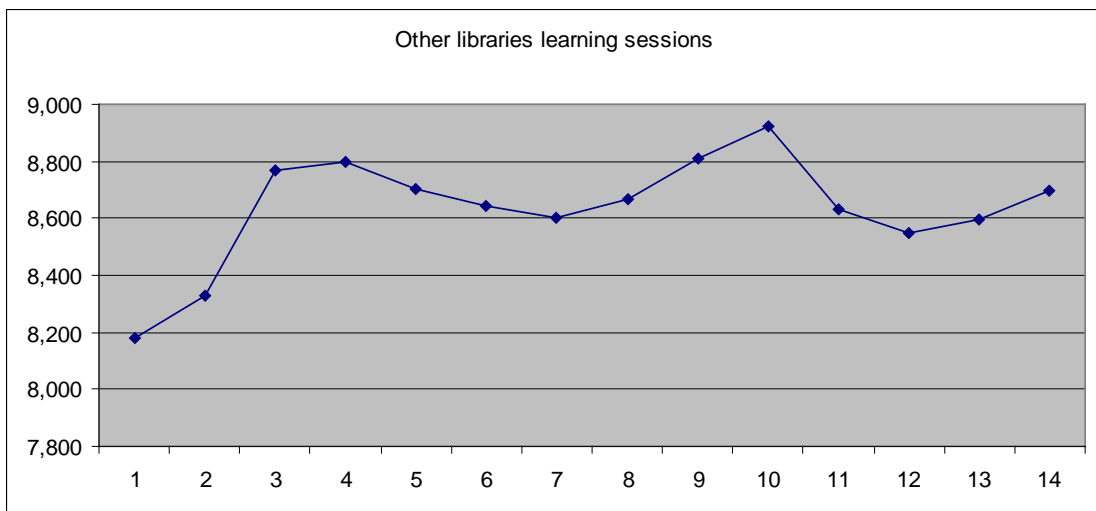
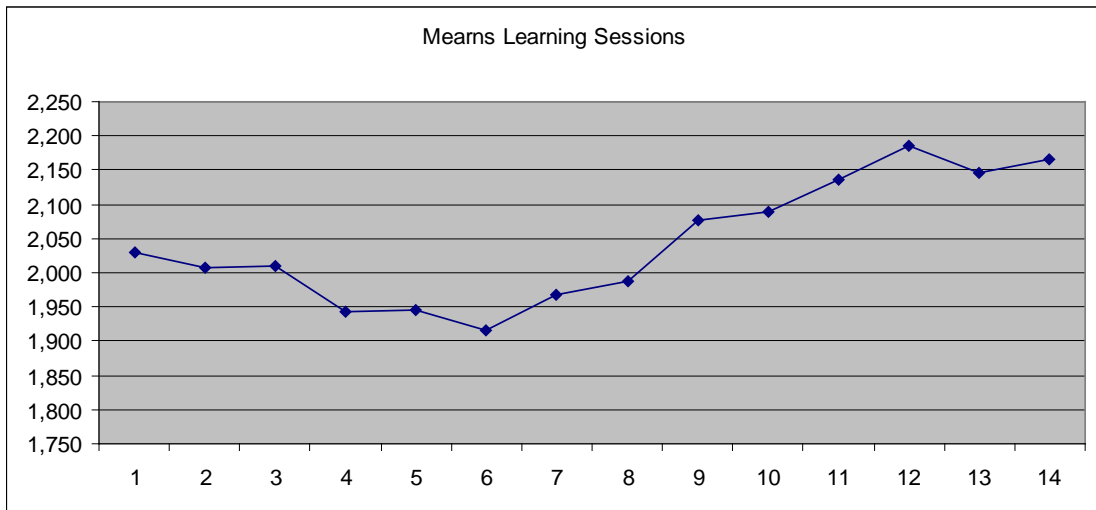
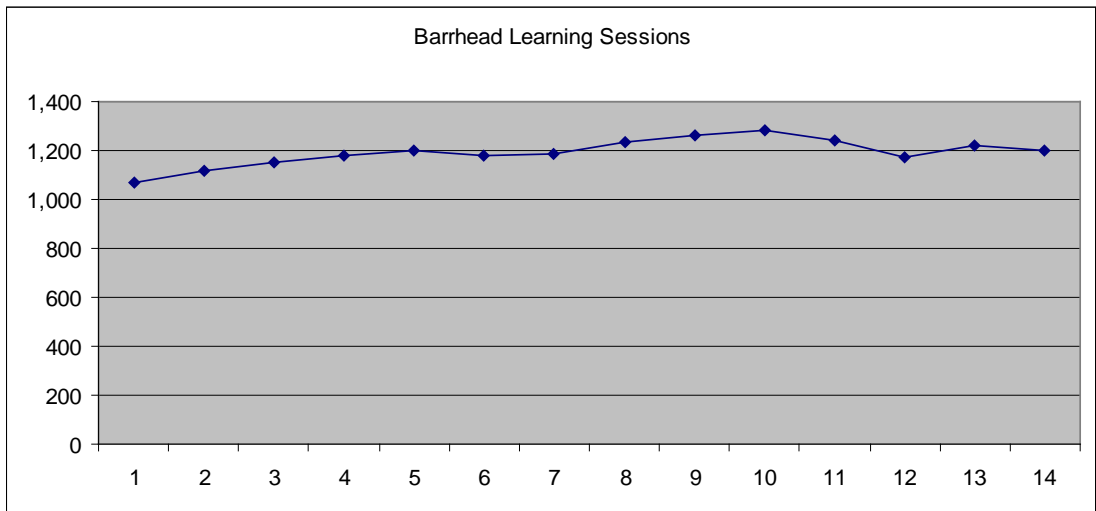
9.3.14 For PC usage, charts on the same basis show:



