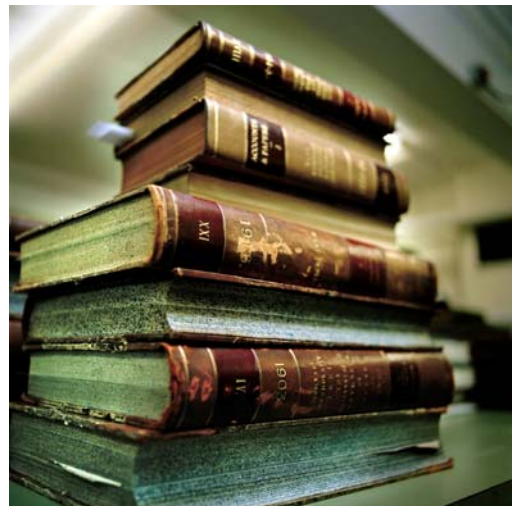


Next Generation Library and Information Services Strategy 2012- 2015



Introduction

The Library and Information Service plays a vital role across the city. Located in the heart of communities it provides free access to reading, media, IT and information services to citizens of all ages. Services are delivered in a variety of ways to meet the needs of customers; these include 27 Community Libraries, Central Library, Virtual Library, Prison Library, Mobile Library, Interpretation and Translation Services and services to hospitals and care homes.

The service faces unprecedented change as user demands and expectations develop in line with technological advances and an increasing proportion of books and resources are created digitally rather than in print.

Challenging economic circumstances require that we work in partnership to deliver city wide outcomes and make best use of our buildings and resources. The Strategy takes account of the budget saving decisions taken by the Council in February 2011 which approved moving to a tiered approach to the library service in order to ensure sustainability of provision across the city.

The Next Generation Library and Information Service Strategy presents a comprehensive framework to take the service forward into the 21st century. It encourages evolution of high quality, joined up service delivery located within communities, inviting user participation in the development of services to ensure we meet customer demands and based on the delivery of service excellence.

It supports ongoing access to the range of library facilities across the city and delivers new library facilities at Drumbrae and Craigmillar.



Catalysts for change

- Changing customer demands and expectations
- The need for joined up working to meet citywide outcomes
- Public sector funding pressures
- The need to improve the fabric of some of our library buildings
- An increasing proportion of books and resources being created electronically rather than in print
- The shift to mobile technology and The Web revolutionising the way customers work
- Our developing key role in learning and employability

The Vision

Better libraries, better lives

Library and information services will be built on excellent customer service, providing a service which inspires our customers and supports strong community connections.



The Library and Information Services will:

- Provide the highest performing library and information service in Scotland by 2015
- Meet the needs of customers, by listening to their needs
- Ensure our citizens, especially young people, have the right skills for the future, by providing them with free access to the digital world, knowledge, information and community support
- Embrace the future by continually making the best use of technology and resources

The key outcomes:

- Access to library and information services through neighbourhood hubs
- Buildings fit for purpose, in the right place
- Innovative and excellent 24/7 electronic access to library services
- Improved literacy and digital skills and enhanced love of reading
- Effective use of technology to deliver service improvements
- Empowered and motivated staff delivering excellent customer service
- Best Value from resources and assets through partnership arrangements, innovation, income generation and new ways of working
- Increased customer base supported by clear marketing and promotion of the service



Community Hubs

Integrated Local Services

Traditionally the core of the library service has been within stand alone library buildings across the City. This physical presence will remain at the heart of the service but with the focus on libraries as an integral part of Community Hub facilities.



The "Hub" approach will see the development of libraries as part of a joint service at local level where the community can access a range of neighbourhood and information services; a seamless delivery model which provides best value use of physical buildings and assets within the community. Hubs can involve cross council services as well as a shared service opportunity with other partners.

The two new flagship Community Hubs at Craigmillar and Drumbrae are ideal examples of the model of future services with Services for Communities (SfC) neighbourhood office and library facilities provided alongside other service provision including partner agencies.

