



West Lothian
Council



CITIZEN LED INSPECTION

‘LOOK SEE’

FEEDBACK REPORT

Customer and Community Services

Partnership Centres and Libraries

February 2019

INSPECTION TEAM:

John McCulloch
Louise Guy
Carole Mulholland
Jill Parton
Bill Vallely

REPORT SUBMITTED TO:

Ann-Marie Carr
Head of Housing, Customer and Building
Services
Ralph Bell
Customer & Community Service Manager

Introduction

The ‘Look See’ customer experience inspection is designed to bring a depth of insight through a “lighter” version of the council’s Citizen Led Inspection. The inspection forms a short, concentrated, specific activity to allow customer inspectors to bring their training and knowledge to bear on a focused area of service provision.

Inspectors will score the service based on the set criteria established prior to the inspection and will use a rating scale of Excellent, Good, Adequate, Poor and Very Poor.

This is designed to involve customers in reviewing and making changes to services. It is particularly valuable during periods of change to ensure that service standards and performance is maintained.

Background to the Inspection

West Lothian Council provides seven partnership centres and fourteen libraries located across West Lothian. These are frontline, customer facing offices, offering library services to residents and advising and dealing with a range of council services.

The Inspectors met with the service management team prior to undertaking their visits to the Partnership Centres and Libraries to allow them to find out more information about the service and to find out if there were any particular areas to focus on during their inspection. The inspectors were asked to, if possible, visit Armadale, Linlithgow and Blackburn Partnership Centres as these are the newest Partnership Centres that the Council has invested in to provide services for local communities.

Inspectors were asked to review the quality of the customer service they received and the staff awareness of the council’s Customer Service Strategy. They were also asked to review how information is presented both online and on site. Other aspects reviewed were the buildings and facilities.

The staff within the council’s Partnership Centres and Libraries were unaware of the inspection activity going on to ensure that the Inspectors received an authentic customer experience. Inspectors were free to interact and engage with staff and other visitors as they deemed appropriate.

Partnership Centres visited by Inspectors

- Armadale Partnership Centre
- Bathgate Partnership Centre
- East Calder Partnership Centre
- Linlithgow Partnership Centre
- Strathbrock Partnership Centre

Libraries visited by Inspectors

- Almondbank Library
- Blackridge Library
- Carmondean Library
- Pumpherston Library
- Lanthorn Library
- West Calder Library

Summary of Findings

The Inspectors rated the service as follows:

Category		Almondbank	Armadaile	Bathgate	Blackridge	Carmondean *			East Calder
1	Information available prior to inspection	Excellent	Poor	Good	Poor	Poor	Poor	Excellent	Good
2	Building & Environment	Good	Adequate	Excellent	Adequate	Adequate	Poor	Excellent	Good
3	Information Available during visit	Excellent	Good	Good	Good	Good	Poor	Excellent	Good
4	Information available on (Council Services)	Excellent	Good	Adequate	No rating	Good	Poor	Excellent	Adequate
5	Staff Interaction	Excellent	Excellent	Excellent	Good	Good	Poor	Excellent	Excellent
6	On site facilities (toilets etc.)	Excellent	Adequate	Adequate	Excellent	Adequate	No Rating	Excellent	Excellent

* Carmondean was visited by 3 different Inspectors. Lanthorn, Strathbrock and West Calder were each visited by 2 of the Inspectors. The Inspections took place on varying dates and times. The ratings for each inspector have been reported separately.

Category		Lanthorn*		Linlithgow	Pumpherston	Strathbrock*		West Calder*	
1	Information available prior to inspection	Good	Excellent	Good	Good	Good	Excellent	Adequate	Good
2	Building & Environment	Good	Good	Adequate	Excellent	Good	Excellent	Adequate	Good
3	Information Available during visit	Adequate	Excellent	Poor	Excellent	Good	Good	Adequate	Adequate
4	Information available on (Council Services)	Poor	Good	Poor	Excellent	Adequate	Poor	Poor	Adequate
5	Staff Interaction	Excellent	Excellent	Excellent	Excellent	Excellent	Good	Excellent	Good
6	On site facilities (toilets etc.)	Adequate	Excellent	Good	Excellent	Adequate	Excellent	No rating	Excellent

* Carmondean was visited by 3 different Inspectors. Lanthorn, Strathbrock and West Calder were each visited by 2 of the Inspectors. The Inspections took place on varying dates and times. The ratings for each inspector have been reported separately.

Findings

The table below highlights the key findings, areas of good practice and recommendations for areas for improvement.