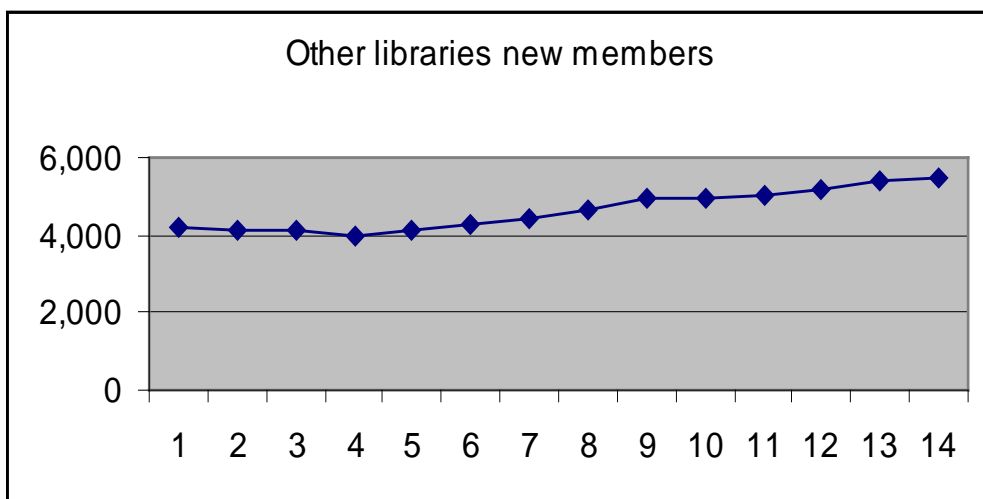
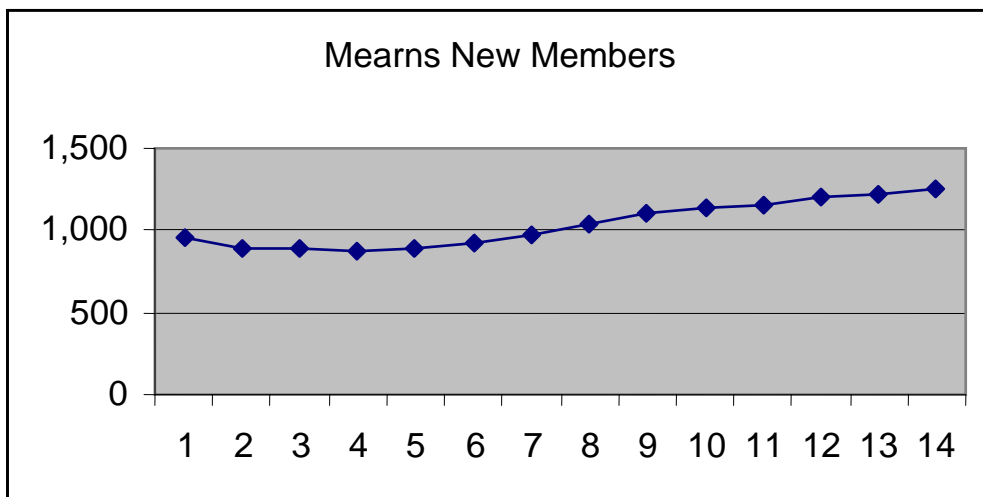
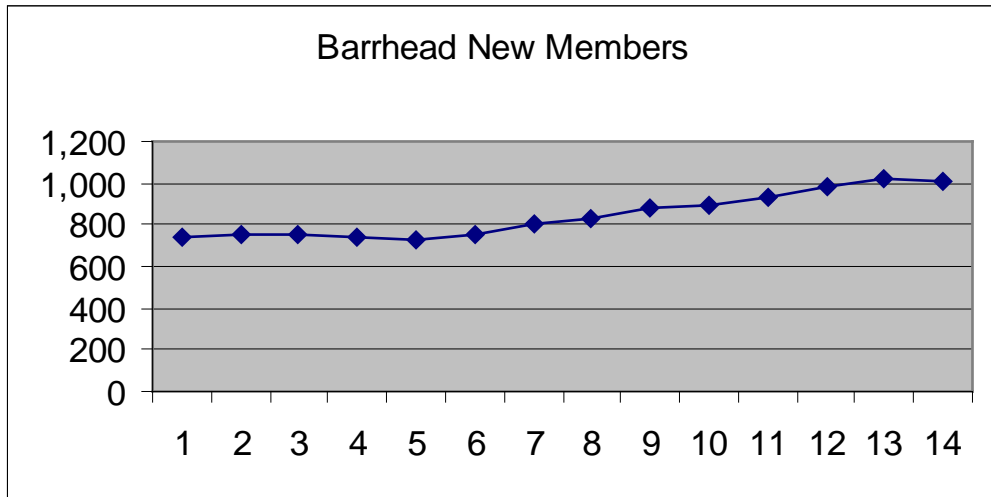
9.3.15 There is some evidence that a gradual decline in use has been reversed and there is now an increasing trend in both libraries. This seems to have continued despite the loss of Sunday opening after the festival ended. This positive trend may be due to the festival, although the same picture is evident for other libraries in East Renfrewshire (see overleaf), suggesting that the trend may have changed in Barrhead and Mearns anyway, or the festival may have had a wider reach. This would need further investigation.



9.3.16 The trend of an increase in bookings at learning sessions during the festival tailing off after it ended is clear for both Barrhead and Mearns, although in both, and especially at Mearns, the moving average after the festival is higher than before. Given that the straight comparison with the year before in the table at 9.3.5 above suggests that learning sessions at Mearns have declined, this is an interesting result. Barrhead, which shows a large increase on the previous year in 9.3.5 in fact has a weaker trend. Finally, the moving average for other libraries in East Renfrewshire is also shown below, suggesting that the festival had a wider effect than simply in the two libraries used as main venues.



9.3.17 Encouraging people to join the library, whether to borrow books or use the other services available, would seem an important aspect of the festival. The trend for membership is shown below:



9.3.18 Here it can be seen that in both Barrhead and Mearns (and in the other libraries in East Renfrewshire) there has been a marked change in the new members trend. 35% more people joined the library at Barrhead in the 12 months to April 2007 than in the 12 months to April 2006. The increase in Mearns is 31% and at other libraries 30%. The numbers, which had been relatively static, grew over the festival period and have remained relatively high in the months immediately following.

9.3.19 Later figures provided by the Library Service showed that issues in Barrhead in June 2007 were 6.7% higher than in June 2006 and that issues in Mearns had grown from 3.9% over the same period; with total issues across the ten East Renfrewshire libraries rising by 2.1%.

At Barrhead, 29 new members joined the library during Festival Sundays. By the end of October 2007, 24 of these new members had borrowed a total of 411 items (282 issues + 129 renewals) – an average of 14.2 across all new members. One teenage member accounted for 37.5% of the borrowings. Four of the new members had participated in a total of 12 computer sessions.

At Mearns, 44 new members joined during Festival Sundays. By the end of October 2007, 29 of these new members had borrowed a total of 271 items (187 issues + 84 renewals) – an average of 6.2 across all new members. Four of the new members had participated in a total of 21 computer sessions – 18 by one adult.

9.4 Potential Outputs / Impacts after March 2007 (18 months – 2years)

9.4.1 Impacts up to March 2007 provide only a very short term view of the value of the project and its benefits. More pertinently, there is the question of longer term impacts, in terms of changed awareness of and attitudes to library services and how that translates into changed behaviour and take-up of the opportunities the Service provides.

9.4.2 A number of potential outcomes and impacts have been identified, but it is too soon to be conclusive about the effect of the festival. Rather it would be important to ensure that mechanisms are put in place to measure these longer term impacts in a realistic timescale.

Potential Outputs And Impacts	Measurement	Recommendations for ongoing monitoring
Sustained increase in library membership and usage as above.	Library issues, visitor, membership and usage statistics	Trends monitored through moving averages
Increased partnership	Number of partnership	

<p>working and use of libraries by third parties.</p> <p>A sustained changed perception of the library service.</p> <p>Sustained evidence of improved public knowledge of the range of library services</p> <p>Learners going on to achieve qualifications.</p> <p>Learners going on to achieve greater self confidence, employment, progress at work, etc</p>	<p>events</p> <p>East Renfrewshire Citizens' Panel surveys</p> <p>Public Library Users Survey (PLUS)</p> <p>Opinionometer</p> <p>Total number of learners achieving qualifications</p>	<p>Records kept on the number of events in libraries organised by external partners</p> <p>East Renfrewshire Council carries out an annual survey on public views of Council services. Suitable questions on perceptions of the Library Service should be considered. In addition, the national Public Library User Survey was carried out 3 years ago and will be repeated in Autumn 2007. This should provide good data on the ongoing impacts of the festival.</p> <p>Regular surveys of public knowledge of library services with a limited number of questions should be carried out in a variety of non-library locations. Records should be kept of the qualification achievements of participants in supported learning through libraries</p> <p>User questionnaire for learners (including a question on how they found about the learning opportunities at the library).</p>
<p>Other</p>		
<p>Wider adoption of Festival branding and toolkit.</p>	<p>Number of Authorities adopting branding</p>	<p>SLIC should consider whether to encourage the wider adoption of the festival branding</p>

Effective and transferable marketing materials for future use		East Renfrewshire libraries should consider holding another festival or similar series of events in 2007
Ongoing development of website		
Ongoing events programme	Number of future library organised events	The impact of staff development in event planning should feed through into an increased number of events being possible without increased staffing.

