

The Moray Council
Education & Social Care

Libraries Service Assessment 2013

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1. Vision & Objectives

- 1.1 The Council has a statutory duty to secure the provision of adequate library facilities for all persons resident in its area. The Public Library Quality Improvement Matrix for Scotland (PLQIM) exists in order to support and inform the definition of adequate provision. It defines the key parameters in relation to access to information, personal and community participation, meeting readers' needs and providing positive learners' experiences.
- 1.2 While these requirements inform the basis for the Council's obligations, of equal importance are the visions and objectives of the services which, in turn, can be directly related to Council, community planning and national priorities.

The strategic objectives for the Libraries Service are:

- "To promote and maximise the contribution of Libraries & Information Services to the educational, cultural, economic and democratic life of Moray, wherever possible working in partnership and within Community Planning principles.
 - To increase library access and participation for all sections of Moray's communities.
 - To contribute to the preservation and promotion of the cultural heritage of Moray and to maximise access to that heritage."
- 1.3 These key aims and objectives are directly relevant to a range of the Scottish Government's key outcomes and to the Council's Corporate Improvement Plan as follows:
1. Our economy is strong with a more competitive, more diverse business base.
 2. More of our residents have the skills needed for employment.
 3. Our learners are successful, confident individuals, effective contributors and responsible citizens.
 4. More of our children have a better start in life and are ready to succeed.
 5. Our local people are healthier, more active and inequalities in health are reduced.
 6. Our most vulnerable residents enjoy a better quality of life and live as independently as possible.
 7. Our residents are safer in their neighbourhoods and their homes.
 11. Our communities are more active and have influence over service design and delivery.
 12. Our services are high quality, continuously improving and efficient.
- 1.4 That libraries services are involved in such a range of priorities and universal in scope, supported by strong inter-departmental and partnership working,

requires an ongoing ability to take preventative, proactive and reactive action depending on the need being met or indeed being anticipated.

1.5 A characteristic of the service, as identified by PLQIM and PSIF, is that it has clearly articulated strategies, policies and guidelines, service improvement plans, service plans and work plans, with these being informed by effective involvement with staff, effective consultation with stakeholders and partners and with these in turn directly relating to corporate, community planning and national strategies.

1.6 The key strategies and guidelines which set out how we will contribute to the achievements of these outcomes are:

- Libraries Services Strategy for Services to Older People
- Libraries Services Lifelong Learning Strategy
- Reader Development Strategy
- Libraries Stock Selection Policies for Lending, Reference & Information, Local Heritage
- Standards for Public Library Services for Children & Young People
- Standards for Public Library Services to Schools
- Volunteers Policy
- Consultation Strategy
- Publicity & Promotional Campaign Guidelines
- Service Improvement Plan

In addition, corporate and community planning strategies underpin our activities, principal ones being; the SOA, Economic Strategy, Lifelong Learning Strategy for Moray, Early Years Strategies and Strategies for Services to Older People.

The services are also driven by government strategies and national programmes relating to, for example, skills development, digital participation, economic development, post 16 education, Curriculum for Excellence, early intervention, social inclusion and literacy and numeracy. Of particular relevance are the recommendations of the Christie Commission.

Further informing policies, practices and intended outcomes is the advice and professional leadership emanating from the Scottish Library & Information Council.

1.7 That the service both understands and meets the needs of the communities it serves and that the Council is ensuring the delivery of an adequate library service is evidenced by PLQIM.

In terms of libraries PLQIM has been of significant benefit in defining the Council's obligations and in supporting the move towards an outcomes based

performance framework, with helpful external scrutiny of self evaluation, while fundamentally informing the Service Improvement Plan and Service Plan. For the 6 indicators evaluated the results have been:

Indicator 2 Personal and Community Participation	Very Good
Indicator 3 Meeting Readers' Needs	Excellent
Indicator 4 Learners' Experiences	Excellent
Indicator 5 Ethos & Values	Very Good
Indicator 6 Organisation and Use of Resources & Space	Adequate
Indicator 7 Leadership	Excellent

The relatively poor performance under indicator 6 was primarily due to two factors; that several libraries were inadequate in space; and concerns over the materials fund.

Since then the libraries integration programme has fully addressed the inadequacies of small stand-alone libraries.

The process is invaluable in leading to positive action plans.

2. Libraries Service

2.1 Introduction

2.1.1 Clarity as to adequacy is embedded by standards being set through benchmarking against current widespread practice via PLQIM. In a modern context this translates to a minimum of:-

- a strategic network of libraries, easily accessed within reasonable travelling distance for all in the community and open at times communities can easily access them
- Provision of reading material for all
- Information services including information and heritage through physical collections and online services.
- Access to a range of learning opportunities, in particular those to get people on-line and using government services
- Properly trained and supported staff to support activities

Public Library Quality Improvement Matrix recommends that Councils should ensure that libraries are "sited where the public can access them easily as part of their daily life."

There is no statutory duty to provide a static library in every community. To ensure that the Council remains within its statutory remit, they should ensure that where there is no static provision, library services can be equitably accessed by all.

- 2.1.2 It is estimated that some 68% of the population of Moray use a library each year. 24% of the population are active borrowers and some 20,544 people used computers. There is clear evidence that the service is used by all sectors of the community and that in recent years, as confirmed by the number of productive partnerships, the service has been increasingly used by the most vulnerable groups and has key roles to play in priorities related to health, older people, achievement and attainment, skills and employability, and literacy and lifelong learning, particularly digital literacy and participation. The Service Improvement Plan articulates how key priorities and those in greatest need will be targeted. This does not mean that all identified needs are being met or that there should be a reduction in targeting services in relation to priorities or need.
- 2.1.3 Libraries are now a complex mix of services and not simplistic transactional activities. They require appropriately skilled, trained and qualified staff at all levels.
- 2.1.4 At the basic level, looking at the existing tiered systems of usage during 2011-2012 was as follows:

	% Issues	% Individual Borrowers	% Physical Visits	% Number of PC Users	% Hours of PC Usage
Elgin	36.75	38.9	50.3	44.4	40.72
Other Learning Centres (Aberlour, Buckie, Fochabers, Forres, Keith, Lossiemouth)	41.81	43.49	40.5	47.0	49.0
Other Service Points	13.95	11.55	6.5	8.31	10.18
Mobiles (2)	7.44	6.1	2.7	-	-

It is clear that while Elgin is the principal library it does not dominate the service and that the other 6 learning centres, spread across Moray, have significant usage which is collectively greater than Elgin's.

- 2.1.5 The current network of libraries emanates from a 1970-1990s policy of providing static libraries in communities with a population of over 1,000.

The reality is that this policy no longer fits in with the requirements of PLQIM or modern societal needs. This does not mean that there are not very clear benefits in a smaller community having a library with obligatory free lending

and free internet services, learning provision, access to essential information and a social space – and particularly in integrated libraries where the school has benefited from significantly enhanced support for learning, literacy, research and family learning.

Libraries in key communities within a strategic network offer models for sustainable partnerships with a range of organisations who want their needs and services to be delivered in libraries or with the libraries service. However, the range and complexity of library services now required to meet PLQIM, meet the Council's priorities, deliver national priorities and accommodate pressures from partners, demands a strategic approach based on appropriate facilities that can provide the levels of expertise, access and support now required of an adequate library service.

- 2.1.6 In recent years we have experienced societal changes in terms of increased car ownership, more people living in rural areas but not necessarily working there, closure of local shops as supermarkets have opened up in principal communities. The internet and electronic services have become part of daily life for over 60% of the population with the remaining 30% plus being significantly disadvantaged and with this digital deficit now requiring to be urgently addressed. A significant demographic change is underway in respect of the number of older people and Moray has continued as a low wage, relatively low skilled economy.
- 2.1.7 Increasingly more services are going online, but some 30% of households lack computer skills and access, more people are more willing to travel for better services, but at the same time services are increasingly required to ensure that they reach those in greatest need and where the priorities lie. This requires a targeted local presence and local intervention and support from accessible centres of expertise that maximise partnership opportunities. UK and Scottish Governments recognise that individuals do need assistance to be competent with online services.

In parallel there needs to be an effective mobile library service delivering to rural areas, schools, housebound, older people and areas of deprivation where accessing the nearest library is not possible.

The current revision of PLQIM due to be published in January 2014 indicates that the underpinning requirement of a relevant strategic network related to contemporary socio-economic, demographic and technological influences will become of even greater importance in the planning and provision of library services.

2.2 Activities & Outcomes Summary

In summary, in meeting the requirements of PLQIM and the needs of the community the libraries service's activities and outcomes in meeting individual and community needs are as follows:

Activities

- Lends books, eBooks, spoken word and music CDs, eAudio books, DVDs, art prints. (581,333 items per annum, 20,910 borrowers, in top 5 performing authorities of Scotland's 32).
- Delivers targeted comprehensive Reader Development programmes for all ages, including 4 stages of Bookbug (93%uptake), book groups, annual book festival (2,400 attendees), Bookbug sessions, storytimes, talks, community events (2,102 attended by 40,172), and reading initiatives.
- Delivers free internet access (20,544 users, 94,835 hours), reference services, tourist information, develops and co-ordinates community, health and welfare information supports individuals and groups to develop information handling skills, digital literacy and supported access to council services e.g. housing system (19,926 enquiries).
- Promotes and directly delivers learning materials, information and advice on learning, support and referral and a range of basic and accredited courses. Enrols 800 accredited learners each year, e.g. school leavers, returners to work, local businesses, carers, those with learning difficulties, older people and key partners with numbers rising annually.
- Effective learning partnerships with e.g. Essential Skills, ESOL, Moray College, Aberdeen University, Open University and effective participation in Moray Lifelong Learning Strategy.
- Works in close partnership with Job Centre Plus, Skills Development Scotland and other partners to support skills development and employability and delivers Job Clubs.
- Directly supports the school curriculum and continuum of reading skills through summer and autumn reading scheme (1,900 participants), class visits that develop research skills (436 classes, 10,208 pupils to libraries, 137 visits to schools, 11,423 pupils), book festival and teachers' services.
- Delivers online catalogue, renewals, computer bookings, reference, community information, local heritage, archives, web pages and social media services.
- Acts as a Community Resource Point and Council Service Point through hosting partner activities, community displays, meetings of organisations, displays, remote passport office, council consultations, delivery of council services. (1,530 travel passes), and volunteering opportunities (40 volunteers, 2,381 hours).
- Delivers heritage services that achieve community participation, support learning and ancestral tourism, deliver economic development.

- Responsible for the council's records management and archives, support and advice to departments and ensuring meeting of legislative requirements through review of policies and regular meetings with services.

Outcomes of identified needs and required provision

- The network of facilities and mobiles, provision of online services, and partnership working effectively support the delivery of local and national priorities related to health, early years, older people, achievement and attainment, adult learning, digital participation and economic and skills development.
- The delivery of effective partnership working is evidenced by partners seeking the involvement of library staff and expertise; shared post with Community Care, achieving co-ordinated information provision; health initiatives such as Feelgood Festival, "Health Matters" collections.
- Lending services and targeted Reader Development programmes, directly improve literacy and learning, positively contribute to achievement and attainment, skills and employability, improved family learning skills and specifically target early intervention and support for older people.
- The delivery and development of internet, information and reference services, increasingly in co-ordinated corporate and community planning partnership approaches directly supports Digital Participation priorities, achievement and attainment, health and care priorities and skills for life, work and employability and more economic delivery of council and other services.
- The delivery of Learning within a strategic framework and including integrated delivery with Moray College and in partnership with other providers at all levels directly contributes to the Economic Strategy for Moray, Digital Participation, achievement and attainment, employability, adult learning and the Strategy for Services to Older People. The uptake of learners, partnerships and initiatives eg Job Clubs, are evidence of very positive impact.
- The delivery of children's services in partnership with Health and Schools achieves positive achievement and attainment, early intervention, family learning and intergenerational involvement outcomes.
- Co-ordinated involvement in the delivery of the Strategy for Services to Older People, apart from directly contributing to health and care priorities, digital participation, co-ordinated provision of information and information handling skills, has also developed improved, holistic approaches to exploiting heritage, learning and information resources for this target group.
- The development of online and self service provision, achieving significant service savings, directly contributes to greater Digital Participation, uptake of learning opportunities, improved skills and the Council's modernisation agenda.

- The effective development of libraries as council and community resource points strengthens communities, enables the delivery of a wide range of physical and virtual services locally, meets service priorities in relation to culture, learning and economic development and has developed individual skills and confidence through effective use of volunteers.
- The service, through its heritage and tourist information provision, involvement in Moray Heritage Connections and responsibilities for the Council's historic records is playing a key role in the Castle to Cathedral to Cashmere initiatives, and in the delivery of ancestral tourism within the Council's Economic Strategy, while also directly supporting individual and community involvement in heritage.

2.3 Staffing

Across the service there are 52.5 fte employees. This includes relief staff. The staffing chart is shown in **Appendix 1**.

2.4 How Are Services Effectively Delivered?

Libraries and information services are delivered through 15 libraries, a Local Heritage Centre, 2 mobile libraries, housebound service, outreach programmes and increasingly 24/7 online services. There is also an archives store and a corporate records store managed by the service.

The nature of Moray with its core principal towns, smaller towns and rural areas is reflected in a tiered system of central library and libraries support services at Elgin, other strategic learning centres at Aberlour, Buckie, Milne's Learning Centre at Fochabers, Keith and Lossiemouth and learning centres or learning points provision at all other libraries.

The location of libraries and opening hours are contained in **Appendix 2**.

The key roles of the Council's library buildings are as: Information Centre; Learning Centre; Reader Development Centre; Community Resource Centre and Council/community planning partners service point as set out in the policy objectives approved by committee.

A libraries integration programme during 2009-2011, with the support of European Funding and following detailed community consultation, enabled the strengthening of local provision at reduced running costs through the transfer of 6 stand alone part time libraries to 5 local primary schools and 1 secondary school premises to achieve enhanced lending, learning, information, community and school provision at no detriment to core opening hours. Through careful design the adult area of the library was made available outwith core opening hours for community use. In certain communities adult usage of the service has declined. There are 7 integrated libraries. The 3 learning points where ICT provision falls short of the other libraries are Findochty, Cullen and Tomintoul.

Libraries Support, situated within the Elgin Library Complex, is responsible for acquisitions, cataloguing, processing and circulation of stock, developing and monitoring the Talis library management system and other databases and for administrative services. It also procures books on behalf of all other council services. The core tasks including electronic service delivery of orders have been automated since 1998 when 50% of posts in this area were deleted meaning minimal staffing.

The libraries services reliance on ICT applications is critical, with the need to ensure that applications and equipment are able to meet current requirements and developments on an ongoing basis.

The service is characterised by partnership working with all sectors, particularly in relation to health, community care, employability, learning, early years and heritage, with all of the partnership activity having clear links to the Service Improvement Plan. Partners are increasingly recognising the potential of static and mobile library facilities, staff skills and information skills and systems for joint activity, with this putting welcome, but increased pressure on existing limited resources. Needs of partners include development of library systems to accommodate their information, books on prescription, development of job clubs, targeting of early years provision. These pressures are alleviated to a considerable extent through effective partnership working and sharing of resources, eg Older People's Information Co-ordinator and through use of volunteers in job clubs.

The structure adopts an area approach to ensure local involvement and leadership, with support and development coming from the centre in respect of library management systems, learning centres, reader development activity, training and development, information systems, ICT support and general service administration. Professional staffing levels are below those of comparable authorities, particularly so when Moray's performance is taken into account. The recommended level is 11-14, Moray has 9 professional posts. As evidenced in the past, needs have been met by existing staffing levels. Should professional posts be reduced below 7 then it is doubtful that core needs will be met.

All staff are involved in developing the service, as underpinned by the Consultation Strategy which also sets out and reviews user and non user involvement on an annual basis.

Underpinning the services' actions are the Service Improvement Plan and the Service Plan which are contributed to by all staff and the public and relate to departmental and corporate plans and the performance framework. That connection between Service Improvement Plan, priorities, needs and outcomes is a core requirement of PLQIM.

2.5 Service Needs & Demand

2.5.1 Introduction

Service demand is a complex mix depending on the individual needs of the customer or partner or priority and the aspect, or indeed more likely aspects, of the service or prioritisation or timescales required.

In considering needs due attention requires to be paid to the requirements of PLQIM, Council, Community Planning and national priorities, the expressed needs of the community and the implicit needs identified through management and other information.

In considering for example the meeting of socio-economic, health, learning and employability needs the service relies on information collated by Council officers, examples of which are in **Appendix 3**. These highlight overarching trends, key aspects of concern and whether or not the needs are on a Moray-wide or local basis. This data in turn informs service priorities and the Service Improvement Plan.

PLQIM requires libraries to meet a wide range of needs relating to information, community participation in heritage, reader development and learners' experiences.

That user needs are being effectively identified and met is reflected by the PLQIM evaluations for each indicator.

Indicative examples of needs assessment being effectively implemented and met in the key indicators are as follows.

The service is required to meet needs of individuals and partners in relation to information provision, information co-ordination and information literacy. Partner needs are expressed through approaches to the service with, for example, Morinfo, the community and events directory seen by the Community Care services as a core tool for information collation and access to clients. The alcohol and drug dependency service identified libraries as their key outlet in terms of attracting widest community and target groups.

The introductory community ICT sessions are promoted through key community contacts who assist in identifying areas of specific need, with user feedback then assessed.