(**Alm** = Almondbank; **Arm** = Armadale; **Bath** = Bathgate; **Blackr** = Blackridge; **Car** = Carmondean; **Eastc** = East Calder; **Lan** = Lanthorn; **Lin** = Linlithgow; **Pum** = Pumpherston; **Str** = Strathbrock; **Westc** = West Calder)

Category	Sub Categories of Inspection	Office	Areas of Good Practice	Areas for Improvement	Overall Rating
1. Information available prior to inspection	<ul style="list-style-type: none"> • Location • Opening times • On-site facilities • Accessibility • Available parking 	Alm	<ul style="list-style-type: none"> • Information on opening times and other services available. 		Excellent
		Arm	<ul style="list-style-type: none"> • Availability of disabled parking. 	<ul style="list-style-type: none"> • There is no indication that the library hours differ from that of the CIS. • No information about parking (other than disabled parking) or bus stops. • The map link refers to Armadale Community Centre but there is no indication whether this is the same location as the Partnership Centre. 	Poor
		Bath	<ul style="list-style-type: none"> • Website information recently updated. 		Good
		Blackr	<ul style="list-style-type: none"> • Location was rated as excellent. 	<ul style="list-style-type: none"> • Opening times differed and inspector was advised they were less during visit. • There was no suggestion that the library could be accessed whenever the Customer Service Adviser was on duty. • There was no indication that there is not full accessibility. • The website does not state that the disabled parking places are immediately outside the door of the building. 	Poor

Category	Sub Categories of Inspection	Office	Areas of Good Practice	Areas for Improvement	Overall Rating
		Car	<ul style="list-style-type: none"> One Inspector found the Information online for Carmondean to be substantial. One Inspector found the information very good. Opening times are clear. Services within the library are varied. 	<ul style="list-style-type: none"> One Inspector found the Information regarding the name of this building unclear. One Inspector thought that the Information on accessing the building could be clearer. The disable parking bays are located in Morrison's car park, nearest the supermarket.. 	Adequate
		Eastc		<ul style="list-style-type: none"> Web page could be improved by displaying facilities available and a calendar of events. 	Good
		Lan		<ul style="list-style-type: none"> Information on CIS and other services are missing from web page. 	Good
		Lin			Good
		Pum			Good
		Str		<ul style="list-style-type: none"> No mention of 2 separate doors. Library web page out of date. Still mentions Christmas competition (as of 09/01/2019) Strathbrock Partnership webpage is health related and there are no links to CIS or library. 	Good
		Westc	<ul style="list-style-type: none"> Generic information on web page e.g. frequency of groups means that it's less likely to be out of date. 	<ul style="list-style-type: none"> No mention of Andrew Carnegie and his links to the community. Finding the library page from WLC home page is challenging. 	Adequate
Recommendation(s)	1.1	<ul style="list-style-type: none"> Review the web pages for all Partnership Centres and Libraries to ensure accurate opening times for each service within the centres. 			

Category	Sub Categories of Inspection	Office	Areas of Good Practice	Areas for Improvement	Overall Rating
	1.2		<ul style="list-style-type: none"> Links to each of the services should be made available within web pages (there can be several different pages for one building). 		
	1.3		<ul style="list-style-type: none"> Improve information online regarding parking and nearest bus stops. 		
	1.4		<ul style="list-style-type: none"> Consider introducing a calendar of events for each location, where relevant. 		
2. Building & Environment	<ul style="list-style-type: none"> Signage on the building Accessibility Clean & tidy (interior) Clean & tidy (exterior) Ambience (music, décor, atmosphere etc.). 	Alm	<ul style="list-style-type: none"> The Inspector rated the Accessibility, Clean & Tidy (Interior) and Ambiance as excellent. 	<ul style="list-style-type: none"> Lack if signage made locating the library difficult. 	Good
		Arm		<ul style="list-style-type: none"> The pad to open the doors to leave the building is sited more than an arm's length away from the door. 	Adequate
		Bath	<ul style="list-style-type: none"> Reception ideally situated at entry door. Planning of what sector goes where is excellent. There are easily defined and visible sectors with a social area in the centre. Environment is informal and welcoming. 	<ul style="list-style-type: none"> The location of the disabled parking means customers have to travel uphill past the front door to access the mobility ramp. 	Excellent
		Blackr	<ul style="list-style-type: none"> The cleanliness and tidiness of both the interior and exterior of the building was rated as excellent. 	<ul style="list-style-type: none"> There is no sign indicating parking, including disabled parking within the courtyard. There is no sign within the building to indicate where the library or reception is located. The display attached to the library is down some steps and a warning about uneven flooring might be worth considering. The sign on the library door stating that children under 8 had to be accompanied 	Adequate