In developing and integrating this dynamic model across library services a range of approaches will be necessary. Craigmillar and Drumbrae have utilised new build opportunities within the Council. Looking forward, links will continue to be established and developed to identify potential opportunities to provide library services as part of any new developments either alongside other Council services or in partnership with other agencies.



Alternative approaches where integrated service delivery has been achieved include:

- The new library provision in South Neighbourhood Office which achieves better utilisation of usable space alongside a range of other services
- GATE 55 which has the library operating alongside Community Education and Stevenson College
- Development of Neighbourhood Office facilities within the Leith Library
- Combining registration and library services in Kirkliston



With the aim of identifying any other similar opportunities a feasibility study into opportunities for joint working with Community Education and Schools is underway which will explore a range of possible options across the City.

What will be different?

Community Hubs will be the first place for residents seeking information, trusted one stop neighbourhood hubs for engagement, employability, leisure and learning. All citizens from families, older people and students will use these services regularly for relaxation, leisure and fun. The Hub will become a shop front for local activities, particularly those that support healthy living, culture and education.

Buildings fit for purpose in the right place

In developing a service ready for the 21st century a key element is ensuring buildings are fit for purpose and in the right place.



As outlined in the previous section the objective is shared community hub provision while maintaining our current service spread across the city.

Some of our libraries still require a level of improvement work to refresh the buildings and allow the provision of services which customers expect and which take the service forward into the 21st century.



Customers are telling us clearly they expect a quality experience when using our services, a vibrant, bright welcoming space providing a modern environment with the opportunity for reading, activities, relaxation, enjoyment, information and learning.

To date major refurbishment has been carried out in the following libraries:

- Stockbridge
- Portobello
- Morningside

In addition new provision has been achieved in Captains Road, with new facilities scheduled to open during 2012 in:

- Drumbrae
- Craigmillar



Current Capital resources are committed to achieving DDA compliance and fabric repairs to a further six libraries in the city.

However to achieve the level and standard of investment and refurbishment needed across the library estate a longer term innovative approach is required, maximising opportunities available from other potential shared facilities including new developments. This will require a flexible approach working with public and private sector partners and educating developers and investors in the regeneration potential of library and information services.

The Central Library presents a particularly urgent challenge in finding solutions to the investment and service development needs currently experienced. An affordable, sustainable solution is required to provide a facility worthy of the Capital City, its citizens and visitors and the historic and valuable collections held there.



The Strategy therefore prioritises finding best value sustainable solutions to:

- Develop and improve the library estate to provide high quality public facilities and internal spaces
- Have a Central Library that is a flagship and destination venue for the City
- Identify opportunities to improve services through co-locating with partners including wider council services, Police, Health, and the commercial and learning sectors

What will be different?

Customers will be drawn to libraries as they will be fit for purpose in the right place, working economically and efficiently, delivering library and information services for the Council and partner organisations. Customers will enjoy attractive surroundings and modern facilities.

Sustaining Library Provision

Sustaining the wide range of library provision within the city and responding to customer demand are key objectives. To achieve these against the current challenging financial backdrop, Council has approved a tiered service model.

Customer consultation and usage rates indicate that Saturday openings are a priority and this model allows for extended openings. It has also shown that current variations in opening hours across the city's libraries are confusing and that standardising hours is a key area of improvement for the service.

In developing the proposed opening hour patterns, customer usage patterns and experience of staff have been taken into account.

The model will be based on 3 library groupings:

- Group A - the biggest libraries where the widest variety of resources are available to the largest number of users**
- Group B - those libraries with a medium catchment and lower usage**
- Group C - the smallest libraries with the smallest catchment areas**

Opening Hours			
Day	Group A (51 hrs)	Group B (42 hrs)	Group C (32 hrs)
Monday	10.00 – 20.00	13.00 – 20.00	13.00 – 20.00
Tuesday	10.00 – 20.00	10.00 – 17.00	10.00 – 17.00
Wednesday	10.00 – 20.00	13.00 – 20.00	13.00 – 20.00
Thursday	10.00 – 17.00	10.00 – 17.00	Closed
Friday	10.00 – 17.00	10.00 – 17.00	10.00 – 17.00
Saturday	10.00 – 17.00	10.00 – 17.00	10.00 – 14.00
Sunday	Closed	Closed	Closed



A tiered approach to library provision sustains current library services and also delivers the opening of new facilities at Drumbrae and Craigmillar.