Social inclusion is a founding principle of the public library service, with libraries providing a neutral community space in communities, where the public can freely go to pursue individual and community interest. The need for this provision was strongly identified by communities and led to the libraries integration programme. That need is evidenced by usage of the

facilities and involvement in library activities, with varying usage, now in turn, informing an appropriate strategic network.

In meeting readers' needs libraries strive to meet the needs of individuals from pre-literacy and emergent, to fluent, and across interests and age groups. These needs are assessed through, for example, uptake of Bookbug, with appropriate targeting of those in greatest need, careful consideration of usage at each library in relation to community and stock profiles and in discussion about partners' specialised needs, eg spoken word provision to North East Sensory Services.

In meeting the requirements of learners experience and in ensuring a wide range of needs can be met, needs are assessed and reviewed using a wide variety of methods. In relation to integrated libraries community profiles related to employment levels, qualifications and demographics identified key target areas for the provision of learning centres, For all learning, feedback from individual learners and the user focus group further informs relevance of courses available and the development of new courses. That the service is meeting the needs of the communities is evidenced by the results of PLQIM by the ever increasing number of learners and the outcomes evidenced in their feedback.

Equally, a key element within PLQIM is that the service has robust processes in place to identify user and non-user needs.

In assessing needs several processes are in place. These include:

- Regular opening hours surveys, the surveys for Dufftown and Rothes in 2012 leading to amended opening hours in both libraries. See **Appendix 4**
- Regular customer surveys identifying services accessed and satisfaction with the services. See **Appendix 5**.
- The gathering of user comments with these being published on a quarterly basis and showing the actions taken.
- Learner feedback from all course attendees with this informing future provision.
- Partner feedback as a key aspect in informing appropriate provision.
- Library focus group, again identifying further needs.

In addition comprehensive management information related to user patterns, trends, ages and location inform current and future meeting of needs. A summary of information collected is contained in **Appendix 6**.

2.5.2 In considering the meeting of needs and trends for the service, the meeting of each core objective is described individually, but on the clear understanding that they are all indivisible parts of a service whole.

i) Reader Development

Reader development and lending services are the traditional core of the service. The service promotes reading as a lifelong skill and pleasure, supports the development of literacy, skills for life and work, provides books for pleasure, for work and study and provides a range of materials for all ages and those with a disability, including large print, spoken word CDs, music CDs, DVDs, eBooks, eAudio books and art prints. Recent partnership developments with health and community care services have led to the provision of healthy reading collections addressing physical and mental health issues.

Borrowing from Moray's libraries has consistently been in the top 5 in Scotland, as has the percentage of active borrowers as evidenced by CIPFA.

Issues have declined since 1996, but in recent years the decline had been partially arrested. Characteristics are reduced use by traditional borrowers and the potential threat of Kindle. These needs have been addressed by the provision of eBooks and eAudio. The strategy is to target the service even more effectively at needs of specific user groups as evidenced by key strategies and feedback. This includes both printed and eBooks. Hence the service will target 0-5 and their parents, continue to maintain high levels of children's issues though increased involvement with parents and family learning initiatives, target those with low or poor skills by more integrated work with Essential Skills and ESOL, target learners and target older people as part of wider strategies, while ensuring continued effective and essential universal provision. A key element of this provision is to manage the shift in uptake from printed to eBooks while ensuring adequate provision and support for both. Through the integrated libraries and refocused mobile service an increased emphasis has been brought to complementing the schools provision. There remains a strong emphasis on the social and health benefits of reading and visiting the library.

The current and future meeting of needs is about further supporting, advising and developing borrowers in their choices, in ensuring that books and eBooks and associated support are in place right from the start of life through Bookbug and early years services, in supporting reading at all stages in life and in using books and libraries as a positive means of improving the quality of life for individuals. This includes improved outreach activity and targeting of those in greatest need.

Hence a Reader Development programme forms a key part of the Service Improvement Plan, delivered via the key agencies, with this including the further development of the Spirit of Moray Book Festival as a key community and economic development driver. That the PLQIM evaluation of 2011 identified Moray's "meeting readers' needs" as excellent is an indication that the strategies, guidelines, partnerships and performance in place are appropriate, although key future needs will be to improve the progression of essential skills clients to mainstream library use, ensure that provision supports the development of life and work skills and make even better use of limited resources through improved stock management.

Staffing implications are directly related to developing stronger reader support skills and stock knowledge across all staff, rather than requiring any additional staffing levels for this area of activity.

All of this is related to the performance of individual libraries.

Key performance statistics are as follows:

	Issues		Individual Borrowers		Physical Visits	
	2011-12	2012-13	2011-12	2012-13	2011-12	2012-13
Aberlour	21,232	17,037	772	747	11,758	10,329
Buckie	56,403	48,386	2,440	2,179	62,170	59,037
Burghead	14,207	11,426	497	482	6,853	5,471
Cullen	14,217	13,295	446	410	8,047	7,531
Dufftown	12,953	12,153	544	513	8,864	7,249
Elgin	213,269	196,311	10,159	9,272	322,487	302,058
Findochty	4,118	3,865	220	190	1,309	1,052
Fochabers	15,773	13,713	1,130	1,063	25,450	27,215
Forres	78,763	71,668	3,785	3,588	99,794	91,959
Hopeman	19,453	15,466	568	534	5,869	5,131
Keith	34,847	32,634	1,583	1,481	30,293	29,679
Lossiemouth	35,742	34,909	1,666	1,491	30,310	29,589
Mobile 2	18,047	19,937	*634	*645	4,774	7,028
Mobile 3	25,114	25,692	*962	*1,145	12,562	12,416
Portknockie	4,537	3,560	249	206	2,906	1,826
Rothies	6,030	5,823	321	325	4,574	4,146
Tomintoul	5,646	4,857	176	172	3,264	3,010
Service Total^	581,333	532,461	26,384	24,854	644,126	607,462

* Mobile library borrowers may use a family ticket, class ticket etc hence number of individual borrowers understated.

^ Service totals include Libraries Support, Local Heritage Centre, Moray Council HQ

It is clear that in terms of borrowing Findochty, Portknockie and Rothes are used to a lesser extent than other libraries.

In terms of physical visits Findochty and Portknockie have low numbers for the size of the communities served.

Young People Active Borrowers

	Aged 0-5		Aged 4-12		Aged 13-15		Aged 16-18	
	2011-12	2012-13	2011-12	2012-13	2011-12	2012-13	2011-12	2012-13
Aberlour	22	24	107	109	32	33	9	14
Buckie	80	109	408	417	80	76	36	41
Burghead	11	20	107	114	11	7	4	4
Cullen	17	25	74	79	16	15	12	10
Dufftown	25	40	121	130	24	21	11	11
Elgin	450	614	1,864	1,848	457	417	215	189
Findochty	13	20	74	75	12	14	4	5
Fochabers	30	32	124	117	69	71	32	23
Forres	142	204	768	773	147	134	77	69
Hopeman	9	17	122	123	26	21	4	3
Keith	62	97	253	254	56	46	35	34
Lossiemouth	70	85	256	246	63	53	41	41
Mobile 2	5	9	n/a	207	n/a	39	n/a	8
Mobile 3	11	19	n/a	283	n/a	51	n/a	8
Portknockie	9	20	69	71	15	12	6	7
Rothes	3	7	91	90	16	13	6	7
Tomintoul	11	16	60	60	8	8	1	2

Older People*, Housebound, Disabled etc

	Borrowers Aged 60+		Housebound		Care Homes		Disabled		Home Educator	
	2011-12	2012-13	2011-12	2012-13	2011-12	2012-13	2011-12	2012-13	2011-12	2012-13
Aberlour	212	206	6	8	6	6	17	13	3	3
Buckie	710	668	11	8	20	6	29	37	1	1
Burghead	125	113	6	4	0	1	6	4	2	1
Cullen	145	150	1	0	2	0	4	5	1	1
Dufftown	126	109	4	4	2	1	24	23	0	0
Elgin	2,257	2,208	16	17	11	9	156	149	11	7
Findochty	30	24	0	0	1	0	2	2	0	0
Fochabers	159	159	3	2	3	1	7	8	0	0
Forres	848	900	7	3	9	3	28	30	5	2
Hopeman	105	89	1	0	0	1	2	2	1	1

Keith	381	407	25	21	10	7	40	41	1	1
Lossiemouth	381	357	24	22	2	0	14	11	2	4
Mobile 2	191	197	10	9	0	6	17	21	0	0
Mobile 3	278	278	6	4	0	6	55	55	2	2
Portknockie	66	49	1	0	0	0	2	1	0	0
Rothies	75	78	3	5	1	0	2	3	0	0
Tomintoul	39	37	0	0	0	0	1	2	1	1

* Not all dates of birth are recorded therefore these totals are understated.

ii) Access to Information

The provision of information through libraries has changed dramatically in recent years.

Libraries require to provide free internet access, with usage being relatively high as follows:

	No of PC Reservations		Hours of PC Use	
	2011-12	2012-13	2011-12	2012-13
Aberlour	2,298	1,852	2,202	1,507
Buckie	13,502	13,664	10,497	11,179
Burghead	997	874	987	761
Cullen	625	635	318	430
Dufftown	2,359	1,864	2,464	1,937
Elgin	47,498	47,664	37,977	37,026
Findochty	142	158	58	59
Fochabers	3,600	3,407	2,803	2,744
Forres	20,121	20,130	19,127	17,986
Hopeman	1,531	1,585	1,327	1,532
Keith	5,682	5,380	5,366	4,635
Lossiemouth	4,458	5,714	5,700	7,210
Portknockie	1,060	756	886	613
Rothies	1,672	1,745	3,119	3,670
Tomintoul	523	388	338	294
Service Total^	109,116	107,282	94,836	92,918

^Service totals include Local Heritage Centre.

It is clear that Findochty has a very low level of usage. The apparent low level at Cullen is explained by the lower number of computers than at other libraries. The high level at Rothies is explained by significant school use.

This underpins the libraries essential role in supporting citizens and organisations to develop skills to access information and for the libraries

service to ensure access to accurate, organised information through effective use of ICT, including 24/7 provision. This is a key element in the government's Digital Scotland agenda.

High quality information is available via the libraries website to key reference sources, online health and welfare and employment information is collated in partnership with the key agencies and general users and targeted users are supported in accessing information, in identifying quality resources and sites and in using ICT as an essential daily information tool.

The demand for information is not just coming from identified public need, whether the format be electronic, leaflets, posters, reference books or websites. The increasing welcome need is from partners, e.g. community care, health service, voluntary sector who are increasingly recognising that the libraries service has the skills and the systems/databases e.g. Morinfo to incorporate the partners' information or to support the partners clients in developing key information handling skills to support daily living and decision making. This is particularly pertinent to the strategies for older people, health partnerships, essential skills, work with the voluntary sector, information on learning opportunities, employability issues and supporting all users to be able to access information and services, including council services, online.

Thus the need is identified as further developing library systems and skills on a corporate basis through supporting partner services, ensuring those without digital skills are able to access relevant information and services online, advising other providers on information management, organising high quality information to ensure its accessibility on a 24/7 basis and ensuring that libraries are the effective local information points in their communities through the provision of broadband internet, through staff support, through the displaying of leaflets, posters etc and through further developing tourist information provision at all libraries and the Tourist Information Centre at Elgin Library as a key economic development provision.

Current staffing levels of 1 Information Services Librarian make this a challenging task, with the current temporary partnership working/shared post with Community Care demonstrating added essential value. As the percentage of older people increases this provision will require to be reviewed to ensure it meets the increased scale of need and demand.

iii) Providing Positive Learners' Experiences

Libraries are required to promote and deliver lifelong learning and skills development opportunities and support employability through access to appropriate materials, information on learning opportunities and by providing a range of accredited courses from basic introduction to ICT to Advanced ECDL

level as well as family history courses. Quality Assurance by BCS, ILA, SQA and Skills Development Scotland underpin the provision.

The service is the recognised national leader in libraries learning centre provision, securing *Excellents* in the PLQIM evaluation of 2012.

The number of learners is increasing each year and is now just under 1,000, ranging from 16+ pupils to older people, local businesses, carers, those with learning difficulties and increasingly those who are unemployed.

The learning centre provision works in close partnership with the Jobcentre Plus to support skills and employability development. There is an increasing identified need from young adults and middle aged unemployed for assistance with CVs, core ICT skills, assistance with online job applications. Job Clubs are established at Buckie, Elgin and Forres Libraries and there is a request from Job Centre Plus that a Job Club be established at Dufftown Library.

There are effective partnerships with, for example, Quarriers Carers, Barnardos, Employment Support, secondary schools and the volunteer sector.

The service works closely with Community Care. There are also effective partnerships with Essential Skills, ESOL, Moray College, Aberdeen University, the Open University etc.

All of the activity is related to the libraries Lifelong Learning Strategy which is closely attuned to national strategies and the Lifelong Learning Strategy for Moray.

A key development emanating from the proposed closure of stand-alone college learning centres is the proposed sharing of provision with Moray College in specific libraries to extend and maximise opportunities. Through this approach the libraries service's strengths in attracting key target groups and delivering supported learning up to a specific level will create a strong continuum of opportunity which the college can then meet at a higher level of provision while driving down overall costs and providing income to the libraries service.

Courses delivered in 2011-12 were as follows:

	# Sessions	# Attending
Aberlour	25	100
Buckie	45	236
Burghead	18	81
Cullen	0	0
Dufftown	21	96
Elgin	242	1281

Findochty	0	0
Fochabers	11	98
Forres	96	459
Hopeman	19	81
Keith	15	60
Lossiemouth	104	542
Portknockie	17	76
Roths	26	138
Tomintoul	0	0

2012-2013

SERVICE TOTAL BY LIBRARY	Elgin		Aberlour		Buckie		Burghead		Cullen	
	Courses	Attendee	Courses	Attendee	Courses	Attendee	Courses	Attendee	Courses	Attendee
Advanced Word	44	52	0	0	36	36	0	0	0	0
ECDL	243	360	7	8	86	118	0	0	0	0
E-type	0	0	0	0	3	3	0	0	0	0
Family History	7	35	0	0	0	0	0	0	0	0
One Day - Excel	2	11	0	0	0	0	0	0	0	0
PC Passport 1	58	318	1	4	25	157	0	0	0	0
PC Passport 2	89	485	3	12	8	28	1	3	0	0
PC Passport 3	105	556	14	56	30	166	6	18	0	0
Terrified PC Pass 3	0	0	0	0	0	0	0	0	0	0
Taught - ECDL Unit 3	10	60	0	0	0	0	0	0	0	0
Totals	558	1877	25	80	188	508	7	21	0	0

SERVICE TOTAL BY LIBRARY	Dufftown		Findochty		Fochabers		Forres		Hopeman	
	Courses	Attendee	Courses	Attendee	Courses	Attendee	Courses	Attendee	Courses	Attendee
Advanced Word	0	0	0	0	0	0	0	0	0	0
ECDL	0	0	0	0	0	0	0	0	0	0
E-type	0	0	0	0	0	0	0	0	0	0
Family History	0	0	0	0	0	0	2	8	0	0
One Day - Excel	0	0	0	0	0	0	0	0	0	0
PC Passport 1	1	5	0	0	0	0	12	72	0	0
PC Passport 2	3	12	0	0	1	3	54	280	8	24
PC Passport 3	17	88	0	0	10	64	46	238	12	51
Terrified PC Pass 3	0	0	0	0	0	0	0	0	0	0
Taught - ECDL Unit 3	0	0	0	0	0	0	0	0	0	0
Totals	21	105	0	0	11	67	114	598	20	75

SERVICE TOTAL BY LIBRARY	Keith		Lossie		Portknockie		Roths		Tomintoul	
	Courses	Attendee	Courses	Attendee	Courses	Attendee	Courses	Attendee	Courses	Attendee
Advanced Word	0	0	56	81	0	0	0	0	0	0
ECDL	6	6	191	337	0	0	0	0	0	0
E-type	0	0	0	0	0	0	0	0	0	0
Family History	0	0	6	24	0	0	0	0	0	0
One Day - Excel	0	0	0	0	0	0	0	0	0	0
PC Passport 1	4	8	10	80	0	0	7	28	0	0
PC Passport 2	5	19	46	246	0	0	16	96	0	0
PC Passport 3	8	32	70	402	5	20	20	113	0	0
Terrified PC Pass 3	0	0	1	6	0	0	0	0	0	0
Taught - ECDL Unit 3	0	0	8	48	0	0	0	0	0	0
Totals	23	65	388	1224	5	20	43	237	0	0

The demand to meet needs is growing on an annual basis, 2012-2013 seeing a 35% increase.

The Libraries Service requires to ensure appropriate staff are developed in relevant skills, knowledge and essential qualifications to allow for any increased demand that cannot be met from existing resources but in response to increased income, with succession planning strategies also being put in place.

The Libraries Lifelong Learning Strategy requires to be updated on an annual basis. The Learning Centre Services require to continue to develop relevant courses, promote internet access and support users.

While it is likely that overall internet provision should remain relatively stable, the demand is very likely to be increasingly from new users requiring support and hence an increase in courses delivered. The increase in digital participation continues as does the drive from the Scottish Government for libraries to provide support and access. The challenge for the service as a required key provider of digital skills is to keep abreast of new ICT applications e.g. I-pads etc to ensure that customers can be supported in ICT skills as an essential element of contemporary working and living.

iv) Community Participation & Heritage

Through its provision, its clear strategies related to learning, older people's services, services to children and young people, and heritage and its effective meaningful partnerships, libraries deliver an inclusive service that reflects and helps build cohesive communities through working with individuals and organisations and by supporting, recording and providing access to community heritage, culture and identity.