- 9.4.3 A festival will tend to have limited longer term impacts unless it is repeated (or followed through in a different format). It had been hoped that a smaller scale festival could have been held in 2007, but staff were seconded to a new PLQIF funded project "My Health", which retained the look @ libraries branding. A fourth storytelling festival is planned for February/March 2008.
- 9.4.4 The festival's contribution to increasing uptake of the learning opportunities offered is hard to monitor. A simple self completed user questionnaire for learners (perhaps on completion of their programme) could ask for information on outputs/impacts as well as finding out what promotional and publicity events contributed to their use of the library for that purpose. This would allow the festival's contribution to economic impacts to be tracked.
- 9.4.5 At the time of our review, the Service was exploring the possibility of reviewing its opening hours (and possibly introducing Sunday opening, even if only on a seasonal basis). This could not be met from current budgets and additional funding from the Council would be necessary. In the event, the Library Service has been unable (as yet) to find the necessary resources to allow Sunday opening. However, in response to customer demand (boosted by the Festival), evening opening hours were extended in September – an additional hour on a Monday at all libraries and an additional evening (to 8pm) at the four largest libraries (including Barrhead and Mearns).
- 9.4.6 Through the Festival, a list of 75 email addresses and 44 postal addresses was compiled. This will help in marketing future events and promoting library activities and services.

9.5 Achievement of Objectives

9.5.1 Commenting on the project's achievements against its original objectives:

- *To raise customer awareness of improved library services and that libraries and learning are fun.*

Sunday opening attracted an average of 207 visitors to Barrhead library and 215 to Mearns library for each of the 4 hour sessions (an average of 60 attended the festival events). Feedback from attendees was positive, and 60% of attendees felt that the festival had a positive effect on public perception of library services (91% of staff thought that it had a positive effect).

- *To encourage increased community involvement and community based activities.*

40% of Sunday visitors were not library members, indicating that the festival reached beyond traditional library users to the wider community (around 2% of attendees joined the library when they were at a festival event). Over 50 events took place in each of the two libraries over the 15 Sundays, a large increase on the normal number of community activities in East Renfrewshire's libraries

- *To communicate the benefits of the service's free supported learning.*

Events included learning workshops covering topics such as *Getting the most out of your digital camera*, *Downloading music to your mp3*, and *How to shop on the internet*. Learning sessions attracted an average of 3.2 participants. Learning sessions at Barrhead increased by 17.8% in the two months after the festival compared with the previous year although they fell by 4.8% at Mearns. However examination of trends at both libraries suggests that the festival has had a positive effect.

- *To encourage families to learn together.*

60% of attendees had children under the age of 16 (information is not available on whether they attended the events together). 8% of attendees were under the age of 20. Some events were aimed at children (such as sculpting and drama workshops and performances), but there is no evidence on the extent to which families attended the learning workshops together.

- *To showcase cultural heritage and draw attention to opportunities*

to pursue individual cultural interests, reading, local/family history and heritage services.

The events included a wide range of activities, many based on a cultural or heritage theme.

- *To promote reading for enjoyment, education or personal development.*

Few events were directly related to reading, and one of the internal evaluation's recommendations is that there should be a greater variety of events inspired by books and literature.

- *To showcase partnerships which offer wider value-added information and advice services.*

Events offered opportunities for various partners to showcase their services either by running an event or through display at an appropriate event. Most of the partners were using the Library Service before the festival. Partners included Careers Scotland and the Jobs Action Team, as well as various Council Services such as the Literacies Team, Adult Opportunities and the Arts Team.

- *To establish a brand / toolkit for a national annual Library festival.*

A strong professional brand was developed, along with a range of promotional resources. These have not been put together into a toolkit and no decision has been taken as to whether to roll out the festival (and the brand) nationally.

9.5.2 In terms of the Local Authority's libraries strategy, Connect-ER (set out at 9.1.3 above), the festival achieved:

- An increase in participation and uptake, drawn from all age groups in the community
- Partnerships with organisations inside and outside of the Council
- A high standard of activities through the festival
- A contribution to awareness of community learning and development.

9.5.3 There is clearly a limit as to how far a festival with a budget of £57,000 can address the priorities of a departmental strategy, but the festival did reach a large number of people, drew them into the library and made them aware of the services available.

In the Council's 12th Citizens' Panel report, published in Summer 2007, the Library Service achieved net satisfaction ratings – from an already

high base of +81% rating in 2006 to +88%. The Library Service attributes this at least partially to the feelgood factor created by the Festival, together with its continuously improving service and customer care excellence (Charter Mark).

9.6 Conclusions

9.6.1 The Look at Libraries Festival was successful in attracting a large number of people to its events in the festival period and received favourable comments from all involved. There is evidence that it has had at least short term impacts on the use of libraries, and it seems to have attracted a rising number of people to join the library. The challenge for staff will be to convert new members into regular users of the services offered, and monitoring should be continued.

Value for Money

9.6.2 The look@libraries festival cost £56,839. 28.5% was spent on staffing and 34.8% on marketing, with the remaining 36.7% covering the cost of events. Including all the activities held during Sunday openings, there were 114 events and 26 learning sessions. Overall, the average cost was £400 per activity/event. This is expensive for library activities, especially when many were relatively low key events such as storytelling or face painting. Holding the main part of the festival on Sundays clearly added to staff costs. The 9 evening events involved significantly higher event costs as they brought well known names to the libraries. The average attendance for these events was 56. These events added a "headline" effect to the marketing, although more detailed analysis would be necessary to determine whether they added significantly to achieving the festival aims.

9.6.3 If the increase in new library members can be attributed to the festival, this equates to around 1,800 additional new members over a year. The cost per additional new member, on this basis, would be around £30. The value of this will depend on how membership translates into regular use of libraries and, while there is evidence of increased use of services, this would need close monitoring to determine longer term effects.

10. SCOTTISH BORDERS' PROJECT: PALM (Providing Access to Library Materials)

10.1 Project Description

- 10.1.1 The project was designed to provide wider access to foreign language and English for Speakers of Other Languages (ESOL) material, together with translated information about the range of library services for migrant workers. There had been no foreign language provision in Borders libraries until a pilot collection was introduced at Hawick earlier in 2006 to meet a perceived need. Through the project, this pilot was extended to include leased collections of Polish language material at four additional libraries, in Galashiels, Peebles, Duns and Eyemouth and a collection of Portuguese material in Duns. In addition ESOL, dual language and other material such as newspapers were acquired to support tutors and students. ESOL provision in the Borders aims to encourage learners to move on to become self-supporting. Making such material available in libraries is important in developing migrants' self confidence.
- 10.1.2 Alongside the collections, the project aimed to strengthen links with the migrant community and agencies that provide other services, and a number of events were hosted to promote the new provision. The Borders' Migrant Workers Support Services have produced a "Welcome Pack" and, as well as translating appropriate library information leaflets for general use, information was provided for this pack (which was due to be officially launched in August 2007).
- 10.1.3 The foreign language collections have been leased from Bright Books, a library supplier. Each Polish language collection is made up of 40 books, which are circulated round the participating libraries with the books available in each library for four months (so remaining in the Borders for a total of 20 months). Collections are then returned to Bright Books and replaced by another collection. In this way the Polish language stock in an individual library is continually refreshed and, although a limited number of titles are available, the collection is changed regularly to maintain reader interest.
- 10.1.4 In the development of the project, a variety of agencies and potential users were consulted. As well as the Migrant Workers Support Services Officer, this included the Polish Library Association, Warsaw Public Library, local employers and Education and ESOL staff. Combined with discussions with users at a number of events, this allowed a degree of tailoring of the collections rather than simply accepting the supplier's choice.
- 10.1.5 The number of migrant workers in the Borders is not known as there is no requirement for registration. The Migrant Workers Support Officer

had been in contact with 100 workers, whilst 215 students had received ESOL support through the Council's Learning for ALL project. Anecdotal evidence suggested that the numbers of migrant workers might have been as high as 800-1,000. From the Migrant Workers Support Officer's contacts, 65% hoped to remain permanently in the UK.

