

**PERTH AND KINROSS COUNCIL****Lifelong Learning Committee  
28 May 2014****SUMMARY FINDINGS OF THE BIG LISTEN 2****Report by Executive Director (Education and Children's Services)****PURPOSE OF REPORT**

This report presents a summary of key findings from The Big Listen 2, a major engagement exercise undertaken by Culture and Sport and Active Recreation Services between 2 September and 12 October 2013. The Committee is asked to note the findings of the Big Listen 2 and to approve the planned improvement actions.

**1. BACKGROUND / MAIN ISSUES**

- 1.1 The Big Listen 1 was a large-scale customer engagement project to engage users and non-users of Cultural Services to inform future services planning and delivery. Big Listen 1 ran from 1 September to 14 October 2011 and in total 4,828 individuals participated in the online survey, focus and discussion groups, World Café and "take over" events making it the largest single engagement project undertaken within Cultural Services and the largest online survey undertaken by the Council at that time.
- 1.2 A report on the findings of Big Listen 1 was produced in December 2011 and was presented to the Lifelong Learning Committee on 16 January 2013 (Report No. 13/13 refers). The Committee agreed the proposals for Big Listen 2 and the embedding of this activity within the work of Cultural Services on a planned two yearly cycle thereafter.
- 1.3 The Big Listen 2 took place over a six week period from 2 September to 12 October 2013 and again used a variety of methodologies including focus groups, questionnaires, 'take over' events and debates to gather comments and feedback from customers visitors and non-service users.
- 1.4 The intended outcomes for Big Listen 2 were:
  - Broadening the demographic of people who use Cultural, Sport and Recreation services, by identifying barriers to participation, and exploring ways to reduce or eliminate those barriers;
  - Enhancing participation by increasing public awareness of, and engagement with Cultural, Sport and Active Recreation Services;
  - Improving partnership working amongst stakeholders including Cultural, Sport and Active Recreation partners by enhancing relationships, and the opportunities for collaboration;
  - Building a longer-term picture of customers' views;

- Developing staff skills and confidence in using a broad range of community engagement methodologies informing future service planning and delivery.

- 1.5 **8,768** participated in the Big Listen 2, an increase of **81.6%** from the 2011 Big Listen. **A summary of findings is attached as Appendix 1.**
- 1.6 The number of current non-users who responded was 1,844 (21.2% of the total) compared to just 41 (1%) non-users responding to Big Listen 1. This data will be critical for service development and eliminating/reducing barriers to services.
- 1.7 As with Big Listen 1, the majority of respondents (5,467) to Big Listen 2 were residents of Perth and Kinross. However tourists and visitors also responded including 457 individuals from across Scotland and 111 from elsewhere in the UK. There were also 50 responses from twenty countries including Russia, Canada, Egypt, Australia and Bulgaria giving a broad perspective on current provision and the priorities for future development.
- 1.8 Respondents were also asked to identify their level of satisfaction with the current service, to which a total of **6604** users (90.6%) responded saying they were either satisfied or very satisfied with their experiences and this is detailed in **Table 1** below. When added to other data collected on satisfaction levels for the year this gives an overall rate of 92% in 2013/14.

**Table 1**

	<i>Very Satisfied</i>	<i>Satisfied</i>	<i>Total</i>	
Archives	66	5	71	100%
Local Studies	42	9	52	98%
Venues	24	26	53	94.3%
Libraries	3204	1511	5252	89.7%
Museums and Galleries	190	71	295	88.4%
Creative Learning	54	46	113	88.5%
Café	114	35	151	98.7%
Instrumental Music Service	313	119	440	98.2%
Sport & Active Recreation	71	85	177	88.1%
<b>Total</b>	<b>4078</b>	<b>1907</b>	<b>6604</b>	<b>90.6%</b>

## **2. KEY ISSUES RAISED**

2.1 Key issues identified in survey responses included the following:

- The role of providing services not only to local communities and residents of Perth and Kinross but also to visitors and tourists to the area was again identified, and the balance in meeting the needs and interests across a broad range of service users will remain a priority for improvement planning.
- Respondents identified that they did not know about the range of services available from Culture and Sport and Active Recreation Services. This applied to regular users of services as well as infrequent and non-users.

This indicates the need for more co-ordinated and intensive marketing and promotions.

- Customer responses identified the greater use by services of texting and use of e-mail for communication as positive, and how services could use social media to engage in new ways with customers even further was also highlighted.
- Respondents would like to see more innovative and participative opportunities to explore museum collections and other Cultural Services.
- Broadband and lack of free Wi-Fi were identified as limiting factors in areas of Highland Perthshire and Strathmore, and interest was expressed in having internet access on Mobile Libraries which is being progressed as detailed in para 3.1 below.
- The 18 – 34 age group are the least likely to engage in Cultural Services activities which is an issue common to most similar services and was reflected in the low response rate from this group.
- Many comments in the questionnaires emphasised the importance of price accessibility, with free services where possible highly valued.
- Individuals participating in Focus groups and Pupil Take-over events expressed particular interest in volunteering opportunities and becoming more involved in further customer engagement exercises.

### **3. IMPROVEMENT ACTIONS**

3.1 The recently completed Libraries and Cultural Venues Review and the implementation of recommendations agreed by Lifelong Learning Committee on 6 November 2013 (Report 13/524 refers), address some of the most common comments on Culture Services provision, including the introduction of Wi-Fi on the new Mobile Library vehicles which should be operating from August 2014 and the consolidation of opening hours. It is anticipated that customer feedback and comment on the impact of these will be reflected in responses to Big Listen 3, planned for 2015.

3.2 A number of improvement actions to frontline services were undertaken immediately once the Big Listen 2 responses were analysed. A Newsletter, a copy of which is included as Appendix 2, was used to feedback to respondents on the changes introduced as a result of their views. These include the following:

- External signage has been improved both at Perth Museum & Art Gallery and at The Fergusson Gallery, particularly at the latter.
- Within AK Bell Library, lending resources have been relocated to the ground floor and tea and coffee can be consumed within the library.
- The Local and Family History area has been completely refurbished to allow more books out on the shelves, more interpretation and promotion of resources and to offer improved technology in the handling of genealogy resources. Moving the Learning & Information Zone to the far end of the first floor has addressed comments such as *“this is a good place to study, but should be quieter”*, while making more study carrels

available has met demand *“I like to use the study rooms. You should have more because some of them are used like cupboards”*.

- From 8 April 2014, the Archive is now open for the same hours as the rest of the AK Bell, increasing evening and weekend access.
- At Perth Museum & Art Gallery, new energy efficient lighting has been installed in Galleries 1 & 2 and the rotunda after the re-wiring of these spaces. At the Fergusson Gallery, similar units have been installed to improve the quality of the lighting following comments on poor lighting.