Libraries encourage community displays, host meetings of organisations, have craft and art displays, run programmes of events and have a high uptake of volunteering opportunities.

Performance during 2011-2012 & 2012-2013 was as follows, underpinning the library's key role as a community focal point:

2011-2012	Storytimes		School/ Playgroup Visits		Exhib's	Events/ Adult Book Groups		Children's Summer Reading Scheme	Use by Other Groups	
	No	Attend	No	Attend		No	Attend		No	Attend
Aberlour	48	622	0	0	11	26	103	83	284	749
Buckie	51	278	19	445	8	33	432	140	42	134
Burghead	39	187	9	257	2	13	148	51	94	593
Cullen	50	550	6	81	3	13	106	40	28	197
Dufftown	9	107	11	241	0	10	61	39	3	10
Elgin	152	859	81	2,836	55	39	822	519	511	
Findochty	2	100	1	8	0	0	0	14	0	0
Fochabers	52	357	10	237	8	3	85	88	52	357
Forres	48	237	176	3,886	13	46	421	204	3	39
Hopeman	31	177	3	102	0	13	153	48	0	0
Keith	50	432	11	199	87	29	640	125	20	193
Lossiemouth	51	269	32	662	5	27	921	102	91	475
Portknockie	0	0	3	142	1	2	25	20	18	109
Rothies	34	656	3	62	1	0	0	35	4	48
Tomintoul	27	334	66	965	0	0	0	25	0	0

2012-2013	Storytimes		School/ Playgroup Visits		Exhib's	Events/Adult Book Groups		Children's Summer Reading Scheme	Use by Other Groups	
	No	Attend	No	Attend		No	Attend		No	Attend
Aberlour	46	500	2	36	8	17	72	66	219	530
Buckie	52	241	30	682	5	34	268	125	26	175
Burghead	14	51	10	224	1	12	149	48	88	591
Cullen	40	420	6	88	7	16	128	39	17	78
Dufftown	1	30	12	215	4	14	71	27	3	11
Elgin	153	793	41	4,195	56	45	641	529	423	
Findochty	1	15	0	0	0	2	13	26	0	0
Fochabers	4	27	6	125	0	11	54	65	118	474
Forres	34	104	133	2,793	11	57	1,600	180	1	6
Hopeman	31	239	5	97	2	12	129	38	0	0
Keith	50	343	10	121	89	24	611	127	15	253
Lossiemouth	57	377	16	359	6	35	552	82	105	603

Portknockie	1	9	1	61	0	1	4	18	8	53
Roths	41	348	1	24	0	1	8	31	5	53
Tomintoul	25	358	69	1,095	1	0	0	26	0	0

Heritage is a specific priority in encouraging participation and in supporting learning, in collecting, recording and making available a comprehensive range of material and information and crucially in contributing to economic development.

All libraries carry local material and work closely with local heritage organisations. Specific libraries, such as Lossiemouth, initiate and support local heritage activity while libraries run reminiscence events targeted primarily, but not solely, at older people. Key recent developments are the partnership working with Community Care in supporting heritage projects aimed at the more vulnerable older people, with staff expertise and materials being provided. This will be an area of continued growth, related to key council priorities.

The collection is one of the most comprehensive in Scotland while the archives contain collections of national importance. In respect of archives provision the Council is currently failing to meet its statutory obligations.

At present the service is falling short in engaging with the local community, in supporting learning and in maximising its income generation potential, with performance as follows:

	Visitors	Enquiries	Income
2011-12	2,842	5,499	£878
2012-13	2,736	5,129	£712

	Volunteers	Hours	Exhibitions
2011-12	11	851	3
2012-13	20	1,289	2

Identified needs in supporting schools, in supporting older people's priorities and in involving people in their heritage are not being delivered via the Local Heritage Centre but are being delivered by local libraries and through partnerships.

The Local Heritage Service relies heavily on ICT, its Libindx database being a key tool for researchers, with Adlib being the online archives catalogue. To continue to develop these will require ongoing volunteer input.

The archives are a key part of the Council's records management responsibilities and an indivisible part of the Local Heritage Service and indeed libraries and information services.

v) Library Facilities

A key objective is to promote and develop libraries as valued information centres, learning centres, reader development centres, community resource points and Council service points and to provide facilities and a mobile library service that meet the needs of 21st century communities and demonstrate Best Value.

There has been a significant improvement in the facilities due to the libraries integration programme and the use of European Funding, albeit the ERDF demands that targets be met, otherwise the funding requires to be returned. Only Keith fails to meet the recommended standards for public library space, while only Findochty cannot be used at any time outwith normal opening hours as a community resource or learning centre. That said both libraries meet current identified needs.

The present network of libraries was agreed as part of the Libraries Best Value Review of 2007, with no community losing a library presence and the integrated programme adding significant value, while reducing running costs.

Most premises are used to a considerable extent by a wide variety of partners and community groups, e.g. by Essential Skills, SDS, careers, local arts or heritage groups, while Elgin, in particular, has developed additional roles as tourist information centre, remote passport service and as an intensively used meeting venue and consultation venue. This commitment to ensuring further community and partnership use in all libraries where possible is contained within the Service Improvement Plan and is already evidenced by proposals in respect of use by Moray College.

In short most of the facilities give good value for money and the service, as evidenced by regular consultations and the PLQIM evaluation of Indicator 5 "Ethos and Values" in 2011, is held in high regard by users, communities, partners etc, but that said there are key concerns in relation to levels of use at Findochty and Portknockie Libraries. It is also clear that the level of previous provision in 2011 will not be sustained in future years but will require to be secured at an adequate level.

In order to ensure Best Value, activity at all facilities will continue to be regularly reviewed on a 3 year programme as part of PLQIM to ensure provision reflects community needs and usage as well as the Council's priorities. A key element of this, apart from management information, is the continued implementation of the Libraries Consultation Strategy.

The reduction of mobile libraries from 3 to 2 visiting every 3 weeks instead of every 2 weeks demonstrated the ability to respond to changing patterns of usage. The service now targets older people, homes, rural schools, rural areas with poor transport and areas of deprivation. Usage has increased, as has the interest from partners in using the mobile libraries as information outlets. Some 50% of mobile library borrowers also borrow from a static library. The service must continue to target those in need and further develop fruitful partnerships which exploit its information potential and its importance in addressing social, economic and rural isolation.

While the need for appropriate library facilities and mobile libraries meeting current needs and demands must be subject to regular review in response to demographic, socio-economic and technological changes, a key necessity is for the service to further develop its electronic provision both in terms of resources available and in support available to users. This is further accelerated by the number of services now primarily only available online. These aspects are reflected in the Service Improvement Plan.

In promoting the service there are comprehensive Publicity and Campaign guidelines and programmes updated on an annual basis. A key aspect for further development is use of social media to target specific groups of potential users, to inform existing users and to involve users in the services.

vi) Customer Focussed Services and Skilled Staff

The services provided require to continue to be developed and delivered in effective consultation, ensuring ongoing support and involvement from key stakeholders and engender community and civic pride. They need to continue to support the aspirations of communities, the Council and community planning partners and have clarity of purpose, within a framework of decreased resources, demographic, societal and technological changes.

Services, facilities and staff require to continue to be anticipative and adaptive to various needs and to continue to work with key agencies in meeting targeted needs. PLQIM requires that the service is subject to continuous review.

The service requires to ensure that a customer centred ethos continues to underpin its activities and that recruitment, induction and staff development practices ensure valued, well delivered services that continuously meet contemporary needs and that enhance staff skills, knowledge, confidence and employability. The service needs to continuously ensure that its structure, succession planning and professional development deliver relevant services and outcomes at economic cost.

In short, the service requires to ensure that it meets its statutory obligations, as informed by PLQIM.

The outcomes of the PLQIM evaluation of indicator 5 “Ethos and Values” in June 2011 at “Very Good” and of the PSIF service review in 2010-2011 suggest that the service is addressing these issues and challenges in an appropriate, but not complacent, manner.

Comprehensive Customer Service Standards underpin a highly regarded delivery.

The Consultation Strategy adopts a range of methods for consulting with stakeholders and staff, with customer satisfaction being very high. Staff are involved in regular meetings, staff newsletters, focus groups, working groups and annual surveys. These approaches are embedded in the Service Plan.

Annual ERDPs feed into the Service Improvement Plan and Service Plan and are informed by both, with work plans, training and development plans and programmes being outcomes, albeit the training budget is minimal. There is an absolute focus on what is essential. All of this is supported by comprehensive staff manuals on the shared network.

Given the demographics of professional and non professional staff a succession planning strategy is a priority within the Service Plan, particularly given the need to constantly keep up with new developments.

3. How Resources Are Identified & Used

Resources are identified in relation to clear statutory obligations, including underpinning quality requirements such as PLQIM, existing and future needs in relation to Council priorities and existing and anticipated demands related to these obligations and priorities.

3.1 Staffing

As identified above professional posts in the Libraries and Information services are well below the COSLA Standards and there are increasing pressures from partners in respect of meeting Council priorities. The proposed future staffing levels identified should ensure a minimum but adequate level of service, assuming a staff restructuring.

All part time libraries and mobiles are single staffed, while in the full time libraries the introduction of self service has allowed staff savings of £125,000 to be projected over a 5 year period, while ensuring that opening hours can still meet the requirements of PLQIM, with staffing levels at a minimum to

ensure an adequate service and related to a range of internal performance indicators.

All libraries are characterised by delivering a range of services in addition to core library services, e.g. travel entitlement cards, in order to maximise efficiencies and meet core priorities as a valued community and council resource.

Libraries Support staffing was reduced by 50% in 1999 when the service was automated and is at a minimal level to support the number of libraries.

Learning Centre staffing is clearly conditioned by a business model whereby any additional posts must be met through income.

In general the service has a high level of income generation in comparison with similar authorities.

The Local Heritage Service is not able to address key developmental issues such as digitisation, conservation or community engagement without volunteer input.

In comparison with other similar sized authorities Moray's Libraries Service has relatively low staffing levels numerically and in terms of performance has been more efficient and effective, but that level of effectiveness will reduce to adequate in the future.

Essential added value comes from the increasing use of volunteers with this being of benefit both to the volunteers and to the service. Use of volunteers to assist with events, marketing and promotion, associated work with local heritage, storytimes etc will continue and expand.

Current volunteer input for libraries is 2,265 hours.

3.2 Buildings

The integration programme was of significant benefit in reducing costs and disposing of dwindling assets while ensuring appropriate modern services. The commitment to joint working with Moray College and shared use of premises with other services is sound in relation to enhanced service delivery, best use of resources and the meeting of national priorities and new ways of working.

Where facilities are not being used to an acceptable level then appropriate review of provision requires to take place.

The underlying challenge is to ensure an appropriate strategic network of facilities that retain their relevance and value, and meet essential outcomes of PLQIM and the Council within the context of reduced resources for local

government services. Hence the need to maximise the range of services and community access, including partners' delivery from each service point.

3.3 Equipment

The explosion in ICT usage in recent years, related to the roles of the Libraries Service means that the service has a high level of requirements for equipment and support.

The service will continue to monitor usage, ensuring best use.

3.4 Collections

Unique to libraries are the collections that the service requires to manage, not just for current generations but for future generations, and the legislative and other imperatives surrounding them, not least that they cannot be disposed of and that they need to be cared for to recognised standards. This includes the local heritage collections particularly the archives whose care requires to meet the requirements of the Keeper of the Records of Scotland.

These need to be addressed, whether through improved environmental conditions or digitisation programmes or conservation/preservation programmes or as in the case of records and archives through alternative appropriate premises, the latter now being essential in the immediate term.

The collections also have to be used in imaginative ways in relation to economic development, income generation opportunities and in relation to the Council's heritage assets, with these aspects also being contained within the Service Improvement Plan and the Council's Economic Strategy. The Castle to Cathedral to Cashmere initiative supporting tourism will demonstrate how communities can contribute to their heritage through digitisation programmes, research, script writing, recording and "publishing" of articles and apps.

3.5 Partners

The essential importance of partnership working and partners as a key resource in delivering the services' priorities are described throughout this service .

Partners as a key resource, are at a national, regional, Moray, Council and community level.

At a national level the services are partners with other local authorities through SLIC (The Scottish Library and Information Council) and draw on the essential expertise of National Records of Scotland, Skills Development Scotland and VisitScotland, for example. There are also essential partnerships with the NLS (National Library of Scotland) and Scottish Book

Trust, the latter enabling the co-ordination and delivery of the early intervention Bookbug programme.

There are established partnerships with universities in relation to learning delivery and the giving of expert advice.

The Lifelong Learning Forum, Moray Adult Literacies Partnership, work with Skills Development Scotland and Jobcentre Plus, are but some examples of strategic involvement and effective development and delivery.

Within the Council the service ensures an effective partnership approach to records management, is heavily involved in early years service delivery, has effective partnerships with schools, leisure and community services, works closely with 16+, is heavily involved in economic development initiatives and has ever strengthening partnerships with Community Care, including health services, as exemplified by a joint Older People's Information Officer's post. Library facilities support a wide range of other services, whether as information outlets, essential skills venues, consultation points or locations for open day initiatives.

The above are but some examples that illustrate the essential challenges of meeting partners' needs and demands through more integrated working and by having a presence in key communities.

At a community level there are essential partnerships with, for example, local businesses, Ball Groups, Quarriers Carers in targeting the delivery of learning; with local heritage or arts groups; and with local business groups eg Elgin BID in developing economic opportunities.

The partnership activity is extensive, yet focussed on service priorities and identified needs.

The above are but some examples of the essential importance of partnership working to the Libraries Service in ensuring that the requirements of PLQIM and service priorities can be met and the absolute commitment of the service to ensuring best solutions, best use of limited resources, effective support, effective involvement and appropriate leadership required in meeting agreed priorities and needs.

3.6 Budget

Libraries Services have experienced significant budget pressures and indeed reductions in recent years in particular, resulting in staffing levels in libraries being relatively low, with professional staffing levels being appreciably below the national recommendations. In comparison with other authorities output, staffing levels are severely stretched.

That said, the service has achieved significant efficiencies through the libraries integration programme, use of self service and review of the mobile library service.

There are however fundamental concerns about the service's ability to meet its core requirements.

In particular there remain serious concerns about the book budget which now includes eBooks.

To some extent this reduction has been addressed by improved procurement practices which have seen an increase in percentage discount, but with that ceiling now reached.

In terms of income generation the annual total is over £206,000, with libraries comparing very well with other authorities but there is a limit to what can be achieved through direct income generation. There requires to be essential increasing emphasis on external funding opportunities.

In terms of marketing there are modest budgets, particularly when related to the total number of users of the libraries and information services.

In terms of property costs, the libraries integration programme had brought clear economies, as will the joint learning centre activity. The further development of a range of services available in library premises, when evidenced by footfall, partnership use and income streams demonstrates that premises can be efficient in use.

In short, the service manages limited resources effectively, seeks opportunities to give even better value for money through the addition of other provision, eg tourist information centres, remote passport office and use of volunteers to add value, but the bottom line is that significant efficiencies have already been implemented and any further reductions may well mean an inability to meet required levels of provision, unless carefully planned within the context of PLQIM and not least in terms of facilities within an appropriate strategic network.

4. Continuous Improvement & Performance Management

Given the nature of a service that requires to be anticipatory of changing needs, has a high level of adoption of ICT solutions, has experienced significant budget reductions in recent years and which has clear quality frameworks, the Libraries Service is characterised by an absolute commitment to continuous improvement and performance management.

This is evidenced by the results of the PSIF review of the Libraries Service in 2010-2011, with very high performance being achieved. Any significant changes in resource allocation would be likely to have an adverse impact.

Of even more importance is the national quality framework for libraries, PLQIM, which seeks to inform whether or not services are meeting their requirements and by definition the needs of the communities served,.

It would involve a consideration of the key indicators over a 3 year period.

The service is also subjected to effective external scrutiny through the British Computer Society, SQA, Skills Development Scotland, ILA Scotland and VisitScotland, again with all informing the continuous improvement process.

A key process in informing continuous improvement is the involvement of customers as set out in the Consultation Strategy, with user satisfaction surveys being one example, the latest level having increased to 98%.

Equally vital is the involvement of staff, the various approaches adopted in the consultation strategy feeding in to service planning and achieving high performance at efficient cost.

Underpinning all of the activity is relevant management information.

The Libraries Service has an appropriate range of internal statistics covering principal areas of activity.

These are related to targets for each library agreed with the input of staff, and service plan priorities, which are discussed monthly and inform ongoing work plans.

A key source for benchmarking for libraries is the annual CIPFA return with a comprehensive range of inputs, outputs and financial data. These show the service to be high performing at effective cost when compared to other Scottish authorities. The most recent results for the year 2011-2012 are as follows

Active borrowers per 1,000 population	6 th highest
Use of computers per 1,000 pop	4 th highest
Number of service points per 1,000 pop	3 rd highest
Book acquisitions per 1,000 pop	13 th highest
Issues per 1,000 pop	4 th highest
Visits per 1,000 pop	5 th highest
Percentage of children aged 4-12 as members per 1,000 pop	5 th highest

Total revenue income per 1,000 pop 6th highest

Net expenditure per 1,000 pop 10th highest

The statutory indicators for the Libraries Service are now particularly limited, given the new emphasis on PLQIM and the only one is *Number of Visits to Libraries per 1,000 population*. Results for 2011-12 were 708,057.