Opening hours are targeted to reflect customer demand and visitor numbers. In line with service demand, Saturday opening will be extended across the city and Sunday opening (currently 1-5 pm) will no longer be available in the six libraries which offer this. Thursday opening will also be affected.

All library facilities will be supplemented by the rapidly developing digital library offer, the virtual library and the mobile library service.

In each neighbourhood area there are at least two Group A libraries offering extended opening hours.

Locations		
Group A 51 Hours	Group B 42 Hours	Group C 32 Hours
Blackhall (N)	Currie	Balerno
Corstorphine (W)	Fountainbridge	Balgreen
Craigmillar (E)	Kirkliston	Colinton
Central Library (C)	Moredun	Gilmerton
Drumbrae (W)	Piershill	Granton
Leith (L)	Sighthill	Ratho
McDonald Road (L)	South Office	South Queensferry
Morningside (S)	Stockbridge	
Muirhouse (N)		
Newington (S)		
Oxgangs (SW)		
Portobello (E)		
Wester Hailes (SW)		

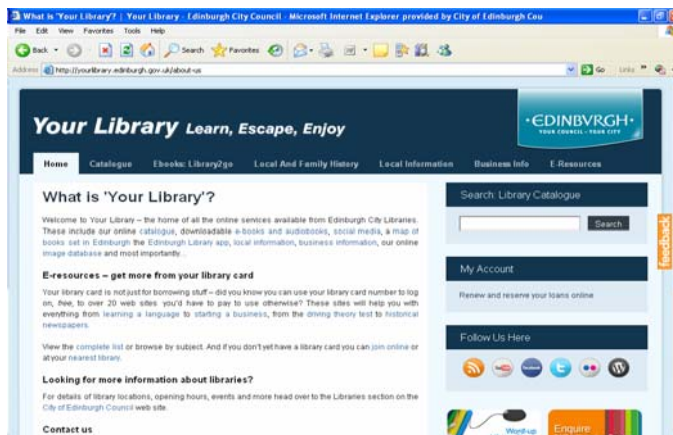


What will be different?

- **Closer alignment of opening hours across the city**
- **Minimised reduction of opening hours**
- **Extension of hours at McDonald Road reflecting visitor count**
- **Thursday closure in Group C & Thursday evening closure citywide**
- **Extension of current Saturday service to reflect customer demand**
- **Sunday pm opening in 6 libraries no longer available**
- **New services at Drumbrae and Craigmillar**

Virtual Library

In line with customer demand the innovative 24/7 Virtual Library was launched in 2010 providing a unique portal that brings together all digital resources, including catalogues, databases, and other websites under one single interface. The portal is making it easier for customers to join, renew, reserve, download items and use and learn with high quality electronic resources. Since its inception, use of the virtual library has grown consistently and accounts for an increasing percentage of business.

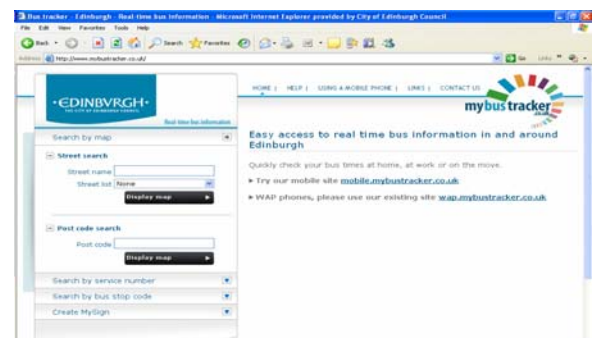


In addition to electronic access to services an innovative set of social networks have also been established to promote local libraries and other services across the city and enhance community engagement. **'Your Edinburgh'** is one aspect of the Virtual Library which involves neighbourhoods and community groups in the process of providing and improving local information – an invaluable local asset which ensures that

library users can feel a sense of ownership and a ready accessible means to stimulate engagement.