3.3 Further improvements are being planned across all the services participating in Big Listen 2 which will be progressed and monitored through individual Service Team Plans:

- The ‘7 Days of Sport’ project will have a larger emphasis on adult participation in 2014.
- A specific Adult Volunteering programme within Sport and Active Recreation Services will be launched following the Commonwealth Games and Ryder Cup.
- Better advertising of the Creative Learning Network in Perth and Kinross.
- Develop opportunities to maximise the potential of mobile and other technologies in the interests of efficiency, economy and better communication with users.
- Cultural Services will develop a digital strategy detailing priorities for future service development and delivery which maximise the benefits and reach of new technologies.

3.4 A high level Improvement Action Plan has also been developed to draw together common and larger scale improvement themes. This is included as **Appendix 3**.

## 4 NEXT STEPS

4.1 Big Listen 2 has also provided an opportunity for staff to gain further experience and skills in engagement and this will continue to be embedded across all participating services. In taking forward Big Listen 2 many of the lessons learned from Big Listen 1 around improved targeting and promotion of services were put into place resulting in the increased participation.

## 5. CONCLUSION AND RECOMMENDATIONS

5.1 The Big Listen is a key engagement process for Culture and Sport and Active Recreation Services, providing important evidence data on which improvements and service developments can be based. It is welcomed by service users as a meaningful process from which they can see practical improvements being made as a direct result of their feedback. The growth in participation following the first Big Listen is testament to its success in 2013 and the continued high value placed on Services by users. Continuing to grow

both engagement in Big Listen and participation in services will be on-going priorities with appropriate targets set for services.

5.2 It is recommended that the Committee:

- (i) Notes the findings of Big Listen 2; and
- (ii) Approves the planned Improvement Actions (Appendix 3).

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**Approved**

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John Fyffe	Executive Director	

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Council Text Phone Number 01738 442573

## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

<b>Strategic Implications</b>	<b>Yes / None</b>
Community Plan / Single Outcome Agreement	<b>Yes</b>
Corporate Plan	<b>Yes</b>
<b>Resource Implications</b>	
Financial	<b>None</b>
Workforce	<b>None</b>
Asset Management (land, property, IST)	<b>None</b>
<b>Assessments</b>	
Equality Impact Assessment	<b>Yes</b>
Strategic Environmental Assessment	<b>None</b>
Sustainability (community, economic, environmental)	<b>None</b>
Legal and Governance	<b>None</b>
Risk	<b>None</b>
<b>Consultation</b>	
Internal	<b>Yes</b>
External	<b>Yes</b>
<b>Communication</b>	
Communications Plan	<b>Yes</b>

### 1. Strategic Implications

#### Community Plan / Single Outcome Agreement

- 1.1 This report relates to Objective No (iv): Supporting people to lead independent, healthy and active lives.

#### Corporate Plan

- 1.2 This report relates to Objective No (iv): Supporting people to lead independent, healthy and active lives.
- 1.3 The report also links to the Education & Children's Services Policy Framework in respect of the following key policy area:
- Communication and Consultation

### 2. Resource Implications

#### Financial

- 2.1 There are no financial implications attached to this report as all actions undertaken as a result of the Big Listen are contained within existing service staffing and financial resources. As staff undertake the Big Listen as part of their contracted duties there is no additional staff cost to the Service of this

activity. The key area where spending is incurred is in the marketing and promotion of the Big Listen which is necessary to ensure a high response rate and therefore strong evidence base from which to work. The costs for this work in 2013 were £1,208.43.

### Workforce

- 2.2 There are no workforce management issues attached to this report.

### Asset Management (land, property, IT)

- 2.3 There are no Asset Management issues attached to this report.

## **3. Assessments**

### Equality Impact Assessment

- 3.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties.

This section should reflect that the proposals have been considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome:

- (i) Assessed as **relevant** and the following positive outcomes expected following implementation:
  - a. Feedback from participants will be used to inform the development of services, including making improvements which will support accessibility, inclusion and engagement and ensure that services are relevant to all communities

### Strategic Environmental Assessment

- 3.2 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals.

However, no action is required as the Act does not apply to the matters presented in this report. This is because the Committee are requested to note the contents of the report only and the Committee are not being requested to approve, adopt or agree to an action or to set the framework for future decisions.

### Sustainability

- 3.3 Not applicable

## Legal and Governance

3.4 Not applicable

## Risk

3.5 Not applicable

## **4. Consultation**

### Internal

4.1 This report has been consulted on with the Education and Children's Services Senior Management Team and the Curriculum for Excellence Development Manager and Culture Services Manager.

### External

4.2 This report details the responses of Service Users to The Big Listen 2.

## **5. Communication**

5.1 Ongoing communication will take place with participants in Big Listen 2 to inform them of the progress of improvement activities. Wider communication to service users and the general public will continue to make reference to the Big Listen where appropriate.

## **2. BACKGROUND PAPERS**

No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to any material extent in preparing the above report.

## **3. APPENDICES**

- Appendix 1 Summary of Findings
- Appendix 2 Big Listen Newsletter
- Appendix 3 High Level Action Plan





SUMMARY FINDINGS FROM  
**THE BIG LISTEN 2**  
QUESTIONNAIRES & ENGAGEMENT ACTIVITIES  
April 2014



**Education &  
Children's Services**

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1. Culture Matters – The Big Listen Committee Report
2. Full Final Summary Report
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## INTRODUCTION

**“The Big Listen 2”** ran from **2 September to 12 October 2013** and follows on from the unique programme of engagement run by Perth and Kinross Cultural Services from **1 September to 14 October 2011**. The Big Listen 2 proved even more successful in terms of the scale, scope and content of the activities.

The purpose of the consultation was to gather public views on a number of key topics for Cultural Services, with a particular emphasis on consulting with people on why they do or don't use our services. For 2013 Sport and Active Recreation were also included in the engagement project. These included:

1. What's important to you about our services?
2. What stops you using our services?
3. What would encourage you to use our services?
4. What are your perceptions of our services?
5. What alternatives to our services do you use and why?
6. What would you like to see that we do not currently do?