The service has adopted the Solace Indicators for 2011-12 with particular reference to the cost per visit to libraries, but these while showing that the service was 8th lowest in Scotland when compared to CIPFA and the use of PLQIM reports are of limited value in informing continuous improvement and performance.

5. PLQIM Revisions – Potential Implications

The Public Library Quality Improvement Matrix (PLQIM) exists in order to support and inform the adequate provision of universal public libraries services throughout Scotland.

It is identified that an “adequate service is delivered through a strategic network of public libraries reflecting a range of core functions”. Within these core functions, the overriding requirement is to provide universal access, ie how do we ensure access for all, while delivering these functions against a changing socio-economic, demographic, technological and not least, financial landscape.

It is very clear from Professor Reid’s work (see Appendix 4 point 2 of the committee report) that what was identified as adequate in the past is unlikely to be so now.

It is also clear from Professor Reid’s introductory comments that there is, understandably, a greater expectation on library services in relation to, for example, but not exclusively, digital participation, employability, health promotion and social inclusion as well as the longer established emphasis on reading, and literacy and on learning and skills.

In looking at the imperatives listed by Professor Reid specific concerns require to be addressed in order to ensure that the Council is meeting its statutory obligations. These concerns relate to the identified points as follows.

1. PLQIM cannot determine how many libraries should be within a given authority nor can it determine where they are located. However the redesigned Matrix will strongly emphasise “a strategic network reflecting core services provision.”

Given the re-clarified core functions of the libraries service and, not least, the need to ensure geographic, socio-economic and demographic spread, there are now concerns that the closure of 7 libraries and one mobile unit, with the associated loss of 3 professional posts, will leave a network and overall service that will fail to meet the necessary strategic requirements. These strategic requirements are, in particular, but not exclusively, related to digital participation, access to information and access to reading for all, with the greatest concerns being especially in relation to meeting the needs of the most vulnerable and key target groups.

Hence a revised clearly planned strategic network is now required, which ensures an appropriate accessible level of services and essential outcomes and which should be regularly reviewed and appropriately, professionally staffed.

2. The recalibration of the indicators within PLQIM raises concerns in respect of learning, reader development, information and digital participation. The level of service previously identified as excellent, as underpinned by that previous network of 15 libraries and 2 mobiles, is likely to be seen as adequate at best in terms of content and quality, but inadequate overall because it is failing to involve and impact on communities due to them being unable to access the services.

That said, even with a revised strategic network which might retain some of the libraries identified for closure, the service will meet minimal COSLA standards in relation to, for example, staffing, opening hours and materials.

3. This is primarily a process aspect, but does underline the importance of PLQIM.
4. A key emphasis within PLQIM is that digital participation and engagement will be embedded.

The benefits of digital participation for everyone and to the Council, government and partners are clear, with the compelling current need being to bridge the digital divide and support those disadvantaged through lack of access or skills.

Given this clear embedded emphasis within PLQIM, there are core concerns that the proposed network does not provide adequate access, if these inequalities are to be addressed.

These concerns suggest that a revised strategic network, meaning the retention of some libraries being considered for closure, is essential and

that any revised network will in turn require to be reviewed in the future in relation to socio-economic, demographic and technological developments as well as in relation to developments within PLQIM. Within a local context that future review would include consideration of the upskilling of individuals and improved availability and uptake of broadband in the communities concerned.

5. Effective partnerships have been identified as a strong characteristic of the current service provision, with library facilities and systems being recognised by partners such as Community Care, health services, JobCentre Plus and Skills Development Scotland as effectively connecting with the communities. That strength in connecting with partners and communities relies on the effectiveness of professional staff.

There is a concern that in the future, while partnerships would remain in place, outcomes and impacts may fall well short of what would be seen as adequate if communities do not have reasonable access to services and professional guidance and support.

6. The concern is that, given the increased emphasis on service, authority and government priorities, the proposed network and professional staffing levels are unlikely to ensure adequate delivery.
7. While this is primarily related to process, it clearly emphasises the need for impact across the authority in relation to socio-economic, geographical and demographic factors. There are increased concerns under the proposed PLQIM framework that given the proposed professional staffing levels, the service would fall short of what would be benchmarked as adequate and fail to ensure that essential element of continuous improvement.
8. The proposed revisions to the service following consideration of the proposed revised PLQIM have been identified as ensuring an adequate level of service, with the capacity for service development and strategy being considerably reduced. Certain tasks and responsibilities managed by the Libraries & Museums Manager will require to be assumed by the Principal Librarian. Some of those essential tasks and responsibilities will in turn require to be delegated, but there is currently no capacity for that to happen unless a service restructuring is implemented. An essential revised strategic network and meeting of PLQIM outcomes requires that a professional post identified for deletion be retained, namely that at community librarian level. In summary, even should a revised network and essential professional staffing levels be agreed, the service is likely to remain close to the adequate threshold given the proposed revisions to PLQIM, and attracting particular external scrutiny in relation to the ability to demonstrate continuous improvement and essential enhancement.

6. Summary Conclusions

The service manages limited resources effectively, continuously seeks opportunities to give improved value for money through the addition of other relevant provision and effective partnerships, and performs to a very high level. Significant efficiencies have been implemented and resources are stretched in meeting council priorities, statutory obligations, user needs and essential demands from key partners and other services.

The reality is that the service must respond to socio-economic, demographic and technological changes. It must also respond to economic pressures, not least in relation to a reduction of available resources, while ensuring that the Council meets its statutory obligations in providing adequate library services.

How the service will meet these essential challenges is set out in the Service Improvement Plan and Service Plan (**Appendix 7**)

The key pressures in meeting needs are:

- To target the service even more effectively at children under 5 and their parents, particularly those whose parenting skills are poor, to further support family learning, to target those with low or poor literacy skills by more integrated working with Essential Skills and ESOL, to target learners and older people, all as part of wider strategies, while ensuring continued effective and essential universal provision, with what is now a radically reduced materials budget.

The above is reliant on improved involvement in the delivery of early years strategies, in increased targeted outreach, in continued effective work with Community Care and in further strengthening of reading and library support to schools.

- To effectively anticipate and respond to the increasing needs of partners in the provision of information and information literacy, to develop Morinfo as a corporate tool and to ensure libraries are effective key information points for the communities they serve in addition to ensuring supported access to online services.
- Enabling individuals, particularly those in greatest need to acquire these essential information literacy skills and gain confidence in their use thereby ensuring equality of opportunity to services.
- To effectively anticipate and respond to the increasing demand for accredited learning opportunities, skills development, job clubs, career and employability information within the community planning strategic framework and agreed partnership developments, while recognising that any increase in staffing resources will be met through increased income

- To ensure that libraries are developed as information points, learning centres, reader development centres, community resource points and council/community planning service points, are appropriately well used and that usage of the facilities continuously informs future strategic provision that meets the Council's priorities, resources and statutory obligations.
- To ensure customer focussed services and skilled staff while recognising the need to restructure that staffing within reduced resources, a rapidly changing technological landscape and the absolute need for effective partnership working.
- To address specific concerns in relation to Local Heritage Services where essential developmental issues related to digitisation, conservation and community engagement are not being met and to ensure that the service can more effectively support economic development, learning and other key priorities.
- In terms of collections, to use these collections more effectively in relation to economic development and income generation.
- To seek appropriate partnerships that improve services to the customer and meet priorities while driving down costs.

From the assessment of community need, user uptake of services, the requirements of the revised PLQIM, core information in respect of demographics, qualifications, health and Broadband provision, key priorities and partnerships, the conclusion is that an adequate level of service can be achieved through a strategic network of libraries with these achieving appropriate local access for all.

That no longer means the provision of a library in every community which had traditionally had that service, but does mean that the local communities and communities of needs have an appropriately resourced accessible library.

This in essence translates to a network as follows:

- Elgin Library, serving Elgin and surrounding area and acting as the central library for Moray.
- Buckie and Cullen Libraries serving the east coastal area of Moray and hinterland.
- Keith Library serving Keith and the surrounding area.
- Milne's Learning Centre serving the Fochabers ASG area.

- Lossiemouth and Burghead Libraries serving the west coastal area and Laich of Moray.
- Forres Library serving Forres and surrounding area.
- Aberlour, Dufftown and Tomintoul Libraries serving the wider Speyside and Glenlivet areas.

In addition, the Local Heritage Centre should transfer to Elgin Library.

A mobile library would deliver to rural areas, rural schools, housebound, older people and areas of deprivation, where accessing a static library is not possible for those served.

In parallel there will be an ever increasing emphasis on electronic services.

An overarching principle, as required by PLQIM, would be to regularly review service provision, including that strategic network, within a 3 year programme.

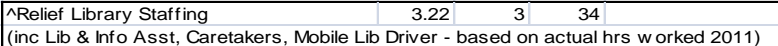
In relation to appropriate access to a local library, while ensuring an adequate service, within projected reduced resources, opening hours can be amended at Buckie, Forres, Keith and Lossiemouth to 45, 45, 40 and 30 per week accordingly. This ensures sufficient access during mornings, afternoons, evenings and Saturdays.

In the case of other libraries the opening hours have been recently reviewed, with some being amended in response to community needs. These existing hours, together with existing staffing levels, are capable of meeting the needs of the now wider communities served.

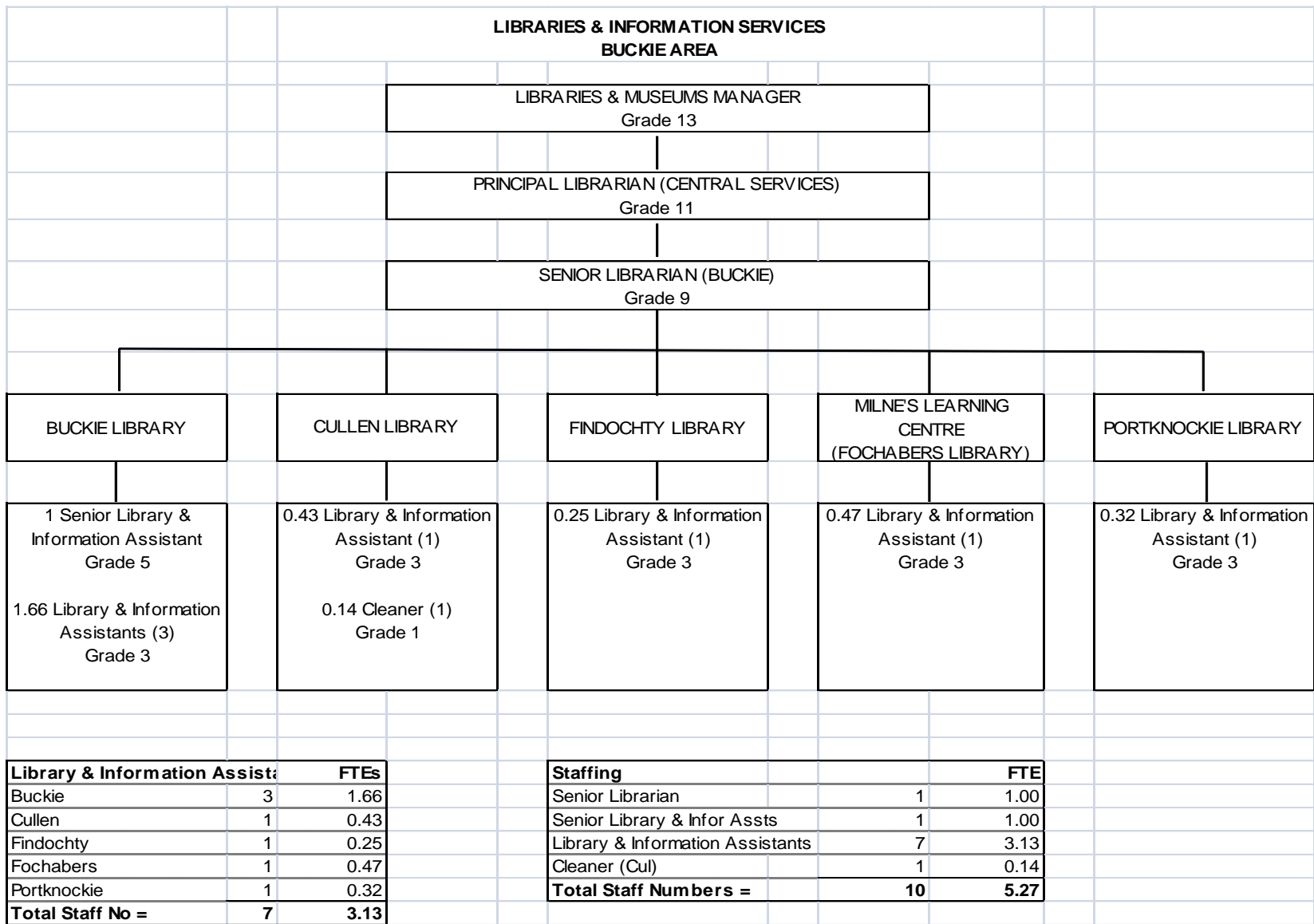
In terms of staffing and to ensure appropriate delivery of services and achieving of required outcomes there is a need to restructure the service, with an increased emphasis on bringing together professional expertise at the centre to ensure holistic approaches, partnerships and service delivery across the service.

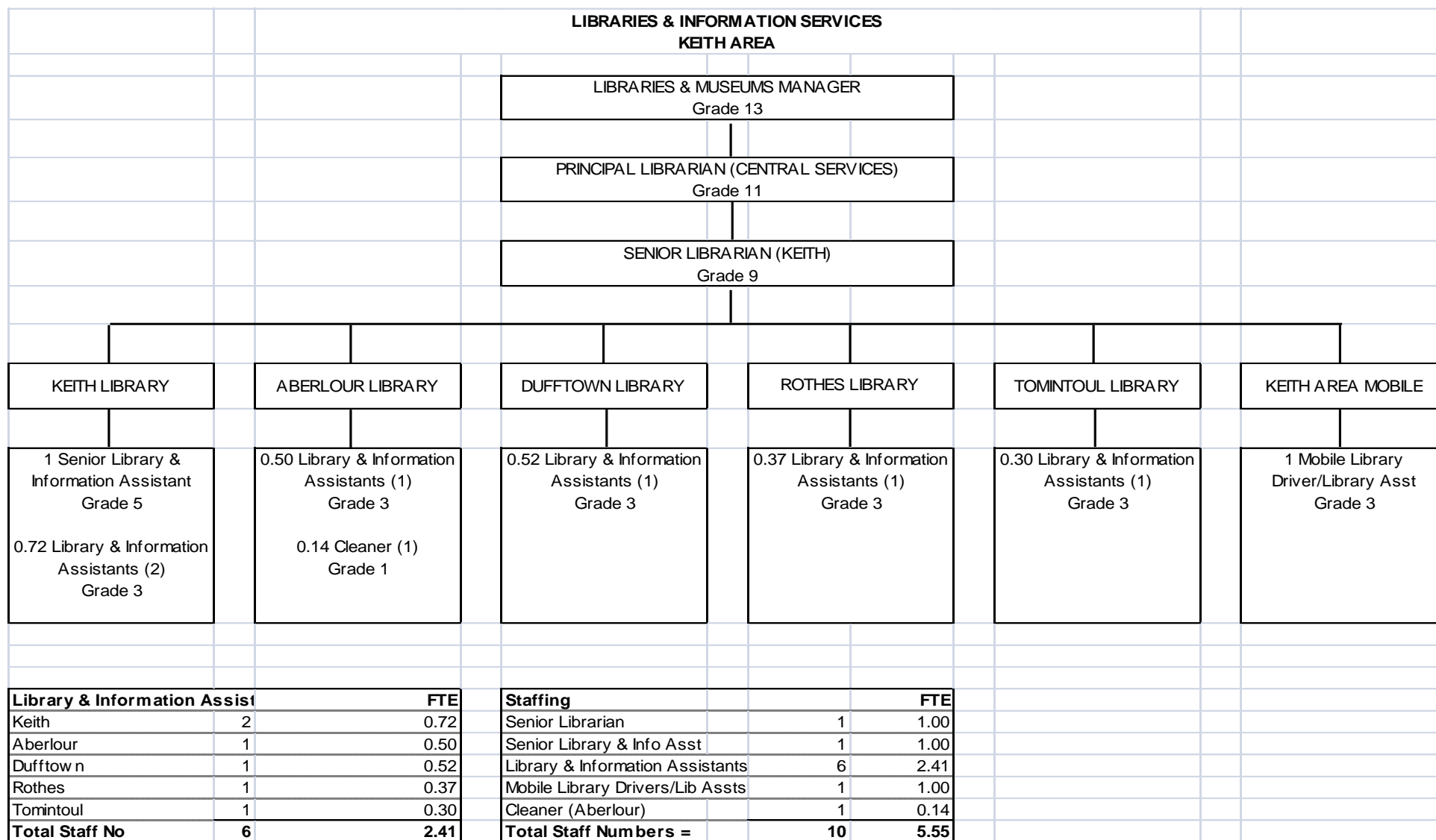
Consideration of needs and PLQIM identifies the requirement of a complement of 7 professional staff supported by the 2 essential co-ordinators' posts. This in turn will allow appropriate support to be given to Senior Library and Information Assistants in principal libraries. This would see the deletion of the Libraries & Museums Managers' post and a Senior Librarian's post from the current establishment.

In short, this service assessment clarifies current and future needs and requirements to an extent that should enable the Council to ensure an adequate library service.