10.1.6 The PLQIM grant was approved in September 2006. The time required to acquire and catalogue the collections meant that the project was not launched to the public until December. The ESOL material was not available until January. This comprised 626 fiction items and 335 non-fiction items, including 125 dual language junior books.

10.1.7 The Project Initiation Document set out the following objectives for the project:

- Increase knowledge of ethnic group profiles within local communities, and widen access to services, other than provision of free access to the Internet
- Engage more effectively with local migrant communities
- Contribute to the delivery of the aims and objectives of the Migrant Workers Support Services partnership project
- Increase issues/ library membership
- Improve links with local communities and agencies.

10.1.8 These objectives fit with those of the Council's Corporate Plan where the vision is to work closely with partners and local communities to deliver high quality customer focused services. Equality of access is identified as a priority and the commitment is made that:

"Respect for differences of culture and lifestyle and the promotion of equality and diversity will be built into the delivery of Council services. Migrant workers from across Europe are increasingly relocating to the Scottish Borders, where they make a significant contribution to our economy. We will lead a multi-agency programme to ensure that migrant workers have access to services and a good experience of the Scottish Borders."

10.2 Cost of the Project:

10.2.1 The total cost of the project was £17,210, including a grant of £15,630 from the PLQIF. The overall expenditure and funding profiles matched the planned budget closely. Expenditure breaks down as follows:

ACTIVITY	PLQIF (£)	MATCH (£)	TOTAL (£)
Staff costs		979.50	979.50
Collections	13,956.00	500.00	14,456.00
Marketing/Other costs	1,674.00	100.00	1,774.00
TOTAL	15,630.00	1,579.50	17,209.50
	90.8%	9.2%	

10.2.2 The collections cost almost £1,500 more than had been budgeted, and this was balanced by a lower marketing spend.

10.2.3 The Local Authority match funding was not additional funding but was diverted from the existing Library budget.

10.3 Activities / Outputs / Impacts Achieved by March 2007

10.3.1 As the project did not begin until December and the ESOL material was not available until January 2007, outputs and impacts by March 2007 were inevitably limited.

Expected Outputs And Impacts	Means of Measurement	Actual Outputs and Impacts
<p>Increases in issues of foreign language material</p> <p>Increases in the number of active members accessing the foreign language collections</p> <p>Increased % issues of collections</p> <p>Reduced instances of unacceptable use of PC's and the Internet, through improved understanding of policy</p> <p>No. of requests for foreign language materials</p>	<p>Measured against baseline data from pilot project at Hawick library and from individual library usage</p>	<p>Monthly issues increased from 14 from 1 collection to 70 from 6. See also 10.3.2 etc below.</p> <p>Active users increased from 7 to 65.</p> <p>Too short a timescale to judge increases in use at individual libraries, but see 10.3.2 etc below.</p> <p>Reduced from 5 in the 2-3 months before project to nil.</p> <p>No requests were received for individual titles, although users at libraries with no collection asked for material.</p>

Repeat business from migrant workers and their families	No mechanism to measure this	n/a
Increased social confidence and participation in library events by migrant workers and their families	User questionnaire	A user questionnaire did not ask about such issues, but concentrated on comment on stock. Results were due in July.
Increased use of ESOL support collections	Records of number of agencies contacted	93 usages in total by March 2007 (see 3.2 below)
Agencies contacted with information about the collections	Involvement with agencies	Involvement in Migrant Workers Support Services' "Welcome Pack", with literacies co-ordinator, ESOL tutors, Health Visitor team, Education etc
Develop and strengthen links within the local community and with other agencies that provide services and support to the migrant workers and families		

10.3.2 The issue figures to the end of March 2007 were as follows. The last two libraries not highlighted did not have a collection. The figures for March were revised from those submitted to SLIC in the Final Report on the project. Also, 4 ESOL issues in December were added. The revised figures are given in brackets below.

Collection usage	Sept 06	Oct 06	Nov 06	Dec 06	Jan 07		Feb 07		Mar 07	
	PALM	PALM	PALM	PALM	PALM	ESOL	PALM	ESOL	PALM	ESOL
Duns Library	12	7	4	6	2	7	3	1	1	11
Eyemouth Library	0	0	0	0	2	34	3	4	7	4
Galashiels Library	0	0	0	18	27	3	10	4	6	4
Hawick Library	14	11	18	30	23	1	25	2	27	17
Peebles Library	0	0	0	5	20		22	0	29	0
Earlston Library	0	0	0	0	0		1	0	0	0
Kelso Library	0	0	3	0	1		0	0	0	1
					75	45	64	11	(75) 70	(41) 37
Total	26	18	25	59	120		75		(116) 107	
PALM total									(342) 337	
ESOL total				(4)					(101) 93	
GRAND TOTAL									(443) 430	

10.3.3 The issues for the period September to November 2006 relate to the pilot project at Hawick (including books lent from the collection to readers at Duns Library, who had access to a list of the titles available). The other collections were introduced in December and January, with the ESOL stock becoming available in January.

10.3.4 The single collection at Hawick issued an average of 23 items per month between September and November 2006, with each item being borrowed an average of 1.7 times in the 3 month period. Over January to March there were a total of 6 foreign language collections, and these generated a total of 214 issues (revised), an average of 71 each month. Although issues have grown, the rate of issues per item in the 3 month period reduced to 0.9. Clearly, at some libraries the new collections may take some time to reach their audience, but it is noticeable that Duns Library, with both a Polish and Portuguese collection available on the shelves, issued fewer books in January to March than it did in September to November when it had only a list of the titles available from Hawick.

10.3.5 It is too early to appraise the use of the ESOL materials which started to be introduced in January. Where figures seem higher (such as the 34 issues in January from Eyemouth Library) this is due to ESOL tutors borrowing for the use of their students. Given that the Council's literacies strategy is to encourage students to become self-supporting, which would include using and borrowing books from the library service on their own account, it might be expected to take a little time for use to build up. It might also be counter-productive to take

material away – it might be more beneficial for tutors to introduce their students to the material in the library.

10.3.6 The following table shows how registered membership to use the foreign language collections grew over the project period. The numbers of active members increased from 7 in September 2006 (5 at Hawick and 2 at Duns) to 65 across the participating libraries in March 2007. Earlston and Kelso libraries had no collections, but users of these were able to access material from the libraries' holding stock through the online library catalogue.