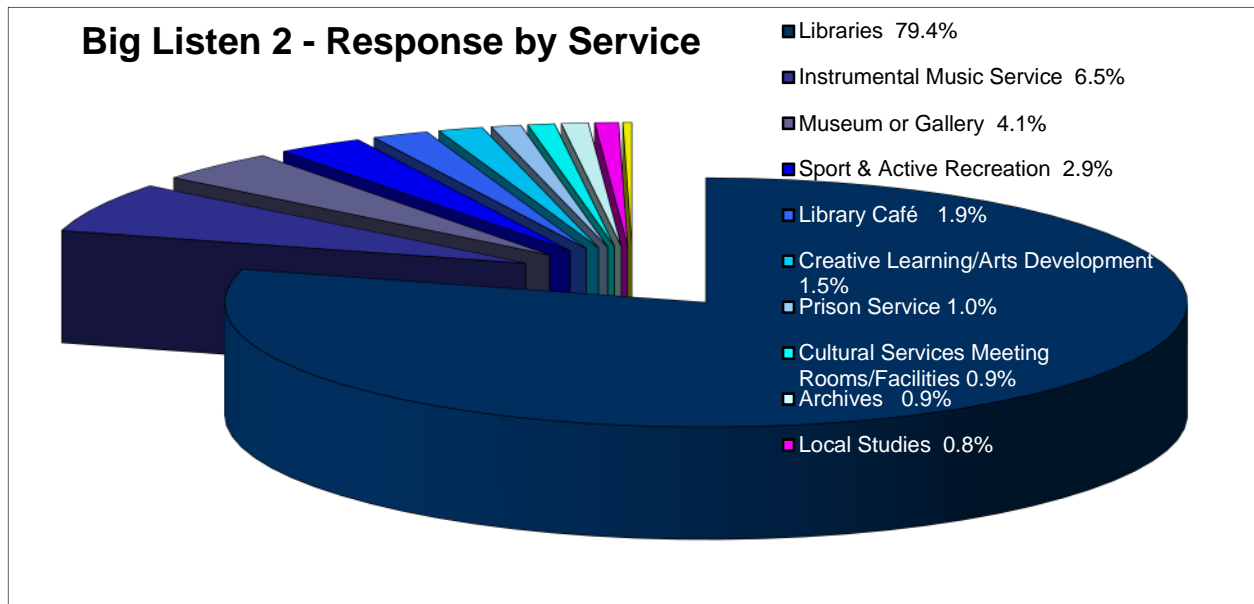
The intended outcomes of the project were:

- Broadening the demographic of people who use Cultural, Sport and Recreation Services, by identifying barriers to use, and exploring ways to reduce or eliminate those barriers.
- Driving up usage by increasing public awareness of, and engagement with PKC Cultural, Sport and Active Recreation Services.
- Improving partnership working amongst stakeholders including Cultural, Sport and Active Recreation partners by enhancing relationships, and the opportunities for collaboration.
- Enhancing improvement planning processes within services based on the evidence of stakeholder feedback and comment; tracking those views over time as a measure of impact.
- Developing further, staff skills and confidence in using a broad range of community engagement methodologies to support the development of services.
- Informing the further development and focus of Cultural, Sport and Active Recreation Services, by establishing a body of evidence detailing the views and ideas of current non-users and users of services.

This report provides a summary of key findings from across the engagement activities held as part of The Big Listen 2. It covers key issues and points raised overall for Culture Services and for the individual service areas within this. The range of data collected is too lengthy to be included within this summary report and so will be available online, links to which are included as appendices within this report. This

more detailed information will be used as part of the evidence base used by staff and partners to support the development and improvement of services.

The response rates to the Big Listen vary across the service teams involved and correspond to the size and scale of each service. The following chart shows the response rates for each area.



As part of the commitment to ongoing engagement with communities, a newsletter has been circulated feeding back information on the findings.

## BACKGROUND

The need to continue to explore the role and impact of Council run Culture Services was required to more fully inform service development and improvement and to benchmark against the findings of the Culture Matters – The Big Listen. The **Report on the Findings of the Culture Matters – The Big Listen Project** was presented to the Lifelong Learning Committee (Report 13/13 refers) on 16 January 2013 and received endorsement of plans to further develop and embed the activities of the project within the work of Cultural and Community Services on a two year cycle from September 2013.

Evidence from Culture Matters – The Big Listen has been used to inform service improvements, to track the impact and influence on participation of these improvements and to ensure a rich evidence base on which future planning and investments can be based.

In order to ensure rigour in the process and that the outcomes of The Big Listen would stand scrutiny, a project team was established to oversee the implementation of the project. This team included representation from key stakeholders such as Corporate Business Change, Economic Development, the Communications Team,

Community Capacity Team, Adult Learning and Schools. The group met on a fortnightly basis in the run up and during the project, and will continue to meet on a quarterly basis to share information and good practice in ongoing engagement activity across the service.

The project took a cultural planning approach and was informed by the National Standards for Community Engagement to ensure a rigorous underpinning of the core planning, and support effective and inclusive engagement.

## **METHODOLOGIES**

An exciting and innovative approach was taken to engaging with residents with a wide range of activities in place over the six weeks. A total of **8768** people attended events or filled in questionnaires for The Big Listen 2, making it by far the biggest piece of engagement work ever undertaken by Cultural Services and almost doubling the figure from 2011.

As in 2011, the programme used a range of robust and well-tested techniques to deliver concrete data, as well as employing a variety of innovative and creative activities to encourage responses and engagement. Contact was sought with all ages and socio-economic groups throughout Perth and Kinross, with a vigorous approach to reaching non-users of services, resulting in an increased response rate from this group. This was undertaken by directly approaching community groups and by taking questionnaires and engagement directly into busy community spots such as supermarkets, leisure centres, GP surgeries and local markets, as well as local businesses.

The programme featured questions and activities which can be tracked over time, to measure the effectiveness of the programme and the strategy in increasing and broadening participation. Cultural Services staff will evaluate the engagement programme, with a view to embedding the cultural planning practices and developing a more regular dialogue with non-users and users.

Community engagement activities included the following:

### **QUESTIONNAIRES**

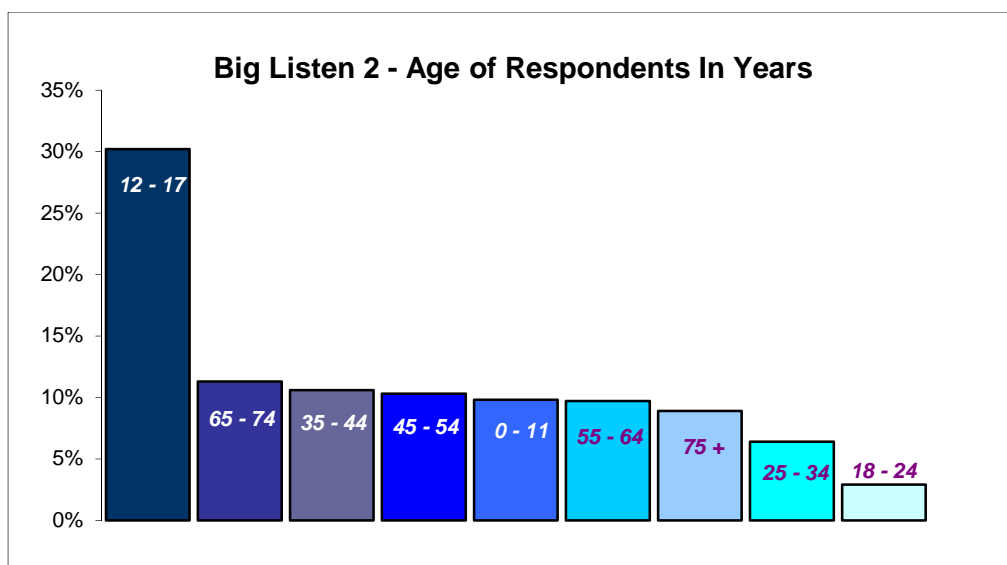
The Big Listen 2 questionnaire was available in paper copy and on-line via the council's website over the full period of the Big Listen consultation. The questionnaire allowed responses to be made about each part of Cultural Services: Arts Development Service; Museums and Galleries; Instrumental Music Service; Libraries and Information Services; Archives; Local Studies; Visitor and Commercial Services and Sport & Active Recreation and also allowed responses to be made about individual libraries, museums and galleries. Separate (paper) questionnaires were also available for the Prison Library Service. Respondents could answer on behalf of as many parts of Cultural Services as they wished. The questionnaire was available in translation and in other formats in line with council policy.