LIBRARIES & INFORMATION SERVICES Elgin & Lossie Area									
LIBRARIES & MUSEUMS MANAGER Grade 13									
CLERICAL ASST Grade 3		PRINCIPAL LIBRARIAN (CENTRAL SERVICES) Grade 11					BUCKIE & KEITH AREAS + FORRES		
LOCAL HERITAGE OFFICER Grade 8	COMMUNITY LIBRARIAN Lossiemouth Area Grade 8	COMMUNITY LIBRARIAN Elgin Grade 8	LENDING SERVICES CO-ORDINATOR Grade 7	INFORMATION SERVICES LIBRARIAN Grade 7	LEARNING CENTRE CO-ORDINATOR Grade 7	SYSTEMS & SUPPORT LIBRARIAN Grade 8			
Local Heritage Centre 1 Library & Information Assistant Grade 3	Lossiemouth Library 1.35 Library & Information Assistants (3) Grade 3 Burghead Library 0.37 Library & Information Assistants (1) Grade 3 Hopeman Library 0.41 Library & Information Assistant (1) Grade 3	Elgin Library 1 Senior Library & Information Assistant Grade 5 3.92 Library & Information Assistants (7) Grade 3 1 Caretaker Grade 2 (All staff may also work in Libraries Support) Elgin Area Mobile 1 Mobile Library Driver/Library Asst Grade 3		Visitor Information Centre 1.67 Library & Information Assistants (Visitor Information) (2perm + 3seasonal) Grade 3	Elgin Library Learning Centre 6.5 Learning Centre Advisers (8) Grade 5	Libraries Support 1 Library & Information Assistant/Driver Grade 3 1 Library & Information Assistant/Relief Driver Grade 3 4.44 Library & Information Assistants (5) Grade 3 (All staff may also work in public library area)			
Lib & Info Assts		FTE		Librarians' & Co-ordinators' Posts		Librarians' Staffing		FTE	
Elgin Lib/Libs Sprt:				Community Librarian (Elgin)		Principal Librarian		1 1.00	
Elgin Lending	7	3.92		Community Librarian (Lossie)		Local Heritage Officer		1 1.00	
Elgin Libs Sprt	5	4.44		Systems & Support Librarian		Librarians		4 4.00	
Visitor Information	5	1.67		Information Services Librarian		Co-ordinators		2 2.00	
						Learning Centre Advisers		8 6.50	
Local Heritage	1	1.00		Learning Centre Co-ordinator		Senior Library & Infor Assts		1 1.00	
Lossie Area:				Lending Services Co-ordinator		Mobile Lib Driver/Lib Asst		1 1.00	
Lossiemouth	3	1.35				Lib & Info Asst/Driver		1 1.00	
Burghead	1	0.37				Lib & Info Asst/Relief Driver		1 1.00	
Hopeman	1	0.41				Library & Information Assistants		23 13.16	
Total Staff No		23 13.16				Caretaker		1 1.00	
						Total Staff Numbers =		44 32.66	





LIBRARIES & INFORMATION SERVICES
FORRES LIBRARY

LIBRARIES & MUSEUMS MANAGER
Grade 13

PRINCIPAL LIBRARIAN (CENTRAL SERVICES)
Grade 11

SENIOR LIBRARIAN (FORRES)
Grade 9

FORRES LIBRARY

1 Senior Library & Information Assistant
Grade 5

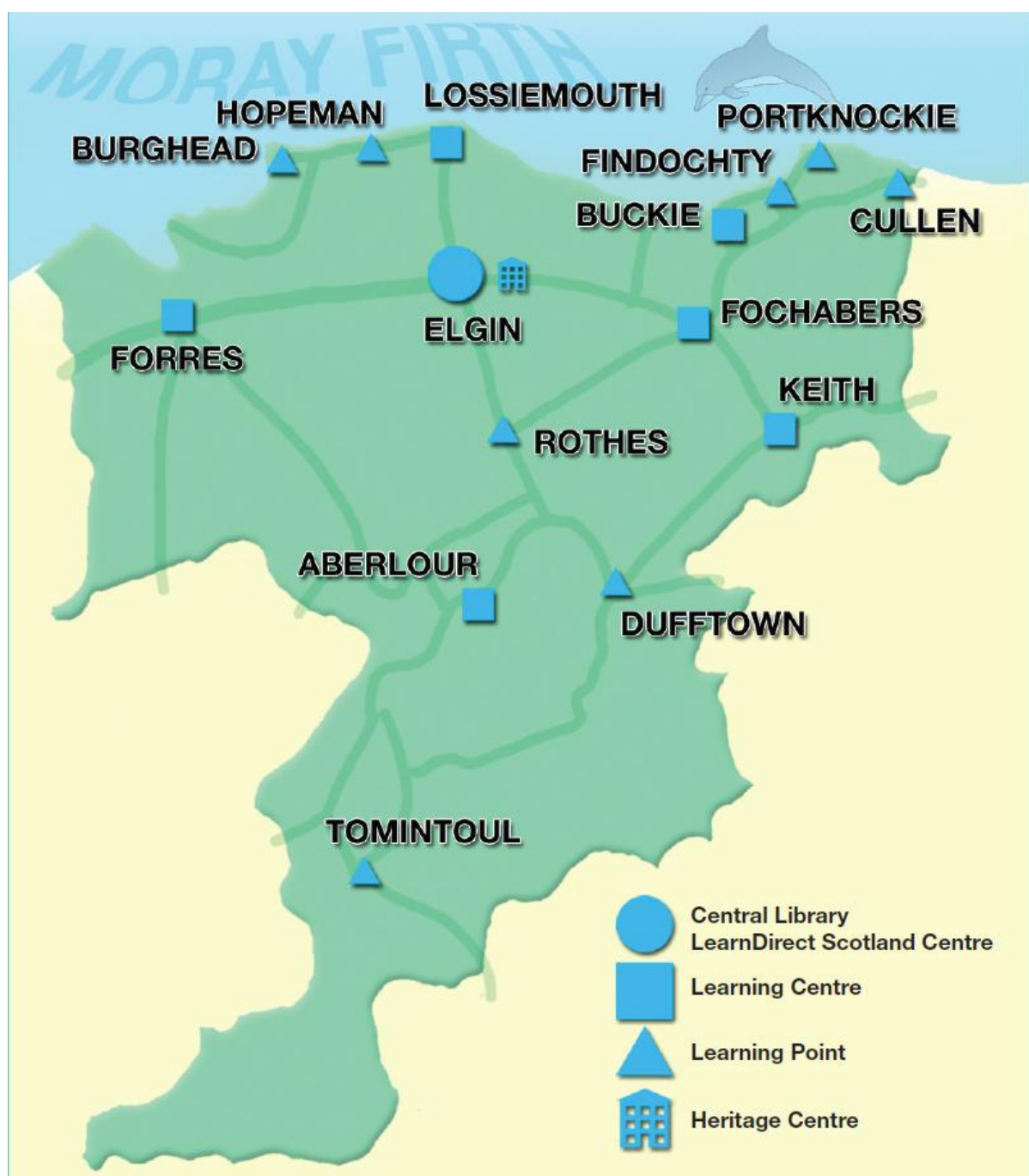
 2.84 Library & Information Assistants (6)
Grade 3

Library & Information Assistants		FTE
Forres	6	2.84

Staffing		FTE
Senior Librarian	1	1.00
Senior Library & Info Asst	1	1.00
Library & Information Assistants	6	2.84
Total Staff Numbers =	8	4.84

THE MORAY COUNCIL – EDUCATION & SOCIAL CARE
LIBRARY OPENING HOURS (July 2012)

FACILITY	LIBRARY OPENING HOURS					
	MON	TUES	WED	THURS	FRI	SAT
ABERLOUR	10 - 12	2.30 - 5 & 5.30 - 8	10 - 12	2.30 - 5 & 5.30 - 8	-	10 - 12
BUCKIE	10 - 8	10 - 8	10 - 8	10 - 8	10 - 5	10 - 12
BURGHEAD	-	2 - 5	-	5 - 8	2 - 5	10 - 12
CULLEN	-	2 - 5 & 6 - 8	-	2 - 5 & 6 - 8	-	10 - 12
DUFFTOWN	-	10 - 12 & 6 - 8	10 - 12	10 - 12 2 - 4 & 6 - 8	2 - 4	10 - 12
ELGIN	10 - 8	10 - 8	10 - 8	10 - 8	10 - 8	10 - 4
FINDOCHTY	-	3.30 - 5.30	5 - 8	3.30 - 5.30	-	10 - 12
FORRES	10 - 8	10 - 8	10 - 8	10 - 8	10 - 8	10 - 12
HOPEMAN	-	5 - 8	-	2 - 5	4 - 8	10 - 12
KEITH	10 - 5	10 - 8	10 - 5	10 - 8	10 - 5	10 - 12
LOSSIEMOUTH	10 - 8	2 - 8	2 - 8	10 - 8	2 - 5	10 - 12
MILNE'S LEARNING CENTRE (Fochabers Library)	TERM TIME					
	Monday – Friday 10 - 12 & 3.30 - 8					10 - 1
	SCHOOL HOLIDAYS					
	-	11 - 1 & 5 - 8	2 - 4	2 - 4	11 - 1 & 5 - 8	10 - 1
PORTKNOCKIE	-	2 - 4 & 5 - 7	-	2 - 4 & 5 - 7	-	10 - 12
ROTHES	-	3 - 5 & 6 - 8	6 - 8	10 - 12 & 2 - 4	-	10 - 12
TOMINTOUL	1.30-3.30 & 6-7.30	1.30 - 3.30	10 - 12	6 - 7.30	1.30 - 3.30	-
LOCAL HERITAGE CENTRE	10 - 5	10 - 8	10 - 5 (Closed Oct-Mar incl)	10 - 5	10 - 5	10 - 12



Needs Assessment – Moray Libraries

The following analysis of Moray is broken down to 'Multi Member Ward' level, of which there are eight that make up Moray.

There are currently 15 libraries in Moray, these are located in the following multi member wards:

Multi Member Ward	Libraries within ward
Buckie	Buckie, Findochty and Portknockie
Elgin City North	Elgin
Elgin City South	Elgin
Fochabers Lhanbryde	Milnes
Forres	Forres
Heldon and Laich	Lossiemouth, Hopeman and Burghead
Keith and Cullen	Keith and Cullen
Speyside Glenlivet	Aberlour, Dufftown, Rothes and Tomintoul

POPULATION AND AGE PROFILE

Multi member ward areas of Forres and Heldon & Laich have the largest populations of just over 14,000 people each, while Elgin City South has the lowest population of 8,169. While the Speyside and Glenlivet ward has one of the lowest area populations (8,616), the actual geographical area it covers equates to over half the entire Moray local authority area.

Multi Member Ward	Total Population	% population female	% population male	% Children (Aged 0-15)	% Working Age (Aged 16-64)	% Pensionable Age (Aged 65+)
Buckie	8,609	50.1%	49.1%	17.45	57.09	25.46
Elgin City North	10,243	50.8%	49.2%	19.57	58.24	22.18
Elgin City South	8,169	47.9%	52.1%	15.79	61.55	22.66
Fochabers Lhanbryde	12,034	51.4%	48.6%	19.44	60.3	20.25
Forres	14,349	49.1%	50.9%	16.43	61.13	22.44
Heldon and Laich	14,801	46.7%	53.3%	17.19	63.87	18.93
Keith and Cullen	9,989	50.4%	49.6%	17.14	57.59	25.27
Speyside Glenlivet	8,616	50.3%	49.7%	16.61	57.22	26.17

Based on 2011 Mid Year estimates

There is a largely even split of female and males within each ward, although Elgin City South and Heldon & Laich have a slightly higher percentage of males at 52.1% and 53.3% respectively.

Elgin City North and Fochabers Lhanbryde wards have the greatest proportion of children (aged 0-15) at 19.57% and 19.44% respectively, while Elgin City South has the lowest proportion at 15.79%. Conversely Speyside Glenlivet (26.17%) has the highest proportion of pensionable aged residents, followed by Buckie (25.46%) and Keith & Cullen (25.27%). Heldon & Laich have the lowest proportion of pensionable aged residents (18.93%) followed by Fochabers Lhanbryde (20.25%).

Heldon & Laich has the highest proportion of working age residents (63.87%), with Elgin City South (61.55%) and Forres (61.13%) next. Buckie has the lowest

percentage of working age population (57.09%), followed by Speyside Glenlivet (57.22%) and Keith & Cullen (57.79%).

HEALTH

The largest number of people claiming Disability Living Allowance (DLA) is in the Forres ward, with over 700 claimants at the end of December 2012. However, the highest proportion of claimants per 100,000 population was in the Buckie ward (5,924), followed by Elgin City South (5,917) and Elgin City North (5,809). The lowest proportion of claimants per 100,000 was in the Heldon & Laich (4,189) and Speyside Glenlivet (4,236) wards.

Multi Member Ward	Total Population	Total no. DLA Claimants (Q4 2012)	DLA claimants per 100,00 (Q4 2012)
Buckie	8,609	510	5,924
Elgin City North	10,243	595	5,808.8
Elgin City South	8,169	510	5,917.2
Fochabers Lhanbryde	12,034	680	5,650.7
Forres	14,349	705	4,913.2
Heldon and Laich	14,801	620	4,188.9
Keith and Cullen	9,989	525	5,255.8
Speyside Glenlivet	8,616	365	4,236.3

The highest proportion of emergency admissions (all ages) per 100,000 was in the Elgin City North ward at a rate of 9,310, followed by Buckie (8,962) and Elgin City South (8,476). The lowest rate

Multi Member Ward	Emergency admissions - all ages rate/100,000	Emergency admissions - aged 65 and over rate/100,000
Buckie	8,962	22,006
Elgin City North	9,310	21,117
Elgin City South	8,476	17,715
Fochabers Lhanbryde	7,498	21,564
Forres	7,557	21,853
Heldon and Laich	7,149	22,150
Keith and Cullen	7,528	17,864
Speyside Glenlivet	7,485	19,089

(all ages) was in the Heldon & Laich ward at a rate of 7,149. The opposite is found for emergency admission rates for people aged 65 and over, with Heldon & Laich showing the highest rate at 22,150. This is followed by Buckie (22,006) and Forres (21,853). The lowest rates were in Elgin City South (17,715) and Keith & Cullen (17,864).

Based on 2005 data

The proportion of new born babies exclusively breastfed up to 6-8 weeks varies widely across the eight wards. The highest rates were in Forres (36.1%), Keith & Cullen (36%) and Heldon & Laich (35.1%). The lowest breastfeeding rates were in Buckie (20.7%) and Elgin City South (21.8%).

Multi Member Ward	% exclusively breastfed at 6-8 weeks
Buckie	20.7%
Elgin City North	27.6%
Elgin City South	21.8%
Fochabers Lhanbryde	24.3%
Forres	36.1%
Heldon and Laich	35.1%
Keith and Cullen	36.0%
Speyside Glenlivet	26.2%

EMPLOYMENT DEPRIVATION

Employment deprivation is used in the Scottish Index of Multiple Deprivation (SIMD) and is calculated using 3 indicators.

1. Working age Claimant Count averaged over 12 months
2. Working age Incapacity Benefits (IB) or Employment and Support Allowance (ESA) recipients
3. Working age Severe Disablement Allowance (SDA) recipients

Multi Member Wards	% Employment Deprived 2012	% population aged 16-64 claiming Key Benefits : 2012Q04	% of population aged 16 plus claiming IB or SDA : 2012Q04	% of 16-64 population claiming IB : 2012Q04	% of 16+ population claiming SDA : 2012Q04	% of population aged 16-64 claiming ESA : 2012Q04
Buckie	11.1	13.9	2.3	2.1	0.7	4.2
Elgin City North	11.4	14.2	2.6	2.3	0.8	4
Elgin City South	10.2	12.6	2.5	2.2	0.8	3.9
Fochabers Lhanbryde	8.1	11.8	1.8	1.8	0.4	4.1
Forres	9.1	12	1.7	1.8	0.3	2.8
Heldon and Laich	6.6	8.8	1.5	1.2	0.5	2.4
Keith and Cullen	8.4	12.8	1.3	1.3	0.3	4.4
Speyside Glenlivet	7.3	9.9	1	1.1	0.2	3.5

INCOME DEPRIVATION

Income deprivation is used in the SIMD and is calculated using 6 indicators.