Membership	September 06	March 07
Duns Library	2	8
Eyemouth Library	0	3
Galashiels Library	0	11
Hawick Library	5	27
Peebles Library	0	14
Earlston Library	0	1
Kelso Library	0	1
Total	7	65

10.3.7 This is an impressive growth in the numbers of users in a relatively short period. As noted at 10.1.5 above, the number of migrant workers, and thus the number of potential users, is not known. However, the 65 users represent 30% of the number receiving ESOL support through the Council.

10.3.8 Looking only at Hawick, issues have grown from an average of 14.3 per month between September and November 2006 to 25 between January and March 2007. Active members have also grown, from 5 to 27. This suggests that use in the other libraries may also continue to grow and that it is too early to gauge the real impact of the project.

10.3.9 Through the project, Borders Library Service has produced a number of translated documents on the use of libraries and the People's Network. Such translations could well be useful for other library authorities if made available.

10.4 Potential Outputs / Impacts after March 2007 (18 months – 2 years)

10.4.1 Internal monitoring has, to date, concentrated on usage figures and feedback on the make up of collections. This is valuable in engaging with migrant communities and ensuring that the library needs of migrant workers can be effectively met. Further investigation would be necessary to determine whether the project is impacting on the efficiency of the migrant population in the workplace and their decisions on remaining in the Borders. Such impacts would need to be

monitored over a longer timescale, and consideration should be given to putting mechanisms into place to provide relevant data.

Potential Outputs And Impacts	Measurement	Recommendations
<p>Sustained increase in use of services as above by migrant workers.</p> <p>Improvements in school performance by the children of migrant workers.</p> <p>Improved work efficiency of migrant workers.</p> <p>Migrant workers deciding to remain in the Borders area.</p> <p>Employment Impact.</p> <p>Improved quality of bookstock through feedback to supplier</p> <p>Catalogue records</p>	<p>Library usage statistics</p> <p>Increased customer satisfaction</p>	<p>Usage statistics should continue to be recorded.</p> <p>The Library Service should discuss with the Migrant Services Support Service and the Literacies Co-ordinator how data on the contribution of different services to the integration, decisions and economic impact of migrant workers can be measured over time.</p> <p>The user survey currently being carried out should be repeated at least annually. A mechanism for regular feedback on user satisfaction with the bookstock available (and comments on what else could be provided) should be investigated.</p> <p>Staff in the Borders are creating catalogue records for the collections they receive. If these records could be made available nationally, the process of acquiring these collections would be made simpler.</p>

10.4.2 Longer term outputs will become apparent by continuing to monitor issues and user statistics to show how use of the collections grows over a longer period (at least to December 2007). Since March, staff in the Borders have continued to develop links, for example with local employers, which should help to build use of the collections. Figures provided for April and May show continuing growth in issues of both the collections and the ESOL items, with total issues of 124 in April (32 users) and 151 in May (28 users).

10.4.3 Also since March 2007, the Service has installed *English in Action* software on a PC in every library (in partnership with Learning for ALL). This is a self-access programme designed to improve literacy in English that will also be valuable in taking forward the project objectives. Monitoring should be extended to cover use of this resource.

10.4.4 Plans to gather information from users are currently restricted to comments on the stock. To gain a wider view of the impact of the project it would be important to broaden consultation with users. For example, ESOL students are asked to complete a survey (see below) which includes a section exploring the difference learning has made:

	Agree	Disagree	Don't Know / No Opinion
Personal			
I feel more confident			
I can read/write with more confidence			
I can use numbers with more confidence			
I know what my goals are			
My attitude to learning has changed			
I would think about doing more learning in the future			
I feel more confident working with the people in my group			
Family			
I can communicate better with my family			
I have the confidence to help children with their schoolwork			
I feel more confident to attend parent/school events			
We do more together as a family			
I feel I can deal with day-to-day household issues better ie letters, bills etc.			
I am more confident in looking after my family's well being e.g. health matters.			
At Work			
I find dealing with paper work much easier			
I feel more confident in taking part in training			
I feel more confident to apply for			

promotion			
I feel more confident in applying for jobs			
I feel more positive about going for job interviews/getting a job			
Community			
I am more involved in my community (take part in things)			
I would think about being a volunteer in my community			
I have more confidence in putting my point across about things that concern me, my family and my community			
I would consider becoming a literacies volunteer tutor			
I have joined the library			
I have joined a group			
I am doing other learning			

10.4.5 A variant on this survey tailored to users of the PALM project would provide useful information.

10.5 Achievement of Objectives

10.5.1 Our conclusions on the Borders' achievement of its stated project objectives can be summarised as follows:

- *Increase knowledge of ethnic group profiles within local communities, and widen access to services, other than provision of free access to the Internet.*

Events in libraries have been used as an opportunity to gather knowledge on the services the library service can provide. The new stocks of books and other material have widened provision for speakers of Polish and Portuguese.

- *Engage more effectively with local migrant communities.*

The project has provided a framework to engage with migrant workers through the provision of the service, promotional events at different libraries and promotional activities outside the library (for example at workplaces). Limited staff time is available for this, however, and the availability of the target group can be difficult (eg where workers are given an opportunity of overtime at short notice). When the target group is relatively small a factor such as shift changes can have a big effect on attendance.

- *Contribute to the delivery of the aims and objectives of the Migrant Workers Support Services partnership project.*

The project has provided useful material for inclusion in the handbook being prepared by the Migrant Workers Support Service and has promoted the Library Service as a valuable outlet for information. The Migrant Services Support Officer considers the Library Service to be one of the more responsive agencies in attempting to meet the needs of migrant workers.

- *Increase issues/ library membership.*

The project, which is modest in scale, has had a fairly small impact on overall issues and membership to-date.

- *Improve links with local communities and agencies.*

The project has led to improved links with a wide range of agencies, both in initiating the scheme and in its delivery. There is potential to strengthen these links further, although staff time would need to be found for this. The events that have been held and the encouragement of migrant communities to use the Library Service as a source of books (in their own language and in English) and information has improved links with these communities.

10.6 Overall Conclusions

10.6.1 This is a relatively straightforward project designed to meet the needs of a small percentage of the population of the Borders, but one which has an important role in the economic development of the region. Library and information services are only one of the factors that will influence the integration of such workers, their decisions and their contribution to economic growth. The PALM project has the potential both to make such workers feel comfortable (through providing material in their own language) and to help them integrate (through the provision of information and ESOL material).

10.6.2 The project only went live in December/January, so it was too soon at the end of March to assess the full outcomes and impacts. Longer term monitoring of the use of the service and its potential wider impacts is recommended – carried out in association with Learning for ALL and the Migrant Workers Support Service.

10.6.3 A wider benefit of the project is the feedback from users in the Borders to stock selection. This should improve the quality of the supplier's stock from the user's perspective and enable libraries elsewhere to hire more appropriate collections from the supplier after the Borders have returned their stock.

10.6.4 Similarly, if the catalogue records produced by Borders staff were more widely available, they could be used by other library authorities hiring collections of foreign language materials. Alternatively, library authorities could ask Bright Books to supply downloadable catalogue records with the collections.

Value for Money

10.6.5 It is relatively early to make judgements about value for money. On the one hand, the project has allowed the Library Service to target a priority group, and anecdotal evidence suggests that the provision is valued and welcome. On the other hand, use of the collections is relatively low so far. Issues from January to March were 302. Over a full year, this would equate to 1,208, which at a project cost of £17,210 would give a cost per loan of £14.25 in the first year (or £11.96 if the cost of the collections alone is counted). This would seem expensive compared to the average cost of a book loan through public libraries (an article in *Information Scotland* in June 2005 gives an average cost per loan of 28.5p).