As well as being available online, paper copies of the questionnaire and links to the online survey were sent to adult learning and literacy workers, Community Councils,

all local community newsletters, Doctors' Surgeries, Leisure Centres, the Community Equality Advisory Group and were available in all Cultural Services venues to support wider engagement.

The questionnaire obtained responses from **8620** people, of which 62.6% of responses were from females (68.8% in 2011) and 37.4% from males (an increase from 31.2% responding to Big Listen 1), reflecting membership and usage information which suggests greater participation in Cultural Activity amongst women. However the results can confidently be said to represent a wide range of views from the population of Perth and Kinross, as well as reflecting Cultural Services strong role in supporting tourism, with a significant number of responses coming from outwith the Perth and Kinross postcode area. Postcode analysis shows **6664** responses were from Perth & Kinross, **457** from the rest of Scotland, **111** from England and Wales and **50** international responses including, Australia, The USA, Pakistan, New Zealand, Egypt and a number from Europe.

The age range of respondents was also broad, with a significant increase in responses from under 18s reflecting the role of campus libraries. Once again however there was a significantly lower number of responses (just 9.3%) from the 18 – 34 year age group which again reflects current information about membership, usage and targeting of existing of Cultural Services, and identifies a group within the population with which services need to do more to engage on an ongoing basis.



Respondents were asked to identify their levels of satisfaction with the current Cultural Services activity, with 91% of those answering the question indicating that they were either satisfied or very satisfied with services.

	Satisfied	Very satisfied	Total Responses 2013	2011
Archives	5	66	71 100%	97.5%
Local Studies	9	42	98%	n/a
Instrumental Music Service	119	313	440 98%	93.1%

Libraries	1511	3204	5252 89.8%	92.4%
Museums and Galleries	71	190	295 88.5%	91.1%
Creative Learning	46	54	113 88.5%	71.9%
Sport & Active Recreation	85	71	177 88%	n/a
Venues & Café	61	138	204 97.5%	n/a
<b>Total</b>	<b>1907 (28.9%)</b>	<b>4078 (61.75%)</b>	<b>6,604 90.6%</b>	<b>91%</b>

This questionnaire will form a baseline for future consultation across Cultural Services to enable improved monitoring and tracking of impact and improvement actions undertaken by the service.

Full copies of the questionnaires are available in the following Appendices:

2. Full Final Summary Report
3. Prison Library Summary Report

## FOCUS GROUPS

Focus Groups brought individuals together in groups of up to 15 in a relaxed setting to discuss and reflect on a set of statements and key questions about Cultural Services:

1. What's important to you about our services?
2. What stops you using our services?
3. What would encourage you to use our services?
4. What are your perceptions of our services?
5. What alternatives to our services do you use and why?
6. What would you like to see that we do not currently do?

This format allowed all individuals to participate and have opportunities to discuss anything they felt strongly about. Discussions were recorded on flip charts to which participants could add or make changes, making the sessions open and transparent, or notes were taken by scribes and key issues confirmed with all present.

**21 Focus Groups** were held throughout Perth and Kinross, aimed at a range of audiences and ages. Although attendance was very mixed, the Focus Groups proved very informative with lively feedback from communities and mutual trust and respect being shown. Respondents were overwhelmingly positive, interested and full of ideas about service improvements and insights and reflections on what Cultural Services mean to residents.

Part of the Focus Group engagement involved discussing with participants a set of challenging statements designed to stimulate discussion about services.

The following Focus Groups were held:

Focus Group	Lead Service	Area	No. attending
1st Bridge of Earn Brownies	Libraries and Information Services	Perth	17
74th Perthshire Cub Pack	Libraries and Information Services	Perth	13
8th Perth Brownies	Libraries and Information Services	Perth	16
AK Bell Library	Libraries and Information Services	Perth	0
Alyth Community	Cultural Services	Alyth	13
Blairgowrie Community	Cultural Services	Blairgowrie	0
Breadalbane Community	Cultural Services	Aberfeldy	0
Comrie Book Group	Libraries and Information Services	Comrie	8
Culture Services Staff	Cultural Services	Perth	1
Daytime 2 Bookgroup	Libraries and Information Services	Perth	4
Fairview School	Instrumental Music Service	Perth	4
Kinnoull School	Instrumental Music Service	Perth	3
Library CD Listening Group	Libraries and Information Services	Perth	5
LLCL Chatterbooks	Libraries and Information Services	Kinross	4
LLCL Volunteers	Libraries and Information Services	Kinross	6
Loch Leven Community	Cultural Services	Kinross	0
North Inch Community	Cultural Services	Perth	0
Perth Society for the Blind	Libraries and Information Services	Perth	9
Perth Symphony Orchestra	Instrumental Music Service	Perth	10
Perth Youth Orchestra	Instrumental Music Service	Perth	6
Strathearn Community	Cultural Services	Strathearn	0
		TOTAL	119

Copies of all individual Focus Group reports are available in the following Appendix:

4. Focus Group Reports
5. Focus Group Statements

## PUPIL EVENTS

4<sup>th</sup> year pupils from Perth Academy, Crieff High School, St John's Academy and Kinross High School took part in pupil take-over events at the AK Bell Library, North Inch Community Library, Strathearn Community Library and Loch Leven Community Libraries.

The groups visited the facilities over a period of approximately 3 days where they discussed how the pupils currently use the service and ideas and suggestions for improvement. A major part of the project involved the pupils 'taking over' the running of the frontline services and following full training in the morning they were asked to deliver the service to our customers in the afternoon.



On the final day groups worked together on a brief report and presentation about their experiences, which contained their recommendations for service improvements and ideas for how young people could be encouraged to enjoy a more pro-active engagement with the service. This presentation was produced and delivered by the pupils to a group of managers and staff from across Education & Children's Services.

Pupil take-overs have now become an annual event in libraries linking into Curriculum for Excellence, Employability and skills for work and building stronger links with secondary schools.