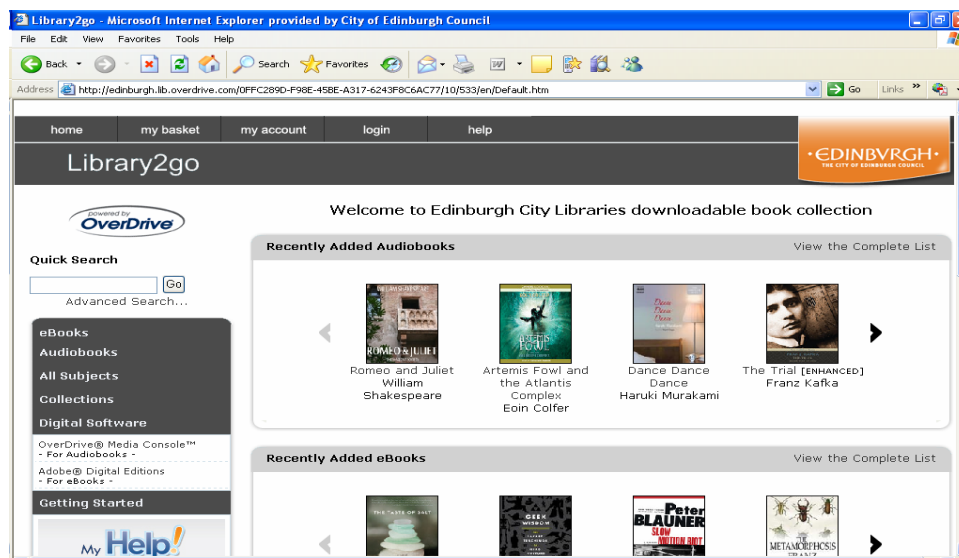
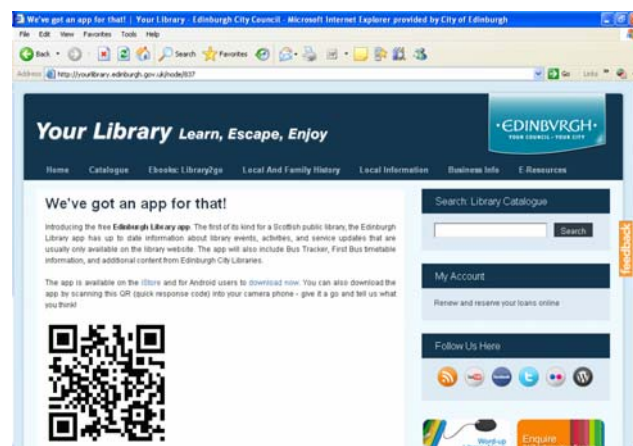
Mobile device and smartphone users increasingly expect access to virtual resources, and this will become a key access channel for customers in the future. The Edinburgh Library App allows citizens and visitors to find out about the Library and Information Services available across the city. The App provides access to useful information such as:

- Finding and locating the nearest library, with directions
- MyBusTracker information and First Bus timetable information for the Edinburgh area
- Library events and activities information
- Dynamic service information updates



The service will maintain and further develop a leading edge role in electronic libraries and information through;

- Use of digital technology to drive better services and lower costs
- Redesign and improvement of the Virtual Library Portal
- Development of the genealogical and local history offer, exploring income generating options
- Meeting customer demand through improved personalisation of electronic services
- Further development of the Library App
- Development of further downloadable content in the form of e-Books and E-audio books, broadening the service appeal to sections of the community that may not previously have been attracted by traditional library services



What will be different?

More and more people will be using the Library App, downloading resources, using electronic learning materials and interacting online. Libraries will be the search of choice with local accredited information. This interaction will also encourage customers to visit for borrowing, learning, events, getting the most from your library sessions and family days.

Technology

The recent explosion of digital devices and their increased capabilities has presented opportunities and challenges in developing new ways of working.

The challenge is to create a cohesive customer experience across multiple platforms and channels.

The opportunity is the modernisation of service delivery in line with customer expectations freeing staff to engage and support service users in a meaningful way.