10.6.6 Scottish Borders Library and Information Service expect to carry on providing foreign language and ESOL materials after the end of the project period. Leased collections involve a one-off "joining fee", so ongoing annual costs will be lower; although there will be a need to continue monitoring use to ensure value for money. Options that could be considered include buying collections rather than leasing, and taking fewer collections but making them available through all libraries by request.

10.6.7 In addition, monitoring the impact of the collections on the decisions of migrant workers and their ability to integrate (as suggested in 10.4.4 above) would provide information on the wider economic value of the collections.

11. OVERALL IMPACTS

11.1 Personal and Social Impacts

11.1.1 These were the main focus of each of the grant-assisted projects, with particular sections of local communities targeted as beneficiaries of the projects. These personal and social impacts cannot be aggregated across the eight projects in the way that is possible for economic impacts (see 11.3 below) as, (i) they differ between the projects, and, (ii) the main impacts (as distinct from outputs) will take time to become evident.

11.1.2 The principal types of personal and social impact that have been (or will be) generated by the eight projects can be summarised as follows. Quantification to-date, where applicable, is given in the project reports (Sections 3-10 above), and means of future monitoring to track medium to longer term impacts are suggested. The longer term results from improved literacy, computer familiarisation, etc could be of considerable benefit to particular individuals over their lifetime.

Digital Inclusion

for target groups : *Stirling, Fife, Highland*

for target areas : *Stirling*

for general library customers : *West Lothian, Stirling, Fife, Highland, East Renfrewshire (workshops)*

Learning

Computer basics(with socialising aspect) : *Fife*

More advanced computer courses : *West Lothian*

Miscellaneous courses (using WiFi and laptops) : *Stirling, West Lothian*

Improved Provision for Those Without Good English : *Borders, Highland*

Literacy (young people) : *Glasgow*

Increased Enjoyment of Books : *Glasgow, Falkirk, Borders, Highland*

Homebound Services : *Stirling, Falkirk, Highland*

Extended Library Opening / Borrowing Hours : *East Renfrewshire, Highland*

Events : *East Renfrewshire, Glasgow, Fife (minor)*

Reading Groups / Development Activities : *Highland, Glasgow, Falkirk*

Positive Interaction Between Customers & Library Staff : *All Projects*

Increased Library Membership (a range of user benefits) : *All Projects (Falkirk minor)*

11.2 Introduction to Economic Impacts

11.2.1 Library Services and development projects can potentially generate a number of different kinds of economic impact. These can be immediate (i.e. they are generated in the course of project implementation or projects produce immediate results that can be considered impacts), short-term, medium-term or longer-term. Economic impacts arise where additional employment or income from work are generated by an activity – directly or indirectly.

11.2.2 The following list (not exhaustive) demonstrates categories of economic impact that can be generated by a library development project. Before calculating impact, it is necessary to define the geographical area of interest (e.g. the town that the library is in or the Local Authority area). Impacts outwith this area, e.g. in Scotland as a whole, might also be assessed in a separate analysis.

Direct Impacts

- Additional employment of library staff, or increased hours worked (not simply transferred from another library function).
- Additional library services work carried out by staff of other organisations (e.g. a Community Centre administrator supervising the issue of stock outwith library opening hours).
- Trainers employed by libraries to run new courses (rather than contracting this to existing training providers).
- Additional ancillary employment in cleaning, etc, related to increased opening hours, etc, or higher usage.
- Additional work by other Local Authority staff related to a library development project (e.g. an IT specialist).
- Work for catering staff, etc, employed by the Local Authority within the same building / complex as the library through additional library visitors using other services within the building.
- Employment of artists, storytellers, etc by the Local Authority through holding special events.

Volunteer work is not normally regarded as an economic impact – indeed volunteer time can displace paid employment. Volunteer hours are, however, often valued as in-kind matching funding. Also, indirect impacts (see below) can be associated with volunteer work (sometimes funded by sponsors).

Indirect Impacts

- Employment and income supported through the purchase of supplies for a development project (pro-rata from turnover: full-time equivalent employment, and full-time equivalent employment: earnings ratios for the category of purchase, e.g. laptop computer manufacture and sales).
- Employment related to the supply of services, e.g. the time of a contracted trainer.

All purchases, including additional power consumed, etc, support employment (pro-rata where additional staff time is not required to provide the supply or service).

Capital Expenditure Impacts

- One-off expenditures on new buildings, extensions, refurbishment, etc are generally assessed as impacts separately from “revenue” costs or annual recurring expenditures.

Induced Impacts

- Additional employment and income generated through the expenditures of people earning additional income through direct, indirect or capital expenditure impacts. In a typical Local Authority area, the induced “multiplier” might add 0.2 to every additional direct, indirect or capital expenditure related full-time equivalent employee.

Generated Impacts

- Additional output generated by people whose employability is improved through a library service or initiative (e.g. an unemployed person gaining a job or taking up self-employment, someone switching their career, a training course completer, an employee becoming more proficient in their job, a migrant worker with improved English, a woman returning to work after bringing up children, a disabled person overcoming constraints, etc).
- A business start by someone who goes on to employ others, a business development or diversification, a business that moves from part-time to full-time, a hobby or interest that becomes a business, a new or expanded community business whose voluntary directors might have other employment, etc.

- Improved employability of a person later in life who benefits from library membership as a child, young adult or student.
- Additional output generated as a result of information gained by business proprietors and the staff of businesses or organisations, e.g. information on markets, legal information, financial management information, good business practice manuals, published research information, project-specific information, etc.
- Value added to initiatives by library managers and staff involved in wider partnership projects (e.g. relating to local economic regeneration).

The above factors can be particularly important where a community does not have a Job Centre, Careers Office, Local Enterprise Company office, etc, and the library does its best to fill the gaps (in general or through a project).

Externalities

- Additional spending by tourists and other visitors to an area generated by their visit to a library (e.g. through accessing information on local attractions, spending time in a free WiFi environment, etc).
- Spend in local shops, cafes, etc by local library users before or after a planned visit to a library.
- Increased property values in the vicinity of a library (e.g. where a new or prestigious library is built, a community has an attractive or historic library building, or where a library is particularly popular with a cross-section of the population).
- Promotion of local businesses by libraries (e.g. through posters, local business directories, etc).
- Role in giving a locality a critical mass of facilities that will attract a “footloose” business to the area.

11.2.3 Extended opening hours and outreach could often support economic development objectives.

11.2.4 In valuing the benefits from the usage of libraries, it is important to take account of people who might have been introduced to an interest or activity with future potential economic value through a library, but follow this up at home, in their workplace, at College, etc. For example, a person introduced to using computers in a library might purchase their own computer subsequently, or somebody who

borrowed a business management book might buy the author's follow-up book. Indeed, it would be interesting to research the extent to which people who patronise bookshops were introduced to book reading by libraries (a possibly declining trend as young people can increasingly afford to buy books, CDs, etc).

11.3 The Eight PLQIF Assisted Projects – Aggregate Economic Impacts

11.3.1 The eight projects were not highly geared to the above economic impacts, although there were aspects to most that will have generated a range of economic impacts (to-date or in the future). Initiatives that combine economic with social or personal benefits (e.g. Glasgow's project to promote literacy in the very young) can have the greatest overall pay-off in the long term, but lack of previous longitudinal research evidence on the impact of particular developments makes new project propositions difficult to quantify with any confidence.