A number of consultations took place with younger children through a programme of visits by Brownies and Cubs. As the questionnaire was not aimed at young children, these sessions were held as a mixture of activity and discussion. Many of the children were not regular library users, and the opportunity to get their feedback about why they did or did not use the library and to find out what they knew about services was very useful.

This information will be used to support of future developments and activities for children within libraries.

Full reports on the take-over events are available in the following Appendix:

6. Secondary Pupil Take-Over Events

## KEY FINDINGS

A very wide range of ideas, suggestions, comments and concerns were made by participants. However there were some common themes and perceptions that emerged from across all the activities described above. The following were raised on a number of occasions and are therefore presented as Key findings:

- **90.6%** of questionnaire respondents who used our services were satisfied or very satisfied with Perth and Kinross Cultural Services and Sport & Active Recreation.
- Cultural Services contribution to local tourism is again reflected in the geographic spread of responses.
- Cultural Services staff were highly praised for the very high standard of service they provide and are very valued by users of services.
- Respondents did not know about the range of services available from Cultural Services. This applied to regular users of services as well as infrequent and non-users. This indicates the need for a co-ordinated and intensive marketing and promotions role.
- Greater use of texting and use of e-mail for communication were identified in responses, as was the role that social media plays in everyone's lives and how services can better reflect and engage with this.
- Opening hours were regularly mentioned as not always suiting the needs of respondents, particularly those in work or full time study.
- Respondents would like to see more innovative and participative opportunities to explore collections and engage in Cultural Services activities.

- Broadband and lack of free Wi-Fi were identified as limiting factors in areas of Highland Perthshire and Strathmore and interest was expressed in having Internet access on Mobile Libraries.
- The 18 – 34 age group are the least likely to engage in Cultural services activities and this was reflected in the low response rate from this group.
- Many comments in the questionnaires emphasised the importance to respondents that services are free where possible or affordable and accessible.
- Focus groups and Pupil Take-over events expressed particular interest in volunteering opportunities and to become more involved in ongoing engagement activity.

## LIBRARIES AND INFORMATION SERVICES

**7101** people responded about Libraries and Information Services through the engagement methods described within this report.

**43.7%** of users access some library services on-line.

**43.4%** of non-users would be interested in using the free e-book and e-magazine service.

**51.7%** of non-users said that they got all the information they needed from the internet.

Again comments were very wide ranging and only the most frequently recurring comments are reported on in this section, however a full breakdown of all responses is available in the appendices.

Points that were very widely mentioned included opening hours not always suiting respondents, staff are very highly regarded as friendly and helpful, the excellent service provided and the on-going desire for more circulation of resources.

### Further key points raised were:

- Would like to have coffee machines in all libraries, as these are currently only available at community campuses and Blairgowrie  
**Action** – Investigate viability of installing coffee machines in other libraries
- Access to computers and good internet access is vital to users – including job searchers.  
**Action** – Roll out of upgraded People’s Network software completed by end May 2014.
- The value of the children’s library and children’s activities regularly mentioned.
- Range of resources and circulation of material is very important  
**Action** – Use of CollectionHQ, our evidence based stock management system will continue to be rolled out to ensure best use of books and other resources

- Would like more Reader/book promotion.  
**Action** – 2014 Events Programme is bringing wide-ranging and ambitious list of authors to Perth & Kinross.
- Integrated use of Campus libraries is becoming more accepted, but some work remains to be done especially round pupil perceptions and ownership.  
**Action** – Campus library staff have received training in working with young people and will develop plans to ensure liaison with pupil councils and school staff to identify and resolve any local issues.
- Difficulty accessing eBooks and magazines mentioned.  
**Action** – staff training programme being investigated and free taster and ‘how to’ sessions held in local libraries to support customers.
- Local Studies would benefit from upgraded technology and more stock on display.  
**Action** – the recent refurbishment has created a centre that allows enhanced interpretation and more stock on display as well as providing state of the art technology.
- The ability to access more resources on-line would be very useful, especially regarding Local and Archive material.  
**Action** – the appointment of a Digital Libraries team will allow this to be addressed as a priority.
- The value of the mobile library service to rural communities and some frustration about the current unreliable service due to the need to replace two mobiles.  
**Action** – Three new mobile libraries will replace the two older vehicles in July 2014, ensuring more reliability and opportunities to enhance the existing service.

**Sample comments:**

- *“A true lifeline for all, but especially the elderly. Extremely considerate and helpful staff.”*
- *“Isolated communities, I am sure very much appreciate the provision of the mobile library services”*
- *“The new on-line catalogue is much easier to use”*
- *“Faster broadband, better maintenance of computers and networks”*
- *“I went to the library a lot before I got my kindle, but after I got it, I had no need for it anymore”*

## MUSEUMS AND GALLERIES

350 people responded on behalf of Museums and Galleries through questionnaires.

86.5% of respondents liked the helpful and friendly staff.

69.8% found information clear and well presented.

61.9% found the space welcoming and easy to navigate.

#### **Frequent comments and actions:**

- Longer opening hours.  
**Action** - Sunday opening extended at Perth Museum & Art Gallery (10am to 5pm) and The Fergusson Gallery (12 noon to 4.30pm). Was May to September, now April to October.
- Need for a café – not space for this at the present time.
- Better shop facilities.  
**Action** - improvements have been carried out both at Perth Museum & Art Gallery and at The Fergusson Gallery. Lines are being introduced which reflect items in the collection.
- More advertising about what is on.  
**Action** - increased use of social media. Increased use of plasma screens in Perth Museum & Art Gallery.
- Better external signage.  
**Action** - this has been achieved both at Perth Museum & Art Gallery and at The Fergusson Gallery.
- More child friendly – children are welcome at all venues.  
**Action** - Activities and events are being developed and trialled.
- Facilities inadequate.  
**Action** - the toilets at Perth Museum & Art Gallery have been re-furbished.
- Needs a lift – very difficult to achieve this at The Fergusson Gallery (tight space in a listed building).  
**Action** - New disabled lift is in the programme for this year at Perth Museum & Art Gallery.
- More needs to be made of the Scottish Colourists connection  
**Action** - J D Fergusson exhibition in partnership with National Galleries Scotland now on show at The Fergusson Gallery.
- Too much text in displays.  
**Action** - this comment is being recognised in the development of any new exhibitions and displays. The old Social History exhibition 'Time of Our Lives', which was very text heavy, has been removed.
- Exhibitions don't change enough.

**Action** - there is an exhibitions programme for Perth Museum & Art Gallery and The Fergusson Gallery which changes frequently, and as the more 'permanent' exhibitions are refreshed, they will be designed to accommodate more changes of the objects which are on show. The old Social History exhibition 'Time of Our Lives', has been removed and the gallery will be changed more often. A new glass exhibition has been installed in the lower rotunda 'Dazzle: a glossary of glass'; this has been designed so that the objects on display can be changed regularly. The exhibition at Alyth Museum is to be refreshed in 2014.