Category	Sub Categories of Inspection	Office	Areas of Good Practice	Areas for Improvement	Overall Rating
				by an adult is off putting and superfluous as the Customer Service Adviser has a system that allows her to see who is in the library.	
		Car	<ul style="list-style-type: none"> One Inspector rated everything with the exception of Signage on the Building as excellent. 	<ul style="list-style-type: none"> No indication where the door into the building is. One Inspector found the door to the building to be heavy. Two Inspectors noted that the windows were dirty and displayed out of date posters. One Inspector felt the heating was inadequate. One Inspector felt the interior was poorly lit. One Inspector felt there were too many posters laid out in a random manner. 	Adequate
		Eastc	<ul style="list-style-type: none"> Librarian/receptionist available at entrance is ideal. The facility was noted to be very clean. 		Good
		Lan	<ul style="list-style-type: none"> Externally the building has been recently painted and tidied up. Signage is clear and has been rated as excellent by the Inspector. 	<ul style="list-style-type: none"> Interior of the building is not as fresh looking as the exterior. The environment surrounding the building could be improved. Although parking area has been improved through redesign and remarking, it could be improved further. At busy period cars are required to reverse around bends to accommodate leaving cars. 	Good
		Lin		<ul style="list-style-type: none"> Only library opening hours (nothing about CIS) 	Adequate

Category	Sub Categories of Inspection	Office	Areas of Good Practice	Areas for Improvement	Overall Rating
				<ul style="list-style-type: none"> Old sign in front of building printed over with previous information still visible. 	
		Pum	<ul style="list-style-type: none"> The Inspector noted this was a lovely library and a great resource for Pumpherston Primary School. 		Excellent
		Str	<ul style="list-style-type: none"> Modern and purpose built with a focus on providing office space for council staff. The library is well designed. The inspector liked the idea of giving the library area an identity with the small museum. 	<ul style="list-style-type: none"> The unstaffed eating area could be improved in terms of more regular cleaning. The standing sign outside the building is not always apparent depending on what route is taken. Notice Board contains sparse information. Open layout felt cold. 	Excellent
		Westc	<ul style="list-style-type: none"> Good resources to keep children occupied. The premises were neat and warm. 	<ul style="list-style-type: none"> One inspector noted there was no signage and the other noted there was a standing sign which would not be seen by patrons coming from the right. No indication of where the disabled parking is. 	Good
Recommendation(s)	2.1	<ul style="list-style-type: none"> Improve both the interior and exterior aesthetics of Carmondean. 			
	2.2	<ul style="list-style-type: none"> Review parking signage particularly Blackridge and West Calder. 			
	2.3	<ul style="list-style-type: none"> Review parking arrangements for Lanthorn. 			
	2.4	<ul style="list-style-type: none"> Review if possible the position of the door pad in Armadale. 			
	2.5	<ul style="list-style-type: none"> Consider refreshing information on Strathbrock notice board on a more regular basis and making it more informative. 			

Category	Sub Categories of Inspection	Office	Areas of Good Practice	Areas for Improvement	Overall Rating
	2.6	<ul style="list-style-type: none"> Review external signage at Linlithgow. 			
3. Information available during visit	<ul style="list-style-type: none"> Opening times On site facilities On site services Available parking 	Alm	<ul style="list-style-type: none"> The Inspector rated the On-site facilities, on-site services and available parking as excellent. 		Excellent
		Arm		<ul style="list-style-type: none"> No signage for the library opening hours or CIS immediately outside the entrance. More focused signs would be helpful, e.g. arrows for toilets, library, and café. 	Good.
		Bath	<ul style="list-style-type: none"> On-site facilities and on-site services were rated as excellent. 	<ul style="list-style-type: none"> The inspector visited both morning and afternoon and found parking difficult on both visits. 	Good
		Blackr	<ul style="list-style-type: none"> Available parking was rated as excellent. 	<ul style="list-style-type: none"> There is no signage for the well-equipped community room which contains multiple computers and a printer. No notice explaining how to access the internet in either the library or the computer room. The community information folder is sparse and needs attending to. Limited access to a librarian. 	Good
		Car	<ul style="list-style-type: none"> Clear and comprehensive notice on how to use the computers. Information was available within the library for all on-site services and facilities. 	<ul style="list-style-type: none"> No car parking. The building is sited on the edge of Morrison's car park which has free parking for 2 hours. 	Good
		Eastc	<ul style="list-style-type: none"> The on-site facilities were rated as excellent by the Inspector. 		Good
		Lan			Adequate
		Lin		<ul style="list-style-type: none"> List of Council services was on a sign leaning on a wall in the library. 	Poor