1. Number of Adults (aged 16-59) receiving Income Support (IS) or income based ESA
2. Number of adults (aged 60+) receiving Guaranteed Pension Credit (GC)
3. Number of children aged (0-15) dependent on a recipient of IS, Job Seekers Allowance (JSA) or ESA
4. Number of adults receiving JSA
5. Number of children aged (0-15) dependent on a recipient of JSA
6. Number of adults and children in Tax Credit Families on low incomes

Multi Member Wards	% Income Deprived 2012	% of population aged 16-64 claiming IS : 2012Q04	% of 16-64 population claiming JSA : 2012Q04	% of population aged 60 and over claiming GC : 2012Q04	% of population aged 16-64 claiming ESA : 2012Q04
Buckie	12.7	2.6	3	17.7	4.2
Elgin City North	11.4	3.4	2.7	13.1	4
Elgin City South	9.6	2.8	2	10.7	3.9
Fochabers Lhanbryde	9	2	1.6	10	4.1
Forres	10.7	1.6	3.2	12.3	2.8
Heldon and Laich	7.2	1.4	1.6	9.5	2.4
Keith and Cullen	9.4	2.1	2.6	11.7	4.4
Speyside Glenlivet	7.7	1.3	1.7	9.3	3.5

BREAKDOWN OF KEY BENEFITS CLAIMANTS BY AGE AND GENDER

Multi Member Wards	% population aged 16-64 claiming Key Benefits : 2012Q04	% population 16 to 24 claiming Key Benefits : 2012Q04	% population 25 to 49 claiming Key Benefits : 2012Q04	% population 50-64 claiming Key Benefits : 2012Q04	% females aged 16- 64 claiming Key Benefits : 2012Q04	% males aged 16- 64 claiming Key Benefits : 2012Q04
Buckie	13.9	13.9	12.5	16.1	14	13.9
Elgin City North	14.2	14.2	12.8	16.7	14.9	13.5
Elgin City South	12.6	13.1	12.4	12.8	13.4	11.9
Fochabers Lhanbryde	11.8	9.8	11.7	12.9	12.7	10.9
Forres	12	8	11.2	15	12.5	11.5
Heldon and Laich	8.8	5.5	8.3	12.3	10.9	7.2
Keith and Cullen	12.8	11.8	12.9	13.1	13.5	12.1
Speyside Glenlivet	9.9	9.2	9.2	10.9	10.2	9.5

The 2 wards with the highest percentage of both Income and Employment deprivation are Buckie and Elgin City North. These wards have the highest percentages of Key Benefits Claimants and in Particular those claiming GC. The high percentage of Key Benefits Claimants is consistent through the age ranges and across genders, with only Keith and Cullen having a slightly higher rate of 25 to 49 year olds claiming key benefits.

The 2 wards with the lowest percentage of both Income and Employment deprivation are Heldon and Laich and Speyside Glenlivet. These wards have the lowest percentages of Key Benefits Claimants which is consistent through the age ranges and across genders, with the only exception in 16-24 year olds in Speyside Glenlivet claiming key benefits having a slightly higher rate than Forres.

ADULT QUALIFICATIONS

Ward level data has been extracted from Nomis, official labour market statistics and uses 2001 census data which is the most up to date available. The 26 wards at that time differ slightly from the multi member wards now in place. Data at a Moray level is also available and uses the ONS annual population survey results for 2012.

All figures for the 2001 census data are for persons aged 16 to 74, whereas 2012 ONS annual population results are for persons aged 16 to 64.

In the 2001 census data, the term 'no qualifications' describes people without academic, vocational or professional qualifications. The term 'lower level' qualification is used to describe qualifications equivalent to levels 1 to 2 of the National Key Learning Targets (i.e. GCSE's O levels, A levels, NVQ levels 1-3). The term 'Higher level' refers to qualifications of levels 4 and above (i.e. first degrees, higher degrees, NVQ levels 4 and 5, HND, HNC and certain professional qualifications).

Qualification definitions for the 2012 ONS annual population, presenting statistics at a Moray level, are shown below the table.

Results at a Moray level shows that around only 10% were classified as having no qualifications, therefore it would be fair to infer that of those categorised from the 2001 census as having no qualifications or level unknown, likewise the majority would represent 'level unknown'. Keeping that in mind, higher percentages of those with no qualification or where levels were unknown were recorded across the areas of Buckie, Keith, New Elgin East and Bishopmill East.

In terms of lower level qualifications for all people, the numbers involved are similar across both sources and timelines. In Moray, 44% of the 2001 census population held qualifications equivalent to levels 1 to 3 of the National Key Learning Targets (i.e. GSCE's O levels, A levels, NVQ levels 1-3). In Moray 54% of the 2012 ONS annual population survey held NVQ 1-3 qualifications.

At ward level from 2001 census data, around half of the Moray census population held lower level qualifications. Around half of the wards listed were equal to or above the Moray percentage average result (43.9%), notably 55% in Lossiemouth West and 49.8% in Finnerne whereas at the other extreme were, 37.4% in Elgin Central West and 39.4% in Rathford.

In terms of higher level qualifications for all people, in Moray, 24.6% of the 2001 census population held qualifications equivalent to levels 4 and above (i.e. first degrees, higher degrees, NVQ levels 4 and 5, HND, HNC and certain professional qualifications). In Moray 31.8% of the 2012 ONS annual population survey held NVQ 4 and above qualifications.

At ward level from 2001 census data, only a quarter of the Moray census population held higher level qualifications. Around half of the wards listed were equal to or above the Moray percentage result (24.6%), notably 38.2% Elgin Central West, 36.7% Heldon and Laich, 36.6% Finnerne, 33.4% Forres East, 31.6% Innes and 31% Elgin Bishopmill West whereas at the other extreme were, 15.4% Buckie West, 15.9% Keith, 16.7% Elgin Bishopmill East, 16.9% New Elgin East, 17.3% Buckie East and Findochty, 18.1% Rural Keith and Rothes and Buckie Central and 19.5% Fife Keith and Strathisla.

Generally a higher percentage of the population in Moray than that evident nationally are economically active, albeit smaller percentages were in professional or senior posts. There was a lower percentage of those claiming out of work benefits than that reported nationally. The majority of jobs in Moray are in service and manufacturing type sectors and in 2012, the gross weekly pay across Moray was below national levels.

Qualification comparisons between Moray and national results from the 2012 ONS annual population survey shows Moray slightly above the national result in terms of NVQ1 qualifications which correlates with levels of those economically active in the type of employment sectors in Moray but more notably below the national result for those with higher level qualifications, again reflecting the employment opportunities in Moray.

Extract from Nomis

Qualifications (Jan 2012-Dec 2012)

 [view time-series](#)  [compare other areas](#)  [query dataset...](#)

	Moray (numbers)	Moray (%)	Scotland (%)	Great Britain (%)
NVQ4 and above	17,000	31.8	38.5	34.4
NVQ3 and above	29,900	56.1	58.5	55.1
NVQ2 and above	38,100	71.6	73.1	71.8
NVQ1 and above	45,600	85.5	83.2	84.0
Other qualifications	3,100	5.8	6.1	6.3
No qualifications	4,700	8.7	10.7	9.7

Source: ONS annual population survey

¹For an explanation of the qualification levels see the definitions section.

Numbers and % are for those of aged 16-64

% is a proportion of resident population of area aged 16-64

No qualifications: No formal qualifications held

Other qualifications: includes foreign qualifications and some professional qualifications

NVQ 1 equivalent: e.g. fewer than 5 GCSEs at grades A-C, foundation GNVQ, NVQ 1, intermediate 1 national qualification (Scotland) or equivalent

NVQ 2 equivalent: e.g. 5 or more GCSEs at grades A-C, intermediate GNVQ, NVQ 2, intermediate 2 national qualification (Scotland) or equivalent

NVQ 3 equivalent: e.g. 2 or more A levels, advanced GNVQ, NVQ 3, 2 or more higher or advanced higher national qualifications (Scotland) or equivalent

NVQ 4 equivalent and above: e.g. HND, Degree and Higher Degree level qualifications or equivalent

	ALL PEOPLE						IN EMPLOYMENT						UNEMPLOYED					
	No qualifications or level unknown		Lower level qualifications		Higher level qualifications		No qualifications or level unknown		Lower level qualifications		Higher level qualifications		No qualifications or level unknown		Lower level qualifications		Higher level qualifications	
Ward	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Moray		31.5		43.9		24.6		22.6		48.5		28.9		30.9		50.8		18.3
21C01 : Elgin - Bishopmill West	661	24.2	1,219	44.7	846	31	272	16.2	782	46.7	620	37	20	19	64	61	21	20
21C02 : Elgin - Bishopmill East	1,013	39.6	1,119	43.7	427	16.7	483	29.9	816	50.5	316	19.6	38	41.8	44	48.4	9	9.9
21C03 : Elgin - Cathedral	757	30.2	1,139	45.4	611	24.4	306	19.2	818	51.4	466	29.3	36	31.6	59	51.8	19	16.7
21C04 : Elgin - Central West	574	24.4	880	37.4	898	38.2	226	15.3	578	39.1	675	45.6	10	15.6	34	53.1	20	31.2
21C05 : New Elgin West	827	34.7	1,069	44.8	490	20.5	409	26.1	803	51.1	358	22.8	24	31.2	37	48.1	16	20.8
21C06 : New Elgin East	926	35.8	1,223	47.3	436	16.9	430	26.6	865	53.5	321	19.9	31	28.7	66	61.1	11	10.2
21C07 : Forres East	547	23.8	981	42.7	767	33.4	228	15.1	692	45.9	587	39	19	27.5	36	52.2	14	20.3
21C08 : Forres Central	852	32.4	1,165	44.3	613	23.3	358	22.5	779	49.1	451	28.4	48	37.8	57	44.9	22	17.3
21C09 : Finnerdie	431	13.6	1,584	49.8	1,165	36.6	182	7.9	1,223	52.9	909	39.3	9	8.7	50	48.1	45	43.3
21C10 : Forres West and Altyre	779	32.6	1,096	45.9	514	21.5	398	25.4	780	49.8	388	24.8	34	31.8	60	56.1	13	12.1
21C11 : Burghsea	759	28.5	1,208	45.3	698	26.2	312	19.4	780	48.6	513	32	25	26.6	52	55.3	17	18.1
21C12 : Heldon and Laich	498	22.1	926	41.2	825	36.7	222	15.5	569	39.8	640	44.7	15	28.3	22	41.5	16	30.2
21C13 : Lossiemouth East	766	31.5	1,069	43.9	599	24.6	350	22.5	739	47.4	469	30.1	26	32.5	37	46.2	17	21.2
21C14 : Lossiemouth West	645	20	1,768	55	804	25	292	12.7	1,375	59.6	641	27.8	21	21.9	59	61.5	16	16.7
21C15 : Lhanbryde and Birnie	701	29.3	1,048	43.7	647	27	310	20.2	724	47.2	500	32.6	30	29.7	52	51.5	19	18.8
21C16 : Innes	695	28	1,003	40.4	784	31.6	324	19.8	702	42.8	614	37.4	20	33.9	27	45.8	12	20.3
21C17 : Lennox	595	29.4	853	42.2	574	28.4	267	22	546	45.1	398	32.9	20	29.9	35	52.2	12	17.9
21C18 : Buckie West	1,013	41.9	1,030	42.7	372	15.4	435	31.3	702	50.5	252	18.1	26	31.3	47	56.6	10	12
21C19 : Buckie Central	889	40.5	908	41.4	397	18.1	410	32.5	611	48.4	241	19.1	32	38.6	39	47	12	14.5
21C20 : Buckie East and Findochty	870	39.5	952	43.2	382	17.3	381	30.3	629	50	249	19.8	32	38.1	40	47.6	12	14.3

	ALL PEOPLE						IN EMPLOYMENT						UNEMPLOYED					
	No qualifications or level unknown		Lower level qualifications		Higher level qualifications		No qualifications or level unknown		Lower level qualifications		Higher level qualifications		No qualifications or level unknown		Lower level qualifications		Higher level qualifications	
Ward	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Moray		31.5		43.9		24.6		22.6		48.5		28.9		30.9		50.8		18.3
21C21 : Rathford	861	37.5	904	39.4	530	23.1	378	29.1	586	45.2	333	25.7	28	35.9	34	43.6	16	20.5
21C22 : Fife - Keith and Strathisla	934	40.3	933	40.2	453	19.5	480	32.5	684	46.3	313	21.2	19	28.4	40	59.7	8	11.9
21C23 : Keith	825	39	955	45.1	337	15.9	358	27.9	675	52.7	249	19.4	43	48.9	37	42	8	9.1
21C24 : Rural Keith and Rothes	827	40.8	833	41.1	366	18.1	388	31.9	563	46.3	264	21.7	33	37.1	42	47.2	14	15.7
21C25 : Speyside	803	33.8	986	41.4	590	24.8	406	26.3	698	45.2	439	28.5	22	35.5	24	38.7	16	25.8
21C26 : Glenlivet	840	38.8	876	40.4	451	20.8	405	31.1	591	45.4	306	23.5	26	34.7	37	49.3	12	16

ACCESS TO INTERNET, INFORMATION AND ONLINE SERVICES

The information in this section was gathered with the assistance of Digital Highlands and Islands of Highlands and Islands Enterprise. The responsibility for the factual accuracy remains with the author of the report.

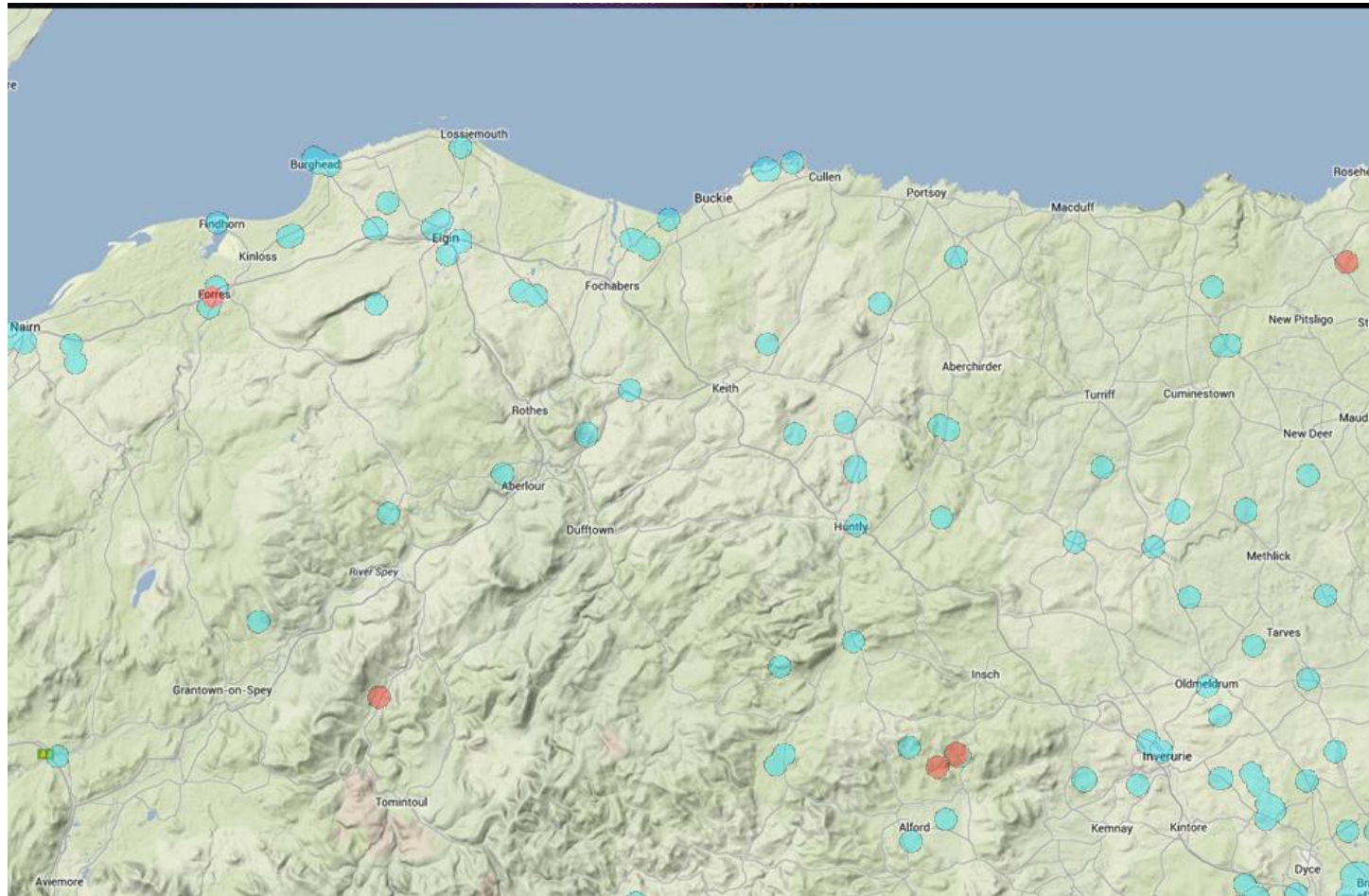
One of the arguments put forward for maintaining the libraries is that in some areas they are the only places where people can access personal computers with broadband connection. Problems with internet connection have been reported during the consultation in and around Burghead and areas around Dufftown.

The map below shows the areas in Moray where there is no broadband coverage (red) or where the broadband speed is less than 2Mb per second. The map is based on reports from users, each circle representing a report. It doesn't necessarily reflect absence of broadband: the issues can be a result of various factors such as:

- proximity to the exchange
- the length and quality of any phone wiring extensions in the home. This doesn't apply to fibre-based broadband, which uses a special data extension kit rather than the existing phone extensions.
- whether all broadband microfilters are correctly installed.
- the processing speed of the computer and router or modem
- the speed of the connection between computer and modem or router.(source: bt.custhelp.com)

Highlands and Islands Enterprise have started an investment project aimed at delivering high speed fibre optic broadband throughout the Highlands and Islands area. It is expected that by the end of 2016, 84% of all homes in the Highlands and Islands area will be connected to the high speed broadband. For Moray this means that the issues currently occurring in and around Burghead are likely to have been resolved. The issues around Dufftown, however, are unlikely to be resolved through this project.