- Need more contemporary work.

**Action** - more contemporary work was displayed in 2013, such as 'Outside In' (works by contemporary artists who sometimes feel excluded from the mainstream) and 'Angus McPhee' (interesting works by the 'weaver of grass'). In Perth Museum & Art Gallery at present, there are some contemporary works from the collection displayed, and from June works by the contemporary artist Alison Watt will be on show. At The Fergusson Gallery there is the exhibition 'Win!' which displays works by recent winners of the J D Fergusson Art Award. More opportunities to exhibit contemporary art are being explored.

- Space/ building too cluttered.

**Action** - at Perth Museum & Art Gallery the displays of the silver collection and the glass collection have been radically changed to generate more space in the Sculpture Court. A new exhibition of glass has been created in the rotunda – 'Dazzle: a glossary of glass'. The old very cluttered social history exhibition has been removed. At The Fergusson Gallery the welcome area has been re-configured to remove the large desk which compromised the space on the ground floor. The very busy displays in Alyth Museum are being re-presented with new interpretation.

- Poor lighting

**Action** - at Perth Museum & Art Gallery, new energy efficient lighting has been installed in Galleries 1 & 2 and the rotunda after the re-wiring of these spaces. This lighting is also much more effective. At The Fergusson Gallery, similar units have been installed to improve the quality of the lighting.

- More should be on display from the collection.

**Action** - with the programme of changing exhibitions, more items from the collections are being displayed. A current example is the 'Golden Age of Photojournalism' exhibition which showcases photographs from the collection.

- Not for teenage audience.

**Action** - this can be a difficult sector to attract to museums, however an audience development plan is being developed and more use is made of social media to attract young people.

- Explore possibility of touring part of the collection around Perth & Kinross.

**Action** - exhibitions which feature items from the collections which are directly relevant to the local communities are currently on display at the Campus Libraries.

- Use new technology to interpret and engage visitors to collections.  
**Action** - social media is being used more strongly, with plans to make the digital catalogue available more easily. Wi-Fi has been installed in Perth Museum & Art Gallery as part of the recent wiring works.

#### **Sample comments:**

- *"The museum is amazing, it's free, it's always open, it's full of interesting things"*
- *"Human history and natural history not changed for years. Want to see more of your own pictures."*
- *"I find the museum a wee bit dark and old fashioned"*
- *"The museum is a superb resource but it seems to be under used"*

## **SPORT & ACTIVE RECREATION**

251 people commented on Sport & Active Recreation through the questionnaire.

97.3% of people thought that taking part in sport and physical activity is important or very important to their quality of life.

81.1% of people considered that improved health was a benefit of Sport & Active Recreation.

#### **Non Users**

Although there was a small sample (69), we were able to identify some trends in the data collected:

- There was a general feeling that the use and programming of facilities, particularly in Perth, could be better and access could be targeted towards children and young people.
- There was a strong belief that Sport and Active Recreation is beneficial to health and wellbeing but opportunities are not always clear.
- About 1/3 of those responding were unaware of the service.

Actions put in place or planned for this year include the following:

- The Sport and Active Recreation Service has recently taken over responsibility for the programming of lets at Perth High, Perth Academy and Perth Grammar outwith school hours. Programming discussions are taking place throughout April and May 2014 to ensure appropriate lets are agreed in facilities.
- Active Schools Coordinators and Sports Development Officers are working in partnership with Live Active Leisure to identify joint planning and targeted projects.

- Active Schools Coordinators will continue their work in secondary schools to promote opportunities to all, and Sports Development Officers are working locally through Community Sports Partnerships to highlight opportunities in clubs.

### **Users**

From a total count of 182 the following trends are apparent:

- There was a feeling that not enough was on offer for adults as the service was focussed on children.
- More support could be offered to Sports Clubs.
- There was a wide range of activities available through schools.

Actions from this include the following:

- A specific Adult Volunteering programme will be launched following the Commonwealth Games.
- The '7 Days of Sport' project will have a larger emphasis on adult participation this year.
- Active Schools Coordinators will continue to target certain groups, including girls and people with a disability.

### **Sample comments:**

- *"Sports development should maybe help all ages and not just focusing on children and young people. There seems to be no initiative to get middle age or retired people to be active in sports"*
- *"...they have been a valuable asset. We have been grateful for their help in the development of our club"*
- *"It would be nice to see some work being done with non-mainstream sports as all the mainstream ones are generally well covered"*

## **CREATIVE LEARNING/ARTS DEVELOPMENT SERVICE**

**128** people commented on the Arts Development Service through the questionnaire and focus groups.

**72.1%** of questionnaire respondents considered one of the main benefits of Creative Learning to be achievement in learning new things.

**71.2%** thought that one of the main benefits of Creative Learning was increased confidence and self-esteem.

**68.2%** of respondents were unaware of the Creative Learning Network in Perth & Kinross.

### **Non Users**

From a total count of **15** the following trends are apparent:

- The highest number of requests made, were for regular dance classes 6/15 and with 5/15 looking to take part in one-off innovative creative events.
- There were no particular trends re “what would encourage you to participate”,
- With individual respondents asking for varied provision including free classes, evening classes, dance classes, local interesting opportunities etc.

Actions put in place or planned for this year include the following:

- The key focus of Arts Development should be in supporting local groups to develop activity would be the best option for limited time and resources.
- Improve advertising of what Arts Service can offer in terms of knowledge and assistance.

### **Users**

From a total count of **113** the following trends are apparent:

- Respondents considered **all** the main benefits of Creative Learning/Arts Development Service important – with the lowest scoring of these achieving 51% and highest 79%.
- 88% or respondents were satisfied or very satisfied with the creative learning opportunities offered.

Actions put in place or planned for this year include the following:

- Better advertising of Creative Learning Network in Perth and Kinross.
- Maximise use of limited resources by continuing to concentrate on specialist provision such as Life Drawing and provision for vulnerable groups eg Let’s Dance and Culture Club.
- Support CFE projects in schools by providing specialist input.

### **Sample comments:**

- *“Brilliant service – great for communities, in particular socially excluded groups i.e. mental health, learning disabilities etc”*
- *“I really enjoy the dance classes provided as they always teach me something new and I gain in self-confidence”*

## **INSTRUMENTAL MUSIC SERVICE**

**579** people commented on the Instrumental Music Service through the questionnaire and focus groups.

**89.6%** of questionnaire respondents thought that the benefits of music tuition included enjoyment of music making.

**77.3%** thought that benefits included being part of a music group or team.

**72.7%** thought that music tuition increased self confidence.



Major points included respondents being highly positive, particularly with regard to the role of the service in building and enhancing social skills and self-confidence, and in the quality of provision provided and dedication of staff commended

Other major themes mentioned by respondents included:

- The need to improve communication, pupil reporting, desire to increase quantity of provision and diversity of provision.
- The very high quality of staff tuition.
- A perception that involvement in music increases mental functions, particularly concentration and listening skills and improves the ability to learn.
- The enjoyment gained from taking part.
- Wider provision, more variety in instrument tuition was mentioned several times.
- More opportunities to learn and more choices of instruments in Primary.
- More taster sessions.
- Cost is perceived as high.