Category	Sub Categories of Inspection	Office	Areas of Good Practice	Areas for Improvement	Overall Rating
				<ul style="list-style-type: none"> No signage for direction on ground or first floor. Restricted area on first floor was easy to access. No details regarding parking. 	
		Pum	<ul style="list-style-type: none"> A sign with opening times was displayed on the door. Small and compact – a lovely facility. 		Excellent
		Str	<ul style="list-style-type: none"> One Inspector liked the local history museum area. The other found it interesting but noted it was tucked away. The table and seating area is useful. 	<ul style="list-style-type: none"> Unaware there were 2 doors. Notice Board in front of building needs contents reviewed. Signs could be more visible. No signage on book bug session room. Signage on library self-service is too high. There is no signage on the photocopier in the library so it's uncertain whether or not this is for customer use. 	Good
		Westc	<ul style="list-style-type: none"> The separate space for pc's is very good. The museum cabinet is very informative. 	.	Adequate
Recommendation(s)	3.1	<ul style="list-style-type: none"> Improve internal signage in all buildings to make section information clearer. 			
	3.2	<ul style="list-style-type: none"> Review restricted access at Linlithgow. 			
		Alm	<ul style="list-style-type: none"> The Inspector rated all aspects of this criterion as excellent. 		Excellent
		Arm		<ul style="list-style-type: none"> Inspector felt that the Library desk could be sited separately from the CIS desk to 	Good

Category	Sub Categories of Inspection	Office	Areas of Good Practice	Areas for Improvement	Overall Rating
4. Information available on (Council Services)	<ul style="list-style-type: none"> • Complaining about the council • Requesting a council service • Applying for a council service • Joining and using the Library (if applicable). • Using and accessing PC's 			make it easier for customer to identify and speak to appropriate staff.	
		Bath		<ul style="list-style-type: none"> • Information available on request from staff but Inspector noted there was no information readily available. 	Adequate
		Blackr	<ul style="list-style-type: none"> • The Customer Service Adviser offers help with accessing and using and the PC's. • The adviser on duty offers use of the phone for Access to Employment enquiries. 		Not rated
		Car	<ul style="list-style-type: none"> • One Inspector noted that library staff have information about all services available and can give advice. 	<ul style="list-style-type: none"> • One Inspector found that there was no librarian available to consult. • One Inspector found that staff appeared to be unfamiliar with the library. 	Good
		Eastc	<ul style="list-style-type: none"> • Joining and using the Library and using and accessing the PC's were rated as excellent by the Inspector. 	<ul style="list-style-type: none"> • Information available on council services could be improved. • Expand programme of activities for over 50's club. 	Adequate.
		Lan		<ul style="list-style-type: none"> • Information available for complaining about the council and requesting or applying for a council service could be improved. 	Poor
		Lin			Poor
		Pum		<ul style="list-style-type: none"> • The times when various services are available could be displayed on the front door of the building. 	Excellent

Category	Sub Categories of Inspection	Office	Areas of Good Practice	Areas for Improvement	Overall Rating
		Str		<ul style="list-style-type: none"> No information on alternative ways to complain. No noticeable signage on how to join library. No sign to indicate that customers have to register and book pc's. 	Poor
		Westc	<ul style="list-style-type: none"> Clear information posters on wall. Staff were very helpful regarding the questions the Inspector put to them. 	<ul style="list-style-type: none"> One inspector noted that council services information is dependent on leaflets or personal requests and another noted that there were posters on the wall with clear information. Informative museum cabinet not immediately obvious on visit. 	Adequate
Recommendation(s)	4.1	<ul style="list-style-type: none"> Review staff training to ensure information give is uniform across offices. 			
	4.2	<ul style="list-style-type: none"> Consider clear signage in all offices on how to access services. 			
	4.3	<ul style="list-style-type: none"> Consider moving museum cabinet in West Calder to a more prominent position. 			
	4.4	<ul style="list-style-type: none"> Review information available on council services across all locations. 			
		Alm	<ul style="list-style-type: none"> Staff very approachable and helpful. All aspects were rated as excellent. 		Excellent