In developing use of technology the key service aims will include:

- Digitising valuable and unique collections
- The continued roll out of self service
- Further installation of wi-fi
- Development of a new resource discovery system, offering enhanced access to our collections and electronic resources
- Further development of the website and online discovery tools
- Maximising remote access to services



What will be different?

Libraries will be modern and alive with technology and will have made a huge contribution to the "Intelligent City". Staff will be freed up to interact and support our customers with their information skills.

Gateway to Learning

Library and Information Services

Libraries support learning through access to books and resources, the internet and online information and the provision of a free or low cost range of courses.

They offer safe, non-threatening gateways to more formal learning for those who wish to take this route and because libraries are truly a cradle to grave service, they are a point of continuity for each and every citizen throughout their lives.



Improved Literacy

We will continue to be storehouses of the world's knowledge and places for individual study. Libraries and literacy go hand in hand, helping people to develop and enhance their literacy skills and fostering a love of reading from infancy and throughout life.

Contributing to improving literacy will continue to be a key priority for the Library and Information Service.



Digital Inclusion

Digital exclusion reinforces other existing forms of social and economic deprivation and as digital engagement becomes the norm, the disadvantages of being digitally excluded become more severe.

The digitally included can access information quickly and easily, providing a route to improved educational prospects and resources which contribute to positive educational and learning outcomes.

The city faces particular challenges in supporting people who are seeking work into positive destinations with youth unemployment a priority. There is an increasing opportunity to help young people improve their employment prospects using learning and digital knowledge.

Towards this aim Edinburgh's Library and Information Service will:

- Develop digital and information literacy skills which will support lifelong learning
- Respond to a range of needs, interests and abilities
- Supply free, up to date, relevant and accessible training, materials and equipment
- Work in partnership with young people, parents, carers, staff and relevant agencies
- Provide a safe, supportive and encouraging learning and teaching environment

To facilitate increased digital inclusion the service will aim to further develop high quality ICT learning centres and resources across the city and will continue to add electronic learning resources.

Today, the world's knowledge is available in multiple formats which were not envisaged when public libraries first opened their doors.

Moving into the 21st Century the service is embracing new formats and technologies that allow wider access to knowledge and reading, including e-books, e-audio books, and web-based content and social media. These new channels will continue to be supported by the City of Edinburgh Council's unique collections of books, many of which are of national importance and out of print or unavailable elsewhere.



Libraries are, and will continue to be, much more than simple providers of reading material. We will develop partnership working across a range of agencies and services, improving access and support and enhancing learning particularly for those seeking employment.

What will be different?

Libraries will become the first point of contact for community information development, reading and digital literacies, access, learning and support.

People

Developing and supporting people is at the heart of the strategy. The key aim is to develop excellent well informed staff who are confident, empowered, motivated and flexible in responding to customer needs, and who will engage with communities and partners to continually improve services.

Every member of the team will understand the new vision and the role they play in delivering it.

Implementation of the People Strategy will continue to align skills with key outcomes, strengthening a culture of service excellence and providing development and support to staff.

All staff will have excellent customer service and enquiry skills and be proficient and up to date in the use of ICT.

Skills of frontline staff will be developed to enable delivery of a joined up approach across service areas.



Staff will have the expertise and knowledge to work with and provide activities aimed at children, young people, families and learners.

The service will be characterised by high performance, innovation and continuous improvement based on effective monitoring and development of best practice.

The Library and Information service will be IIP accredited and recognised as an employer of choice.

What will be different?

Increasingly highly skilled motivated staff delivering joined up customer service , producing excellent performance results and acting as role models for the use of new technologies.

Resources

The service aims to provide a city wide resource of 1 million items which is broad based, varied, and balanced to provide customers with access to materials which are appropriate to their needs.

Key drivers in the provision and access of resources will be to:

- Promote literacy and reading to enhance the quality of life
- Connect people with information to help them learn, make informed choices, and enjoy their leisure time
- Support cultural life, understanding of our heritage, and Edinburgh's economy
- Foster a sense of identity and community
- Safeguard people's access to intellectual and cultural diversity

All stock will seek to represent the whole range of Scottish and UK publishing and writing while also reflecting publications from other sources. It will reflect and respond to the needs of a culturally diverse community to support the provision of an equitable service and significantly contribute to the existing collection's usage, currency and intellectual excellence.