**54%** of non-users think that the cost is too high

- A number of comments from non-users about lack of availability of opportunity

**Sample comments:**

- *“A great use of public resource to enliven, educate and enthuse people in a social and fun environment”*
- *“Good tutor but limited to certain ages and instruments especially in primary schools”*
- *“Improves your general music skills and I am involved in lots of different groups and I have lots of friends in all of these groups. It helps me with my confidence in class because I can play well”*

## ARCHIVES

**75** people responded on the Council Archive through the questionnaire and focus groups.

**81.7%** of respondents used the archive for local and family history

The most important aspects of the Archive service were helpful/knowledgeable staff, free access, the quality of the catalogue and finding aids and the breadth and scope of the collections.

Again the need to better promote collections and services was regularly mentioned.

Other comments include:

- Provide wider access to on-line records.

**Action** – the development of a digital services team will ensure that the on-going digitisation of collections remains a priority.

- Opening hours should be extended to match library opening hours  
**Action** – from 8 April 2014, the Archive is open the same hours as AK Bell library.
- The importance of the Archive in supporting Council Legal Services.

**Sample comments:**

- *“The professionally qualified, experienced and knowledgeable staff are always happy to help me. The on-line resources can be browsed at my leisure, ensuring the time I spend in the archive can be used effectively”*
- *“The knowledge and effort of the Archive staff is invaluable to my team in Legal Services at the Council”*
- *“Digitised records would be useful”*

## LOCAL STUDIES

67 people responded about the Local Studies department through questionnaires.

The three elements of Local studies identified as most important to users were:

- Helpful/knowledgeable staff - **58.5%**
- Family History resources - **56.6%**
- Local newspapers and indexes - **37.7%**

Comments included:

- Would like quieter study areas.  
**Action** – the recent refurbishment has created a number of areas suitable for quiet study.
- Technology needs updated.  
**Action** – state of the art equipment has recently been installed which puts us at the forefront of Scottish libraries.
- More books should be out on public display.  
**Action** – a redesign of the layout has allowed a significant increase in numbers of books on display.

**Sample comments:**

- *“The staff are brilliant and go above and beyond to assist you”*
- *“The newspaper indexes are very useful being clearly presented.”*
- *“A great help in our family search”*

## LIBRARY CAFÉ

160 people responded about the Library Cafe through questionnaires.

63% of respondents used the café weekly or fortnightly.

80.4% said the helpful and friendly staff were the most important feature of the library café.

Other frequent comments included:

- The provision of good local food regularly praised
- Would like café to be open on the library late evenings
- The café could be better promoted to all library users

### Sample comments:

- *“Excellent staff in the café. Always very friendly and helpful”*
- *“Perhaps think about opening café into evenings on Tuesdays”*
- *“Being disabled I find the parking access very good”*

## NON SERVICE USERS

A total of 1,811 individuals (21.2% of all questionnaire responses), responded as non-users of our services compared to 41 individuals in the 2011 survey.

Of the questionnaire respondents the majority, 37.2% were aged 12 - 17 years, reflecting the high responses this time from community campuses, with 58.1% being female and 41.9% male.

Respondents cited lack of available time and services not open when they could access them as the key reasons for not using services. Also cited as reasons were disinterest in the activities offered, the widespread use of kindles as e-readers and lack of knowledge about what was available.

Contact with non-service users was the biggest challenge for the project and the significant numbers of non-users reached showed how successful staff were at targeting them in Big Listen 2. In order to address this, the survey was widely promoted, and staff took questionnaires out into the community at wider events and public places such as supermarkets, GP surgeries and into local businesses. The survey identified that a considerable number of non-users have used services within the last year (about 25%) and these non-users will be particularly targeted to encourage re-use of services. Continued identification and engagement with non-users is a key ongoing target for all service areas which will be addressed through the improvement planning process and Big Listen Legacy work.

### Sample Comments:

- *“Didn’t realise there was a free e-lending service.”*
- *“I may not use it, but I do feel it is a valuable service and necessary.”*
- *“I don’t have time.”*

## THE BIG LISTEN LEGACY

Throughout the period of the Big Listen engagement, respondents have indicated how keen they are to be more involved in the future of these services.

A key aspect of the Big Listen 1 which was further developed in Big Listen 2 was the on-going engagement with communities in each of the service areas. This legacy work will continue to be developed, to ensure that the innovative methods used by the project are further developed as part of the working practice of all Culture Services staff; ensuring communities have a continuing influence on the development and delivery of services.

Staff have shown an increased confidence in running the project for a second time, in working with communities, and in their abilities to listen to, and understand, the needs of a wide variety of individuals. This knowledge and confidence will support similar activities in the future as well as the ongoing legacy work.

## NEXT STEPS

Once again a broad range of detailed data has been collected and collated as part of the Big Listen 2, and will be used in a number of ways to support ongoing service development and delivery, and as an evidence base to support innovation and emerging working practices. It is expected that staff will interrogate the data and continue to add to it through their ongoing engagement work, keeping the evidence base live and relevant as a tool to support development.

The findings of the Big Listen 2 have been shared with participants and the wider community, and this will continue through a series of further focus group discussions and publication of the findings and associated reports on the Council Website. Newsletters and regular communications to users will also continue to signpost the findings, and feedback within individual services on key actions undertaken as a result of the Big Listen will take place.

Following this feedback services will develop a series of actions to develop their service, building these into their improvement planning process and using the legacy groups for further community consultation and discussion on their implementation as appropriate.

### Next steps:

- Develop action plans within the Improvement Planning process to take forward service development and improvement.
- Continue to make meaningful contact with non-users, working alongside the Community Capacity Team.

- Work with Youth Council, youth workers and young people to develop services tailored to young people's needs.
- Develop opportunities to maximise the potential of mobile and other technologies in the interests of efficiency, economy and better communication with users.
- Maximise the opportunities for enhanced and co-ordinated marketing across the service to better inform communities about resources and events.
- Continue to develop Volunteering opportunities, promoting these widely to support personal development and employability.
- Working with New Media Improvement Plan to better link all Cultural Services activity within the Perth and Kinross Council Website.
- Cultural Services will launch a Digital Strategy detailing priorities for future service development and delivery which maximise the benefits and reach of new technologies.
- Continue to develop a programme of public events which attract both locals and visitors to the area.