BROADBAND COVERAGE IN MORAY



Source: <http://maps.thinkbroadband.com>

Dufftown Library Opening Hours Survey

1. Introduction

- 1.1 An Opening Hours Survey was carried out during March 2012.
- 1.2 Attempts were made to distribute a questionnaire to every household in the community.
- 1.3 The key purpose was to ensure that opening hours were appropriate following the upgrading of the facility in 2010.
- 1.4 Key questions were:
 - Do you use this library?
 - Do you use any other library/libraries in Moray and which?
 - If you don't use this library would changing the opening hours encourage you to use it?
 - Do the existing hours meet your needs?
 - If the existing hours don't suit, assuming no change in total hours, what would?
- 1.5 Responders were also requested to give any comments, their gender and age.

2. Results

- 2.1 Returns for each library were divided into 3 categories:
 - 1. Users of the library where current hours meet needs
 - 2. Users of this library where current hours do NOT meet needs
 - 3. Non-users of this library

- 2.2 Results were as follows:

	Number	%
1. Users where current hours meet needs	109	77
2. Users where current hours do not meet needs	18	12
3. Non-users of Dufftown Library	15	11
TOTAL Returns	142	100

3. Analysis of Results

- 3.1 Of the 109 users satisfied with the current opening hours 81 were females, 28 were male.
 - 3 (3%) were under 16, 1 (1%) was 16-24, 6 (6%) were 25-39, 28 (26%) were 40-59, 42 (38%) were aged 60-74 and 29 (26%) were aged 75+.
 - 31 users (28%) also used at least one other library, with 29 of these using Elgin, 7 using Aberlour and 6 using Keith.

3.2 Of the 18 users for whom the existing hours don't meet their needs:

12 were female, 6 were male;

1 was under 16 (5%), 2 were 25-39 (11%), 12 were 40-59 (67%), 3 were 60-74 (17%).

7 users also used at least one other library, with usage as follows, Elgin 7, Aberlour 1 and Keith 1.

3.3 Of the 15 non users 11 were female, 4 were male.

1 was 25-39 (7%), 7 were 40-59 (46%), 5 were 60-74 (34%) and 2 were 75+ (13%).

2 non users (13%) also used at least one other library with usage as follows: Elgin 2 and Aberlour 1.

2 would use the library if the hours were changed.

3.4 The overall number of respondents using another library was 40 (28%).

3.5 Specific comments in relation to opening hours are as follows:

Users happy with present hours, 7 comments received as follows

- Because I am retired the hours suit me perfectly, but perhaps working people might like more hours spread.
- Although I am happy with the hours Monday morning would also be a good addition.
- Longer hours would be beneficial.
- I started out trying to simplify the library opening hours so that, if you weren't a regular user, you would know without looking at a form that the library opened four days, say between 10 and 2. Of course this excludes people who work through the day so I think you have it about right.
- I don't think changing the opening hours will affect use.
- Please do not decrease the evening opening hours as these are the only times I get to the library. If anything it would be great if you could increase the evening hours.
- Hours are varied enough for my use.

Of the 18 users not happy with present hours, 9 comments were received as follows:

- If library was open at same time it would be easier to remember. These times would cover people who work and children coming out of school (2-4pm, 4 days per week plus Saturday 10-12).
- 16 hours not enough for the people's use, it should be 32 hours per week.
- Monday afternoon or evening would be better than either of the morning sessions in the week.
- Would prefer open every day and cut down the hours on Thursday.

- I think having the library open for 3 times on a Thursday doesn't make sense.
- Daily opening would help those requiring use of computers.
- Daily opening would be better for just an hour and a half or so.
- Something easier to remember in terms of hours would be better.
- Would like Dufftown to be open more, so that you can utilise computers, wouldn't need to travel to Aberlour.

Of the non users, 3 comments were received as follows:

- I work late so for me 8pm-10pm or 9am-10am (some days) would be the only times I could do. I use computer at Elgin in lunch break session.
- I have used the library in the past and probably will do so again in future. The current hours have always suited me.
- Any other mix in addition to being open every evening until 8pm as I am only at home at weekends and evenings. Because I can never remember which evening is open, I don't go. But if it was open every evening, I would use it.

3.6 Other Comments were received as follows

Users Comments

- Very well equipped library which serves our community superbly (8 comments).
- The library is conveniently situated and it is bright and cheerful.
- Keep it open please.
- This is a great local amenity Well stocked, well staffed. This library is one of the mainstays of my life.
- Very pleased with our library at Dufftown.
- Be lost without it.
- Very friendly and efficient staff (15 comments).
- Internet access very useful.
- I have only used the library to attend a computer course and would definitely do so again.
- Many visitors come to Dufftown during the summer season and the library is the only place providing internet access. For them longer opening hours would be a real advantage.
- I can guarantee the library's closed when I go. May I also comment on how little time and patience your library staff have for children.
- There seems to be many fewer books than there were. Does Dufftown not merit more books?
- The books need changing more often.
- Use Dufftown intermittently. Other libraries, I consider to have better range of books.
- I'd like one shelf of classic fiction , for all ages.
- I would appreciate if you would change your craft books more often, eg woodwork.

Non Users Comments

- Just because I don't use it does not mean it should not be there. Keep it open.
- The library needs to be more proactive in the community with staff coming out to give talks say on local interest/new books to community groups and the school. Also develop information on the history of Dufftown.

3.7 Opening Hours Suggested

(a) by users

	9-10	10-11	11-12	12-1	1-2	2-3	3-4	4-5	5-6	6-7	7-8
Mon	4	5	5			2	3	2	2	3	4
Tues	2	4	4			2	2	1	4	7	6
Wed	3	4	4		1	5	4	3	3	4	3
Thur	2	4	4			3	3	2	4	7	6
Fri	3	4	4		1	5	5	2	2	3	3
Sat		7	7								

(a) by non users

	9-10	10-11	11-12	12-1	1-2	2-3	3-4	4-5	5-6	6-7	7-8
Mon	1	1	1				1	1			1
Tues	1	1					1	1			1
Wed	1						1	1			1
Thur	1	1					1	1			1
Fri	1	1	1				1	1			1
Sat		2	2								

4. Performance

- 4.1 Before any conclusions and recommendations can be reached current usage requirements need to be considered, together with people's preferred length of access to computers and appropriate deployment of staff.

Realistically, a minimum opening session of 2 hours would be required to enable appropriate staffing deployment, access to computers and access to study space.

- 4.2 Current usage of the library, hour by hour is as follows, averaged over the period 1 April 2011 - 31 March 2012.

		Issues		Issues		Issues
Tues	9.30-10am	5	10-11am	12	11-12pm	15
Tues	6-7pm	17	7-8pm	13		
Thurs	9.30-10am	9	10-11am	16	11-12pm	16
Thurs	2-3pm	16	3-4pm	16	4-4.30	5
Thurs	6-7pm	10	7-8pm	6		
Fri	2-3pm	14	3-4pm	12	4-4.30pm	4
Sat	10-11am	21	11-12pm	17		

- 4.3 Overall usage patterns for the last 3 years are as follows. The library was renovated in 2010, when it closed for c.10weeks.

	2009-2010	2010-2011	2011-2112
Issues	13,193	12,635	12,953
Visitors	6,724	7,418	8,864
PC Usage Sessions	857	1,593	2,359
PC Usage Hours	488	1,477	2,463
Active Borrowers	466	530	544

5. Conclusions and Recommendations

Dufftown is a well used library for borrowing, information and computer use.

There is, however, the potential of amending the opening hours to ensure an additional opening, without significant detriment to existing users.

Borrowing between 9.30am and 10.00am Tuesdays and Thursdays and between 4.00pm and 4.30pm on Thursdays and Fridays is relatively low.

By removing these times and creating a 2 hour opening on an additional morning some of the aspirations of the community would be met. The children's storytime would still remain on Thursdays between 9.30 and 10.00am.

Based on performance and feedback, the recommended revised opening hours for Dufftown Library would be:

Monday	Closed
Tuesday	10.00am-12.00pm, 6.00pm-8.00pm
Wednesday	10.00am-12.00pm
Thursday	10.00am-12.00pm, 2.00pm-4.00pm, 6.00pm-8.00pm
Friday	2.00pm-4.00pm
Saturday	10.00am-12.00pm

Roths Library Opening Hours Survey

1. Introduction

- 1.1 An Opening Hours Survey was carried out during March 2012.
- 1.2 Attempts were made to distribute a questionnaire to every household in the community.
- 1.3 The key purpose was to ensure that opening hours were appropriate following the integration of the public and school libraries.
- 1.4 Key questions were:
- Do you use this library?
Do you use any other library/libraries in Moray and which?
If you don't use this library would changing the opening hours encourage you to use it?
Do the existing hours meet your needs?
If the existing hours don't suit, assuming no change in total hours, what would?
- 1.5 Responders were also requested to give any comments, their gender and age.

2. Results

- 2.1 Returns for each library were divided into 3 categories:
1. Users of the library where current hours meet needs
 2. Users of this library where current hours do NOT meet needs
 3. Non-users of this library

- 2.2 Results were as follows:

	Number	%
1. Users where current hours meet needs	76	54
2. Users where current hours do not meet needs	13	9
3. Non-users of Roths Library	53	37
TOTAL Returns	142	100

3. Analysis of Results

- 3.1 Of the 76 users satisfied with the current opening hours 60 were females, 16 were male.
- 4 (5%) were under 16, 8 (11%) were 25-39, 18 (24%) were 40-59, 31 (40%) were aged 60-74 and 15 (20%) were aged 75+.

20 users (26%) also used at least one other library, with 20 of these using Elgin, 5 using Aberlour and 1 using Buckie.

3.2 Of the 13 users for whom the existing hours don't meet their needs:

10 were female, 3 were male;

1 was under 16 (8%), 3 were 25-39 (23%), 6 were 40-59 (46%), 2 were 60-74 (15%) and 1 (8%) did not give their age.

5 users also used at least one other library, with that library being Elgin.

3.3 Of the 53 non users 38 were female, 15 were male.

2 were 16-24 (4%), 7 were 25-39 (13%), 22 were 40-59 (41%), 11 were 60-74 (20%), 11 were 75+ (20%) and 1 (2%) gave no age.

14 non users (26%) also used at least one other library with usage as follows: Elgin 13, Aberlour 1, Buckie 1 and Lossiemouth 1.

18 would use the library if the hours were changed.

Of the 53 non users, 14 indicated that the existing hours were OK and 11 that they were not.

3.4 The overall number of respondents using another library was 38 (27%).

3.5 Specific comments in relation to opening hours are as follows:

Users happy with present hours, 3 comments received as follows

- No changes should be made.
- Ensure at least one evening opening.
- I don't like evenings, mornings are best.

Of the 13 users not happy with present hours, 8 comments were received as follows:

- 1 night a week is not enough, the library needs to cater more for people who work during the day.
- Another evening opening would help.
- It is an inconvenience for High School students.
- An additional evening would be helpful.
- If possible longer opening hours, even 2/3 full days 9/5 or 2 full days & Saturday 9/5.
- Another evening opening instead of Friday morning.
- More evening openings.
- Would like to see library open twice weekly at nights for those working during the day. Also when school starts at 9.00 for parents dropping off kids. Midday for parents picking up/dropping of nursery kids. Daily shifts for older generation/retired.

Of the non users, 8 comments were received as follows:

- I'm working when it's open. I would use the library if open any evening other than a Wednesday
- I would use Rothes Library if open in evenings. I don't have internet access, so use Elgin.
- Any other evening in addition to Wednesday.
- Hours a bit short needs evening openings for workers.
- I work full time and would use the library if it was open more evenings.
- 1 or 2 hours on a Saturday would make accessing the library far more easier.
- Hours at present are not great for people who work traditional hours.
- Saturday would be preferred options. Hours so erratic that you can't remember when library is open. Better if open 2 full days a week.

3.6 Other Comments were received as follows

Users Comments

- Excellent/super library and staff. (9 comments)
- Pleasure to use Rothes Library, Lyn is very pleasant and helpful. (7 comments)
- Disability has kept us from visiting the library but we are keen to see continued use. (2 comments)
- The layout within the primary school is much better but the location is not so central. This means a longer journey for elderly people who no longer own a car.
- Disappointed library moved to school as it is further to go.
- Library should have stayed in the square – more useful for elderly.
- Don't use as much as before as it's been moved from a good central location. Should never have been moved.
- When others are on a training course, computers in school part cannot be used by adults.
- Change books more often.

Non Users Comments

- I do read a lot so might join library. Cheaper than buying.
- As much as I personally have not used the library I believe it is very well used and the kiddies especially enjoy storytime. It would be a shame to deprive the upcoming generation of this small thing.
- The library is too far away now. (3 comments).
- I have no idea where the library is now in Rothes. Not well advertised where it moved to.
- Library is in the wrong place to be able to provide a service to public. Should never have been moved.
- I was more likely to use the library when it was a separate entity and not stuck in Rothes Primary School. Why move it except to save a few pounds? Increase the council tax not cut or decimate the services.

- Don't go to the library now because of all the fuss about adults around schools when you put a library there.
- I don't know where in the school the library is. Perhaps a poster with opening times and a diagram of how to get to it from the school grounds would be really helpful. The poster could go in the post office and the butcher's window.

3.7 Opening Hours Suggested

(a) by users

	9-10	10-11	11-12	12-1	1-2	2-3	3-4	4-5	5-6	6-7	7-8
Mon	1	1	1	1		3				2	2
Tues	1		1		1	3	4	3		1	1
Wed			1		1	3			1	3	3
Thurs	1	3	3			4	3	1	2	2	2
Fri		1	2			2		1	2	2	1
Sat		3	3								

(a) by non users

	9-10	10-11	11-12	12-1	1-2	2-3	3-4	4-5	5-6	6-7	7-8
Mon		4	3		1				3	8	6
Tues	1	2	1	1	2	2	5	5	4	7	6
Wed		3	2		1				3	7	7
Thurs		2	1		1	1	2	2	5	9	6
Fri	1	3	2	2	3	2	3	3	3	6	5
Sat		8	7								

4. Performance

- 4.1 Before any conclusions and recommendations can be reached current usage requirements need to be considered, together with people's preferred length of access to computers and appropriate deployment of staff.

Realistically, a minimum opening session of 2 hours would be required to enable appropriate staffing deployment, access to computers and access to study space.

- 4.2 Current usage of the library, hour by hour is as follows, averaged over the period 1 April 2011 - 31 March 2012.

		Issues		Issues		Issues
Tues	3-4pm	18	4-5pm	9		
Wed	5-6pm	7	6-7pm	12	7-8pm	6
Thurs	10-11am	7	11-12pm	12		
Thurs	2-3pm	7	3-4pm	7	4-5pm	6
Fri	10-11am	6	11-12pm	9		

- 4.3 Overall usage patterns for the last 3 years are as follows. The library was renovated in 2010, when it closed for c.10weeks.

	2009-2010	2010-2011	2011-2112
Issues	6,168	7,152	6,030
Visitors	3,338	4,114	4,574
PC Usage Sessions	726	1,088	1,672
PC Usage Hours	386	1,595	3,118
Active Borrowers	318	361	321

5. Conclusions and Recommendations

The usage of Rothes Library in relation to borrowing by school and public is relatively disappointing following the integration programme.

While some in the community regret the closure of the standalone library and the increased distance to the school location, the reality is that without that move the previous premises which were inadequate would have closed while appropriate computer provision was impossible at the old premises.

There are still concerns about the library being located within a school, but the reality is that in every community with an integrated library (7) and that includes Tomintoul since 1987, the arrangements have worked effectively and safely.

There are very good comments on the quality of service and staff.

In general, there is a desire, particularly by non users, to see Rothes Library open an additional evening and on Saturday morning. These outweigh other suggested opening times.

Based on performance and feedback the recommended revised opening hours for Rothes Library would be:

Monday	Closed
Tuesday	3.00pm-5.00pm, 6.00pm-8.00pm
Wednesday	6.00pm-8.00pm
Thursday	10.00am-12.00pm, 2.00pm-4.00pm
Friday	Closed
Saturday	10.00am-12.00pm

It is recommended that these be reviewed after 1 year.