Direct Impacts

11.3.2 Identifiable staffing costs to the end of March 2007 associated with the eight projects was as follows:

	£	
Stirling	8,000	
Fife	61,249	
Glasgow	78,095	<i>(adjusted from final claim to include February & March time)</i>
Highland	6,209	
West Lothian	16,479	<i>(including £3,460 additional tutor costs)</i>
Falkirk	3,535	
East Renfrewshire	16,173	
Borders	980	
TOTAL	£190,720	

11.3.3 As noted previously, these costs relate mainly to time allocated to the projects by existing staff, with a degree of cover for their regular posts funded by the Authorities. £190,720 in pay would translate into c9.5 full-time equivalent jobs at an assumed average rate of pay of

£20,000. The grants from the Executive to the eight projects funded c£68,000 in staff costs in total (i.e. c3.5 full time equivalent posts). This aspect of direct staffing might be considered “additional”.

11.3.4 The total staffing cost will rise as projects are completed during 2007-08. In particular, Glasgow City Council had yet to incur around £70,000 of staffing costs.

11.3.5 It is considered unlikely that any of the projects will lead to future direct job creation in libraries; although the attraction of new library users through the projects (the extent of which cannot be assessed at present) will help to sustain employment, and could help protect certain libraries from closure, reduced opening hours or staffing cuts.

11.3.6 Few libraries have cafés or other facilities able to capture spending by additional people using the libraries, but nearby cafes, shops, etc will benefit where the library visit was generated by the project – although libraries are not always well located within their communities for generating additional spending in nearby commercial businesses (e.g. through being on the outskirts of towns).

Indirect Impacts

11.3.7 Employment and income have been generated through the purchases made by the Library Authorities in carrying out the projects. These purchases were broken down as follows from data supplied to SLIC by the Authorities:

	Capital Costs £	Other Costs £	Within the Local Authority Area £	Within Scotland £
Stirling	87,417	1,620	3,575	3,575
Fife	33,420	13,304	18,804	18,804
Glasgow	122,637	58,812	25,629	27,127
Highland	56,282	2,468	2,996	2,996
West Lothian	45,310	2,556	-	17,698
Falkirk	29,985	-	-	-
East Renfrewshire	-	40,667	16,800	35,188
Borders	14,456	1,774	1,296	1,774
TOTAL	£389,507	£121,201	£69,100	£108,162

11.3.8 13.6% of all expenditure was sourced from within the Local Authority area of projects and 21.2% from within Scotland.

11.3.9 The above expenditure will support around 1.5 full-time equivalent jobs locally and 2.5 fte's in Scotland. Associated income from the employment generated would total an estimated £30,000 locally and £55,000 in Scotland. These impacts include induced effects through the multiplier.

11.3.10 The main items of expenditure sourced outwith Scotland were:

Stirling

WiFi and Biblio Chips	£60,064	- Buckinghamshire
Virtual Servers	£8,635	- Tyne & Wear
PC Booking Network	£5,992	- Cheshire
Laptops	£5,597	- Bracknell

Fife

Laptops	£16,857	- Bracknell
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Glasgow

Library Stock (books)	£100,000	- Birmingham
Free Books	£24,000	- Birmingham
Library Tickets	£4,792	- Stockport

Highland

Self Issue Machines	£36,800	- Nottinghamshire
Talis Costs	£6,200	- Birmingham
Library Stock (books)	£5,000	- Preston

West Lothian

WiFi Hotspots	£30,000	- Harrow on the Hill
Laptops	£17,646	- Ireland

Falkirk

Audio Books	£11,755	- North Yorkshire
CD Players	£11,520	- RNIB, Peterborough
BBC Audio Books	£5,680	- Bath

East Renfrewshire

No item over £1,600

Borders

Foreign Language Materials & Collections	£6,801	- Rochdale, Lancs
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11.3.11 Significant expenditures within Scotland included:

Fife

Costs of Venues & Celebration Events & Travel Expenses	£7,217	- Local
Software Configuration	£5,500	- Local

for Laptops

Glasgow

Web Design	£12,950	- Glasgow
CD Roms	£5,120	- Glasgow

West Lothian

Computer Furniture	£10,196	- Glasgow
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East Renfrewshire

Event Catering & Supplies	£12,840	- Local
Speakers & Artists for Events	£6,468	- Local, Glasgow & Edinburgh
Print Costs	£9,123	- Glasgow

11.3.12 Both in total and proportionate to its project budget, East Renfrewshire spent the largest amount in Scotland of the eight projects.

11.4 Staff Training

11.4.1 This was a significant element in most of the projects, and will have a longer term and more general value in upskilling and motivating staff. Across the eight projects, project-related staff training time will have totalled more than 500 hours.

12. CONCLUSIONS

- 12.1 Other than West Lothian, where there has been a delay, the Library Authorities in receipt of PLQIF grants had implemented most aspects of their 2006/07 projects by the end of the financial year. This was a challenge, and considerable efforts were made within a short timescale to gear up, source equipment and materials, allocate staff time, train staff, form partnerships with other organisations, and engage other Local Authority departments.
- 12.2 In the main, it is too early to judge the impacts of the projects, but interim indicators by project (given in Section 3-10 above) enable a degree of evaluation and value for money assessment.
- 12.3 Across the eight projects, the following benefits are evident:
- There has been a focus on the economically and socially excluded sections of the population; although the extent to which young people and young adults can be stimulated to become regular users of libraries to replace those customers lost towards the end of their lives is not clear. These projects on their own will have only a marginal effect on this at the local or Scottish levels.
 - Computer usage in libraries has been stimulated, with the supply side also enhanced through the installation of WiFi (in two Authorities) and the purchase of laptops (which are now inexpensive). It is important for libraries to maximise customer usage of ITC as issues of conventional printed stock decline.
 - The use of libraries as venues for a wider range of activities has been enabled and encouraged through most of the projects, although some library buildings have space constraints. This should help justify retention of libraries with low conventional usage, and promote library membership amongst people brought into the libraries for other activities.
 - The projects have given the Library Services good publicity, particularly through coverage in local and regional newspapers. Articles have helped market the new facilities or services on offer (taster sessions, WiFi availability, etc) and have also raised the profile of the libraries more generally in their areas as places where new things are happening.
 - Practical partnerships have been formed, building on the movement in recent years towards Community Planning and other multi-agency initiatives – giving a practical element to these partnerships and bringing people from different agencies together in common causes with which they can identify.

- Networking between libraries and between Library Authorities has been promoted, which should generate benefits beyond the projects.
- Monitoring has been an integral component of the projects, and this has helped to focus Authorities on the benefits of collecting user statistics, analysing trends, and correlating changes with their development activities. This aspect of the project is highly complementary to the PLQIM and the general move in Local Authority functions towards self-assessment.
- Creating and implementing a discrete “project” tends to focus attention, motivate staff and generate momentum (reinforced by the short timescale).
- There is evidence that staff trained in the course of the projects have improved motivation and should be receptive to future training and changes in function as libraries focus on evolving user needs and opportunities.
- Those responsible for planning and supervising project delivery have gained useful experience in leadership – a conclusion supported by discussions with these individuals.
- The projects have helped focus libraries and their staff on modernisation.

12.4 The generic benefits summarised above supplement the specific short-term project outputs and impacts addressed in the project reports in Sections 3-10 above.

12.5 As discussed in this report, economic impacts were not high on the Authorities’ agendas in framing their projects; although specific examples include:

- Provision geared to migrant workers (explicit in the Borders and Highland’s project).
- Potential long term benefits from Glasgow’s focus on the deprived under 5’s.
- Events that provided work for local artists and others (especially in East Renfrewshire).