# The BIG 2 Listen

Arts · Music · Museums & Galleries · Libraries  
Sport & Active Recreation · Local Studies & Archives



## Newsletter

First of all, thank you very much for responding to our questionnaires and making the Big Listen 2 such a resounding success. Over 8,500 questionnaires were filled in, either by hand or online, almost double the amount of the first survey two years ago. We thought you might like to hear some preliminary facts and figures as well as the key points we have taken from the survey and the changes that can be implemented very quickly. A lot of comments involved people not knowing about services that already exist, so changing that situation is something we are working on to improve.



The Big Listen 2 launch

93.7% of users were  
either very satisfied  
or satisfied

62.4% of non-users were  
either very satisfied  
or satisfied



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Focus Groups  
16 Focus Groups,  
119 participants

## Quick Fixes

Quick Fixes – Here are the top issues that arose from the consultation and a few ideas on how we might address them.

### Museums and Galleries

**Comment** *You would like to see more objects and art from the Perth Museum and Art gallery on display.*

**Fix** During our closure period in January and February 2014, some of the galleries will be redisplayed to give a better focus to new and existing objects. We are also organising exhibitions for 2014 to showcase more of the collections and new exhibitions featuring museum objects will be on show in the Community Campus libraries from January.

**Comment** *You would like more postcards available illustrating the art in both the Perth Museum and Art Gallery and the Fergusson Gallery.*

**Fix** We are looking at ways to increase the selection by 1 April 2014. At the same time, we are working with National Galleries Scotland to develop a range of products which will support the JD Fergusson exhibitions which will be held at NGS and The Fergusson Gallery from December 2013 to June 2014.

**Comment** *You need better publicity for events and closures*

**Fix** We are working on our website and social media pages to make them more user friendly with instant updating.

**Comment** *More workshops during school time.*

**Fix** We have set up education fortnights focussing on the resources available in the museum. The next one is in 10 - 21 March 2014

**Comment** *Can we have music in the Galleries?*

**Fix** We will be re-introducing music to the galleries from time to time to support the various exhibitions





# The BIG 2 Listen

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Overall Questionnaire  
responses 8620  
37.4% male, 62.6% female

21.2% of responses  
were from non-users of  
our services

## Quick Fixes Cont.

### Libraries

**Comment** *Lots of people asked for more stock in the libraries.*

**Fix** As well as the regular refresh of new titles, our stock management system will ensure that popular books and other resources are regularly exchanged between libraries.

**Comment** *You want more events for both adults and children*

**Fix** We are delighted to say that 2014 is going to be a really busy year packed with events including some really big names, such as Val McDermid and Liz Lochhead.

**Comment** *Can we have vending machines for hot drinks?*

**Fix** This is currently being piloted at Blairgowrie and it may be possible to extend to other libraries.

**Comment** *You wanted the libraries open for longer and to consolidate the part – time opening hours.*

**Fix** Having reviewed patterns of use across all our libraries we are introducing revised and consolidated opening hours across all our venues from Spring/Summer 2014

**Sports and Recreation** – Feedback has highlighted a need to cater for sports for adults so we are putting a programme together for adults to volunteer in sport after the Commonwealth Games. We will focus on participation at an event to be held in January.

### Instrumental Music Service

**Comment** You asked for greater equity of access to the teaching of instrumental music.

**Fix** We are aware of the problem and the service has this as its priority.



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## Get in touch

Get in touch with us if you want to find out more information or to add yourself to our text and/or emailing lists.

**Libraries and Information Service**

**AK Bell Library, 2-8 York Place**

**PERTH, PH2 8EP**

**Tel 01738 444949**

**Email [thebiglisten@pkc.gov.uk](mailto:thebiglisten@pkc.gov.uk)**

You can follow us on facebook and twitter:

**[www.facebook.com/PerthMuseum](http://www.facebook.com/PerthMuseum)**

**[www.facebook.com/PerthandKinrossLibrariesandArchive](http://www.facebook.com/PerthandKinrossLibrariesandArchive)**

Twitter for libraries **@LibraryPKC**

Twitter for Culture Services **@CulturePerth**



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**Culture Matters – The Big Listen  
Improvement Actions 2014 - 2015**

<b>Key Themes/Findings</b>	<b>Actions Undertaken to Date</b>	<b>Further Actions</b>	<b>Key Milestones</b>	<b>Timescales</b>
The high value placed on current services and the knowledge and experience of staff within these	<ul style="list-style-type: none"> <li>Focus on Customer Service training within the CPD opportunities provided for staff – extending staff understanding of visitor experiences through ‘Customer Journey’ activity.</li> <li>Develop a programme of staff and specialist talks and behind the scenes tours at the Museum and Art Galleries to further promote direct engagement with collections and curatorial staff.</li> </ul>	<ul style="list-style-type: none"> <li>Build further on this work to ensure consistent practice across all Culture Services venues.</li> </ul>	ERD and CPD programme developments interlinked.  Programme in place and promoted.	January 2014 and ongoing
Increased and better co-ordinated marketing and promotion of cultural activities	<ul style="list-style-type: none"> <li>Public programme of events across Cultural Services</li> </ul>	<ul style="list-style-type: none"> <li>Identify specialist marketing advice to enhance existing practice</li> </ul>	<ul style="list-style-type: none"> <li>Options identified and appraisal undertaken</li> <li>Recommendations identified</li> </ul>	April 2014
Better co-ordination of web pages to link all Cultural Services activities and promote better navigation across these	<ul style="list-style-type: none"> <li>Monitor and review website content and customer feedback post website launch in January 2013.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to develop web presence and digitisation programme</li> </ul>	<ul style="list-style-type: none"> <li>Digital Librarian appointed</li> <li>Review of Local &amp; Family History web pages</li> <li>On-line joining available</li> </ul>	April 2014 May – July 2014 May 2014
Develop new mobile library services to	<ul style="list-style-type: none"> <li>New Mobile Libraries commissioned and scope</li> </ul>	<ul style="list-style-type: none"> <li>Launch of new mobile library services, including</li> </ul>	<ul style="list-style-type: none"> <li>Delivery &amp; testing of new mobiles</li> </ul>	July 2014

Key Themes/Findings	Actions Undertaken to Date	Further Actions	Key Milestones	Timescales
enhance services to local communities	of services planned.	enhanced offer to residential, care homes & sheltered housing and to rural primary schools	<ul style="list-style-type: none"> <li>New routes and services launched</li> </ul>	August 2014
Higher profiles and visibility of services and collections within communities and out with traditional facilities.	<ul style="list-style-type: none"> <li>Identification and development of display and exhibition spaces within Community Campuses</li> <li>Launch of new exhibitions programme</li> </ul>	<ul style="list-style-type: none"> <li>Further promotion of and progress on collections digitisation to enable greater access to collections.</li> <li>Identification and promotion of partnership and collaborative working opportunities</li> <li>Review current outreach, learning and community engagement work within Cultural Services and key partners</li> </ul>		January 2014 – December 2014