Customer Survey 2010

Response Summary

Total Started Survey: 685

Total Completed Survey: 684 (99.9%)

	Response Percent	Response Count
1. Which library are you visiting today?		
Aberlour	5.4%	37
Buckie	5.3%	36
Burghead	4.5%	31
Cullen	6.7%	16
Dufftown	5.3%	46
Elgin	29.9%	205
Findochty	3.2%	22
Fochabers	1.8%	12
Forres	10.7%	73
Hopeman	10.1%	69
Keith	5.4%	37
Lossiemouth	8.3%	57
Rothies	1.6%	11
Tomintoul	1.9%	13
	Answered question	685
	Skipped question	0
2. Staff are welcoming, identifiable, approachable, polite and friendly		
Strongly disagree	0.9%	6
Disagree	0.1%	1
Neither agree or disagree	0.9%	6
Agree	13.7%	93
Strongly agree	84.3%	571
	Answered question	677
	Skipped question	8
3. Our buildings and equipment are clean, tidy and well maintained		
Strongly disagree	1.2%	8
Disagree	0.6%	4
Neither agree or disagree	1.8%	12
Agree	25.4%	173
Strongly agree	71.1%	485
	Answered question	682
	Skipped question	3

4. Accurate information about our services, opening hours and charges is available		
Strongly disagree	0.9%	6
Disagree	0.7%	5
Neither agree or disagree	2.2%	15
Agree	28.2%	189
Strongly agree	68.0%	456
	Answered question	671
	Skipped question	14
5. Enquiries are dealt with in a prompt and efficient manner		
Strongly disagree	0.7%	5
Disagree	0.7%	5
Neither agree or disagree	1.8%	12
Agree	19.0%	129
Strongly agree	77.7%	527
	Answered question	678
	Skipped question	7
6. The library is clearly signposted, with appropriate guiding to enable access to facilities and services		
Strongly disagree	3.0%	20
Disagree	5.7%	38
Neither agree or disagree	5.5%	37
Agree	33.3%	223
Strongly agree	52.5%	352
	Answered question	670
	Skipped question	15
7. Comments and suggestions are dealt with promptly		
Strongly disagree	1.4%	9
Disagree	0.5%	3
Neither agree or disagree	7.8%	52
Agree	24.8%	165
Strongly agree	65.5%	435
	Answered question	664
	Skipped question	21
8. During my visit to the library today: (please tick all that apply)		
I borrowed books	69.3%	467
I borrowed audio visual materials	9.8%	66
I used a computer	36.9%	249
I attended a course or activity	4.9%	33
I requested/searched for information	18.0%	121

Other	11.3%	76
	Answered question	674
	Skipped question	11
9. I was satisfied with the service I received today		
Strongly disagree	0.8%	5
Disagree	1.2%	8
Neither agree or disagree	0.9%	6
Agree	14.7%	98
Strongly agree	82.4%	549
	Answered question	666
	Skipped question	19

Library Statistics Summary 2012-13

Issues - Monthly

- Book Issues Comparison Against Previous Year (Annual total, service-wide, by category)
- Audio Visual Issues Comparison Against Previous Year (Annual total, service-wide, by category)
- Record of Issues (Service total, by library, by category)
- Monthly Comparative Summary of Issues Against Previous Year (Service total, by library, Book total & AV total)
- Book Issues Compared to Previous Year (Service total, by library, AF/ANF/JF/JNF)

Issues - Annual Summaries

- Record of Issues (By category, incl targets)
- Summary of Issues Compared to Previous Year (Total books, total AV, % change)
- Summary of Book Issues Compared to Previous Year (Total AF, ANF, JF, JNF, % change)

Issues - Annual Summaries

- Annual Summary of Issues - by month
- Annual Summary of Issues - by library
- Issues Compared to Previous Year
- Book Issues - Percentage Share of AF, ANF, JF, JNF
- Issues Per Head of Population
- Issues Per Staff Member

New Members

- Monthly Summary (Service total, by library, by category)
- Annual Area Summaries incl Targets (By library, by month, by category)
- Annual Summary (Service total, by month, by category)
- Annual Summary (Service total, by library, by category)
- Year on Year Comparison From 2007-08 Onwards (Service-wide, by library total)

Learning Centres/Points

- Monthly PC Usage (from Netloan report received & stored electronically) (Service total, by month)
- Monthly PC Reservations (from Netloan reports received & stored electronically + paper copy to highlight amendments made) (Service total, by month)
- Area Summaries of PC Usage incl targets (Annual summaries, by library, by month)
- Monthly New Learners (Annual summaries):
 - i. Summary service-wide by library/course type;
 - ii. Summary service-wide by month/course type;
 - iii. Summaries individual libraries/course type.
- Monthly Courses/Taster Sessions/Awareness Sessions/Job Club
 - i. Learning Centre Run Courses - Summary service-wide by library/month
 - ii. Taster Sessions – Summary service-wide by library/month
 - iii. Awareness Sessions – Summary service-wide by library/month
 - iv. Elgin Lib Learning Centre Tours/Visits/Talks – Summary by month
 - v. Job Clubs – Summary service-wide by library/month
 - vi.. Learning Centre Courses & Attendees – Summary service-wide by library/course type
 - vii. Learning Centre Courses & Attendees – Summary service-wide by month/course type
 - viii. Summaries individual libraries/course type
- Annual Summary – New Users; PC Usage; Reservations (Service total, by month)

Visitor Numbers

- Annual Summary (Service total, by month, by library)
- Year on Year Comparison From 2006-07 Onwards (Service total, by library total)

- Comparison of Visitor Numbers with previous years with percentage change (Service total, by library total)

Enquiries

- Monthly Summary (Service total, by library, by category)
- Area Summaries (Annual summaries, by library, by month)
- Annual Summary (Service total, by month)
- Annual Summary (Service total, by library)

Library Usage (storytimes, authors visits etc)

- Monthly Summary (Service total, by library, by activity)
- Area Summaries (Annual summaries, by library, by month)
- Annual Summary (Service total, by month)
- Annual Summary (Service total, by library)

Bookbug

- Bookbug Sessions (Service total, by library, by month)
- New Members Joining Due to Bookbug (Service total, by library, by month, adult/junior)
- Bookbug Certificates Issued (Service total, by library, by month)

Self Service Usage

- Annual Summary (Service total, by library, by month, percentage of all issues)

National Entitlement Cards

- Annual Summary (Service total, by library, by month, by category)

eBook & eAudio Issues + Borrowers

- Annual Summary (Service total, by month, by category)

Active Borrowers (Number of Borrowers as % of Resident Population) (By home site & By site of loan)

- Annual Summary (Service total, by library, quarterly cumulative)

Renewals (Number of Online Renewals as % of all Renewals)

- Annual Summary (Service total, by library, quarterly cumulative)

Services to Older People

- New Members Over 60 - Annual Summary (Service total, by library, compared to previous year, quarterly cumulative)
- Active Borrowers Over 60 – Annual Summary (Service total, by library, compared to previous year, quarterly cumulative)
- Issues to Over 60s – Annual Summary (Service total, by library, compared to previous year, quarterly cumulative)

Registered Library Members/Active Borrowers (By home site and by site of loan)

Stock Counts/Figures

- Stock Additions/Withdrawals (annual for service, by category)
- Stock Count

**Libraries & Museums Service Improvement Plan 2012-2015
2013-2014 Revision**

1. Ensure libraries and museums support the health and welfare of the community.	National Priorities 5,6,7,12
1.1 Ensure improved provision, access to and increased uptake of health and welfare information and services through effective partnerships that improve the physical and mental wellbeing of communities and meet SOA priorities.	
<ul style="list-style-type: none"> • Through partnership activity welfare information provision is strengthened and targeted, leading to increased uptake. • The public are effectively supported in accessing services, particularly online services. • “Health Matters” initiative involvement delivers agreed outcomes, including “Books on Prescription”. • Appropriate health and welfare related events and initiatives are delivered through libraries leading to improved understanding and improved health. • Partners are encouraged to use libraries and mobile libraries as outlets and there is evidence of increased activity and effectiveness. • Participation in Moray Mental Health Arts & Film Festival achieves agreed outcomes. • Effectiveness of “alcohol matters” project is reviewed to inform future initiatives and involvement. 	
1.2 Ensure effective participation and positive outcomes in the council’s Strategy for Services to Older People.	
<ul style="list-style-type: none"> • Partnership with community care ensures appropriate targeting of resources and skills, removal of duplication of activity and appropriate and effective new initiatives. • Improved promotional and outreach programmes lead to an increase in membership. • Borrowing by this age group increases. • Learning provision is targeted, promoted by all staff and leads to increased uptake. • Customers are effectively supported by all staff in the use of ICT, leading to increased evidenced uptake and skills. • Information provision is co-ordinated and effectively meets needs, is promoted and supported by all staff, leading to improved usage and understanding. • Housebound, old people’s homes and sheltered housing services are effective. • Library and museum based outreach activities are directly related to clear outcomes, are effective, add value to the service and support user needs. • More older volunteers are enrolled, directly support service priorities and gain satisfaction from their input. • Partnership work is outcomes based and demonstrably effective. 	

2. Ensure effective corporate records management.	12
<ul style="list-style-type: none"> The Council's Records Management Plan(RMP) meets the requirements of the Public Records (Scotland) Act and is submitted by November 2013. The records management toolkit is implemented across all services. 	
3. Implement the Lifelong Learning Strategy to develop appropriate skills for life, work and employability.	1,2,3,4,6,11,12
3.1 Ensure systematic and effective engagement with learners, leading to increased uptake and improved skills.	
<ul style="list-style-type: none"> Consultation methods improve targeting, uptake of learning opportunities and informing of local learning and skills intelligence. Existing learner feedback methods are further improved. Learning focus group feeds back and informs future needs, provision and partnership. Learning marketing and promotion campaign is developed, delivered and increases uptake. 	
3.2 Provide flexible, appropriate and accessible learning opportunities that lead to increased uptake, improved skills and are underpinned by more effective use of resources.	
<ul style="list-style-type: none"> Learning provision is reviewed to ensure appropriate opportunities, clarity of offer within each course and appropriate use of resources. Effective targeted and agreed appropriate level of provision for unemployed, general learners, community groups, local businesses is delivered at each learning centre to agreed targets. Partner learning delivery is implemented as agreed, leading to improved choices, uptake and income. 	
3.3 Provide accessible and effective information, advice and guidance.	
<ul style="list-style-type: none"> The service effectively contributes to an integrated approach to information, advice, guidance and referral leading to improved progression, employability and skills. Job clubs are further developed in partnership and with the involvement of volunteers. Staff are effective and appropriately trained in giving advice, guidance, information and referral. 	
3.4 Ensure meaningful opportunities for progression.	
<ul style="list-style-type: none"> Effective marketing is carried out with partners to promote a range of learning opportunities, leading to wider uptake, progression, improved skills and qualifications. The service effectively contributes to employability strategies and initiatives. Liaison with Job Centre Plus, Skills Development Scotland and 	

<p>other partners continues to be effective and encourages improved progression and uptake.</p> <ul style="list-style-type: none"> • Work with groups of young learners continues to be delivered within strategic framework and achieves positive outcomes. • Joint working ESOL and Essential Skills ensures evidenced progression to positive learning outcomes. • Input to strategies and working groups is effective, learner focussed and ensures appropriate library involvement. 	
4. Ensure the Libraries Service encourages and increases digital participation across Moray.	1,2,3,4,6,11,12
<ul style="list-style-type: none"> • There is effective input to corporate/community planning digital participation strategies. • A libraries digital participation strategy is prepared and delivered. • Effective partnerships are achieved with key services. • Promotion of digital services is effective in all libraries and there is evidence of effective staff support. • There is effective improvement in key national initiatives and promotions. • SOA outcomes are delivered. 	
5. Develop reading as a lifelong essential skill.	2,3,4,6,12
5.1 Further develop and deliver effective Reader Development strategies that improve literacy and enjoyment of reading.	
<ul style="list-style-type: none"> • Agreed programme of reader development focussed on widening audiences, increasing issues and supporting literacy for learning and life is implemented to intended outcomes. • Summer Reading Challenge and autumn reading challenge attract new readers, exceed previous levels of uptake and support reading abilities. • Book Festival attracts audiences from across Moray, attracts visitors to Moray, has increased number of attendees and strengthens Moray's events calendar. • eBook and eAudio book provision meets intended outcomes in terms of uptake and support to target groups. • Shared Reading programme develops skills in target groups. 	
6. Ensure libraries and museums deliver economic development.	1,12
6.1 Develop and deliver heritage projects within the Economic Strategy for Moray.	
<ul style="list-style-type: none"> • Castle to Cathedral to Cashmere project is developed within agreed timescales, resources and outcomes. • Co-ordinated digitisation programmes are identified and implemented. • There is effective participation in the Forres CARS. 	

Libraries & Museums Service Plan 2013-2014

1. Information	National Priorities 2,3,5,6,12
1.1 Establish Morinfo as a key community database and events calendar.	
<ul style="list-style-type: none"> Promotional programme is agreed by June 2013, launched and impact reviewed. Services/organisations are contacted to encourage use of events. Morinfo is further adopted as a corporate tool to reduce duplication. Coverage becomes more comprehensive leading to greater use, particularly for events etc. 	
1.2 Ensure all service points promote and support access to online information and online services leading to increased uptake.	
<ul style="list-style-type: none"> User support programmes are implemented by June 2013 and effectiveness regularly reviewed. Usage of online services increases by 5%. Users are more confident and competent in information handling. 	
1.3 Ensure information provided via the libraries service is current, co-ordinated and offers choices of formats.	
<ul style="list-style-type: none"> Reference provision is reviewed by September 2013. Uptake of existing information is reviewed to inform future strategy. Liaison with other council services and community planning partners identifies opportunities for libraries and library systems to be effective corporate outlets. Current ICT applications for information provision are researched on ongoing basis and inform ICT plan. Information strategy is produced by March 2014. 	
2. Learning	3,4
2.1 Ensure earliest engagement to support family learning at key stages.	
<ul style="list-style-type: none"> Input to relevant children's/parenting working groups is effective and supports positive outcomes. Bookbug programme is effectively delivered, promoted and monitored achieving 90%+ uptake, and impacts on those in greatest need. Effective outreach programmes are delivered in agreed communities/areas of need to positive outcomes. Programme of events/initiatives involving families and integrated activities are planned, wherever possible in partnership, agreed and delivered to key target groups. 	

<ul style="list-style-type: none"> • Effective outreach with schools and playgroups and involvement in transition initiatives increase pupils' and parents' use/involvement with the library. 	
3. Marketing & Promotion	1,3,5,6,11,12
3.1 Ensure the libraries promotional and publicity guidelines are implemented and monitored effectively.	
<ul style="list-style-type: none"> • Agreed programmes are well planned, appropriately delivered and achieve intended outcomes. • Agreed publicity is produced to agreed timescales and standards, adopts agreed methods and its effectiveness is continuously monitored. • The services' web pages ensure relevant targeted information and are appropriately maintained. • The use of Facebook ensures maximum impact and best use of resources. • The library app is effectively targeted, promoted and used. • There is good evidence of effective delivery to key target groups. • Mini-LEAP is used for planning and to measure impact. • Targets are effectively monitored, addressed and met. 	
3.2 Implement the revised Libraries Consultation Strategy.	
<ul style="list-style-type: none"> • Strategy is revised in light of budgetary reductions. • Agreed surveys are implemented, with results used to inform service development. • Methodology is effectively informed by corporate developments. • Working groups effectively implement remits within agreed timescales. • Focus groups effectively inform service developments and service evaluation. • Monitoring of service standards is reflected in further improved performance. 	
4. Heritage & Tourism	1,3,6,11
4.1 Continue to develop and promote Adlib to encourage public access.	
<ul style="list-style-type: none"> • A programme of catalogue inputting is agreed and implemented. • A programme of image inputting is agreed and implemented. • The resource is promoted, made easily accessible on the web and there is evidence of use. • Adlib is effectively used for museums accessions documentation and recording of heritage assets valuations. • Future management/hosting of Adlib is reviewed in light of museums transfer. 	
4.2 Further develop and deliver Local Heritage Centre programmes that widen and increase usage.	

<ul style="list-style-type: none"> • Transfer of service to Elgin Library is planned • Agreed publicity and promotional programmes lead to increased uptake. • Outreach and educational programmes lead to increased uptake. • Volunteer numbers increase and support programme priorities. 	
4.3 Deliver the Local Heritage collection's development programme.	
<ul style="list-style-type: none"> • Cataloguing and indexing programmes meet priorities and inform digitisation programmes. • Collections policy is implemented effectively. • Procedures for storing and transporting of archives are effective. • Replacement microfilm programme implemented. • Digitisation programme using MacPherson bequest is developed. • Options appraisal for future store of archives is implemented. 	
4.4 Ensure appropriate visitor information services at Elgin Library.	
<ul style="list-style-type: none"> • Libraries staff are appropriately trained and deployed. • Visitor information is collected and informs tourism strategies. • Retail activity meets targets. • Liaison with accommodation and other providers is effective, leading to improved business. • Networking with key identified visitor information outlets in Elgin is effective and informs Castle to Cathedral to Cashmere developments. • Appropriate quality standards are consistently achieved. 	
5. Ensure agreed service developments	12
5.1 Continue to implement the revised museums quality system.	
<ul style="list-style-type: none"> • Results for service and Elgin Museum are reported to committee. • Further indicators for evaluation are agreed. 	
5.2 Evaluate agreed PLQIM indicators, report and implement outcomes.	
<ul style="list-style-type: none"> • Indicators 1 and 6 are evaluated. • Service users are effectively involved in evaluations. • Appropriate staff participate in other authority evaluations. • Process and outcomes are embedded in service planning, provision and priorities. 	
5.3 Review appropriateness of stock management system.	
<ul style="list-style-type: none"> • Current system is reviewed • Recommendations are drafted and implemented as appropriate. 	

5.4 Implement the budgetary proposals for libraries.	
<ul style="list-style-type: none"> • Ensure EIA carried out. • Implement staff reductions and new staff structures. • Implement closure of libraries and revised opening hours. • Implement reduction in mobile library service. • Plan transfer of Local Heritage Service to Elgin Library. • Determine future capacity of service. • Ensure service meets its statutory obligations and priorities. 	
5.5 Implement the budgetary proposals for museums.	
<ul style="list-style-type: none"> • Consult with communities via the CAT process and team. • Identify alternative ICT approaches eg for Adlib. • Implement staffing proposals. • Support staff and new organisations assuming responsibility during transfer period. 	
6. Staff	
6.1 Ensure staff development is effective and related to service needs.	
<ul style="list-style-type: none"> • Service effectively informs and is informed by CIT staff development guidance. • Agreed training plan is implemented. • ERDP is implemented effectively and within agreed January-March annual period. • Effective ongoing training and support is carried out at a local level by supervisors for all staff and monitored for effectiveness. • Staff manuals on L:Drive are used consistently and effectively by all staff. • Scripts for core procedures are implemented to ensure consistency. • Succession planning strategy is agreed and implemented effectively. 	