12.6 Extended opening hours might well be required in most areas if economic impacts are to be significantly increased in the future by Library Authorities (through development projects or in general).

- 12.7 The Authorities have sufficient funding in place to sustain the new or enhanced provision / activities that their projects have generated (at least in the short term), but additional investment or operating costs will be required in some cases to capitalise on improvements and achievements – e.g. marketing of WiFi availability, follow-up to the East Renfrewshire special events, more advanced computer courses (as planned by West Lothian) for those having experienced taster sessions, etc.
- 12.8 In general, the involvement of partners in the projects will have helped Library Services to increase their credibility within their own Authorities and on partnership teams. Earning credibility has been difficult for some.

13. RECOMMENDATIONS FOR FUTURE MONITORING AND EVALUATION

13.1 The 2006/07 Projects

13.1.1 Specific project-by-project recommendations are made in Sections 3-10 above. In general, there would be benefit in continuing to track impacts over an extended period; incorporating the effects of follow-up developments by particular Authorities that might have similar or complementary aims.

13.1.2 Computerised records and new software are making monitoring by individual library member increasingly practical and cost-effective, and this should be backed up by longitudinal studies of particular individuals who have benefited (or potentially benefited) from the eight projects. This will need the agreement of the people concerned if they are to be contacted periodically. Also, it is important to ensure a high response rate to questionnaires, telephone surveys, etc to avoid bias – those who benefit most tend to volunteer information the most readily. Libraries usage by non-members should be tracked as far as possible, and also visits to libraries by members not borrowing a book, using a computer, etc, that would generate a record.

13.1.3 The Authorities should be encouraged by the Scottish Executive / SLIC to carry out longer term monitoring. In addition to this helping the Authorities to appreciate the full benefits of their projects, there would be a more general value in robust evaluations of the projects. External evaluators might be commissioned, who would have the benefit of professional training, experience and independence – although working in tandem with the Authorities would economise on costs and help to transfer good monitoring practice into the Library Services.

13.2 Output and Impact Indicators

13.2.1 Examples of outputs potentially relevant to these eight Authorities and others with future PLQIF projects include:

Increased number of library users / borrowers

Increased number of visits / visits per year

Increased usage of library services and library buildings by target groups, e.g:

- *school age children*
- *anti-social youths*
- *other young people*
- *parents with children*
- *people from deprived communities (identifiable by postcode)*
- *people not able to visit libraries*
- *people not able to access libraries during normal operating hours*

- *people with disabilities and special needs*
- *migrant workers and their families with limited English*

Small businesses / people interested in starting a business

Increased range of library services accessed by individual members

Use of value-added services (e.g. computer taster courses for beginners and more advanced / customised courses for those with a basic understanding)

Use of library services via home (or business) computer

Self-service usage (saving on staff time)

Use of library buildings for training courses, meetings, reading clubs, etc

13.2.2 All of these outputs could be monitored by the Library Authorities, supplemented by short questionnaire surveys of members and other users which could be completed in the library.

13.2.3 Examples of impacts (economic, social and personal) would include:

Additional educational and training courses taken and completed (with or without accreditation)

Improved employability (including migrant workers, older people wishing to pursue a new career, etc)

Business starts by people who have accessed business advice or information

Long term retention of library users encouraged through new initiatives to join or use libraries more often (with specific impacts tracked through periodic survey)

Use of libraries by people involved in developing and implementing community initiatives and projects

Increased social interaction through group sessions, formation of clubs, etc

Improved health through the use of libraries to provide health and fitness information

Introduction through library usage to home learning / systematic research (e.g. through computer familiarisation, guided research, etc)

13.2.4 All impacts would need to be monitored through targeted surveys of individual users as relevant to the impact being assessed. Such impact assessment might relate to a library's (or Library Service's) overall

provision of a service, rather than simply to an Executive-funded project; except where there was a specific and measurable impact expectation for the project. Within such a wider assessment, the role of the project could be examined – although this would normally be approximate where different library facilities, services or activities might work together to generate impacts (especially over time).

13.2.5 More broadly, instances of the following (as examples) should be recorded:

Involvement of library staff in community development initiatives

Use of libraries for community events (within or outwith normal opening hours)

13.2.6 This kind of evidence would help libraries to demonstrate their value within their communities and to partner organisations beyond their perceived core functions.

13.3 Implications for Monitoring and Evaluating Future Projects

13.3.1 The research and analysis summarised in this report has endorsed the value of monitoring and evaluating library development projects of the kind assisted through SLQIF grants. Based on our analysis of the eight 2006/07 projects and our wider research, advice on the monitoring components of the 2007/08 round of applications was provided to SLIC earlier this year.

13.3.2 In particular, applicants should be encouraged to provide quantified targets whenever possible, however difficult and approximate this might be. This would enable advance calculations of Value for Money to be made that could then be compared with the project out-turn (which might include unanticipated benefits as well as predicted outcomes); i.e. how much it is expected to cost to deliver a particular level of benefit to users.

13.3.3 The checklists at 13.2 above provide a starting point for considering the categories of outputs and impacts that might be measured in the short, medium and longer terms from specific projects. Indeed, it is often best for a potential applicant to start their project planning by quantifying what they would like to achieve and then gearing their project to this rather than having generalised objectives that can be difficult to evaluate.

APPENDIX 1

The reports listed below were referred to for examples of library development impact analysis:

- *London's Culture Equation (ALM London)*
- *London's Culture Equation 2006 (MLA London)*

The impacts assessed in these reports "begin to collate the evidence base to demonstrate the economic value of London's museums, libraries and archives".

- *The Economic Value of Public Libraries – Morris, Hawkins & Sumison (2001)*
- *Value of book borrowing from public libraries: user perceptions – Morris, Hawkins & Sumison (journal article)*
- *The economic value of book borrowing from public libraries: an optimisation model (2002) – Morris, Hawkins & Sumison (journal article)*
- *An Evaluation of the People's Network and ICT Training for Public Library Staff Programme (2004) – The Tavistock Institute (for the Big Lottery)*
- *The Public Library Service Standards 2006 – Department for Culture, Media and Sport*
- *Building on success: a public library quality improvement matrix (PLQIM) for Scotland (draft) – SLIC (2007)*
- *Longitude II – A Library Networking Toolkit for a User-Driven Environment – Peter Brophy and Jenny Craven (MCA, 2004)*

Loughborough University LISU produces annual library statistics for the UK that provide useful context on trends since 1995.

LISU has been approached by Professor Hayes of UCLA, who is seeking funding to conduct an "Economic Impact of Libraries Worldwide" study. This is several years away, however, and they do not yet have a model.

Southern Ontario Library Service has produced a useful checklist of potential categories of impact from Library Services with descriptions and examples of each. Other evaluators have used these categories to quantify impacts in case studies.

Other North American reports include:

- *Worth Their Weight: An Assessment of the Evolving Field of Library Valuation – Americans for Libraries Council (2007)*

- *Economic Impacts from Public Libraries – Information Use Management & Policy Institute (2000)*
- *The Library's Contribution to Your Community: A Resource Manual – Southern Ontario Library Service (March 2007)*
- *Libraries: How they stack up – Online Computer Library Center (2003)*
- *How Libraries & Librarians Help – Joan C Durrance and Karen E Fisher – The American Library Association (2004)*
- *Counting on Results Instruction Manual – Colorado Library Research Service and GeoMarketing International, Florida (2001)*