Stock will be managed to provide access to a wide selection of high quality material with measures to ensure a balance of online and printed material across the city.



Customer knowledge of our collections will continue to be enhanced through use of web and touch screen facilities making it easier to identify specific items.

Local demand and preference for resources will continue to be supported, informed by local knowledge and customer consultation.

Digital content will be extended specifically through extending the collection of Edinburgh's digital history.

Preserving the important physical collections within the service will be a further priority including improved storage, security and preservation measures.

New income generation will be explored and developed including opportunities from events and sales of digitized materials, images and publications.

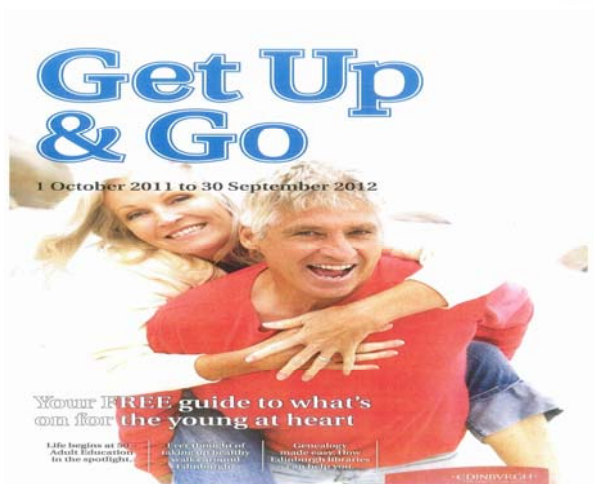
What will be different?

Easy access to high quality, well-managed stock with local resources appropriate to the community and size of the library.

Promotion and Marketing

The need to communicate clear and coherent messages about what libraries offer and to market these services to appropriate audiences is more relevant than ever as competition for people's leisure time, attention and custom increases.

It is essential that new customers are attracted to libraries. Research has shown this can best be achieved through clear and recognisable information on the wide range of services on offer.



A strong coherent brand will help to promote our diverse range of services, reflect our organisational values and present the range of service and quality that we wish to communicate.

The high level aims for the renewed promotion and marketing approach is to support the overall vision for Next Generation Libraries Strategy, in particular:

- To provide the highest performing Library and Information Service in Scotland by 2015
- Ensure our services meet the needs of customers, by listening to their needs
- Provide opportunities for citizens, especially young people, to develop the right skills for the future, by providing them with free access to knowledge, information and community support
- To ensure services embrace the future by continually making the best use of available technology



In achieving a refreshed brand and marketing approach key activities will include:

- Development of a consultation approach for present and potential users to provide feedback and views on services to ensure that they are in line with customer needs and demands
- Producing a new Next Generation brand and marketing plan to transform the promotion of the service including a focus on users who have failed to use the service within the last 6 months
- Identify specific measures to target key potential audiences including job seekers, students, young people, health workers and small businesses
- Develop measures and track how well we can improve public awareness of all of our services
- Establish Friends of Edinburgh Libraries and User groups



What will be different?

A new instantly recognisable brand which will stand for quality, trust, free learning and inspirational experiences attracting new customers to Library and Information Services.

Conclusion

The Library and Information Service is about stimulating transformation and developing the services customers want as we move into the 21st Century. In a climate of financial challenge the Strategy supports the ongoing delivery of the range of library services, drives the service forward, and delivers the opening of new library facilities at Drumbrae and Craigmillar.

The Strategy sets out how the service will develop, demonstrating the need to further modernise and extend the library service into communities.

It recognises a loyal and committed customer base and contributes to improving people's lives at neighbourhood level through freely available facilities. Libraries enable those who could become isolated by their lack of skills, geographic location or ability to pay to have access to social contact, information and learning.

The Strategy focuses on creating a Library and Information Service that is dynamic, confident, open, flexible, and shaped by the people it serves.