Category	Sub Categories of Inspection	Office	Areas of Good Practice	Areas for Improvement	Overall Rating
5. Staff interaction	<ul style="list-style-type: none"> • Knowledge • Polite and friendly • Helpful • Recognisable (a badge, uniform or otherwise identifiable as a council employee) • Accessible (readily available to speak to) 	Arm	<ul style="list-style-type: none"> • Each member of staff had a visible lanyard. • Inspector was approached immediately on arrival and asked if they needed help. • Plenty of staff in reception area. • Staff were particularly helpful and keen to show off the building and its facilities. 	<ul style="list-style-type: none"> • Inspector felt a larger print name badge would be beneficial in addition to i.d. badges as would a printed notice identifying Library and CIS staff on duty. 	Excellent
		Bath	<ul style="list-style-type: none"> • Members of staff were recognisable, professional and helpful. 		Excellent
		Blackr	<ul style="list-style-type: none"> • Customer Service Adviser was quickly on hand to offer assistance. 	<ul style="list-style-type: none"> • Reception desk not immediately apparent due to positioning and various items on it. 	Good
		Car	<ul style="list-style-type: none"> • Staff happy to engage when approached. • One Inspector found staff to be very knowledgeable. • Staff explained the various services and the times that someone would be on-site. 	<ul style="list-style-type: none"> • One Inspector noted that staff did not approach to ask if help was required. 	Good
		Eastc	<ul style="list-style-type: none"> • Inspector was impressed with the helpfulness and enthusiasm of the staff. 		Excellent

Category	Sub Categories of Inspection	Office	Areas of Good Practice	Areas for Improvement	Overall Rating
		Lan	<ul style="list-style-type: none"> Inspector accompanied a customer renewing their Blue Badge and witnessed a polite, efficient and friendly service. All aspects of the staff interaction criterion were rated as excellent by the Inspector. 		Excellent
		Lin	<ul style="list-style-type: none"> Staff in the CIS and library were very pleasant and helpful. 		Excellent
		Pum	<ul style="list-style-type: none"> All aspects of this section were rated as excellent. 		Excellent
		Str	<ul style="list-style-type: none"> All aspects of the staff interaction criterion were rated as either good or excellent. 		Good
		Westc	<ul style="list-style-type: none"> Both inspectors found the staff to be approachable, helpful and knowledgeable. All aspects of the staff interaction criterion were rated as either good or excellent by the Inspectors. 		Excellent
Recommendation(s)	5.1	<ul style="list-style-type: none"> Review position of reception desk within Blackridge Library. 			
	5.2	<ul style="list-style-type: none"> Consider signage to make it clearer that the reception desk in Armadale is for Customer Information Service customers and Library customers alike. 			
6. On site facilities	<ul style="list-style-type: none"> Clean and tidy Accessibility 	Alm			Excellent

Category	Sub Categories of Inspection	Office	Areas of Good Practice	Areas for Improvement	Overall Rating
(toilets etc.)	<ul style="list-style-type: none"> User friendliness 	Arm		<ul style="list-style-type: none"> Ladies toilet was examined and inspector found one tap missing a temperature control and panelling around the sinks beginning to disintegrate. Sign on the toilet door was too small to read from the reception desk. 	Adequate
		Bath	<ul style="list-style-type: none"> Well designed in respect of building shape. 		Adequate
		Blackr	<ul style="list-style-type: none"> The clean & tidy and accessibility aspects of this section were rated as excellent by the Inspector. 		Excellent
		Car	<ul style="list-style-type: none"> One Inspector rated all aspects of this section to be excellent. 	<ul style="list-style-type: none"> Toilets locked due to frequent vandalism although key is readily available. CIS room no longer used with customer interaction now taking place at the public reception desk. Inspector advised that this is due to some inappropriate customer behaviour at this location. Two computers were out of order during an Inspectors visit and staff were not aware when these would be repaired. 	Good
		Eastc	<ul style="list-style-type: none"> Having a separate sports dressing room and kitchen area is an excellent design feature. The clean & tidy, accessibility and user-friendliness aspects of this section were all marked as excellent by the Inspector. 		Excellent
		Lan			

Category	Sub Categories of Inspection	Office	Areas of Good Practice	Areas for Improvement	Overall Rating
		Lin		<ul style="list-style-type: none"> Two wall tiles missing in male toilets. 	Good
		Pum			Excellent
		Str	<ul style="list-style-type: none"> ATM which is free to use. Good variety of information leaflets about local attractions 		Good
		Westc		<ul style="list-style-type: none"> No on site public toilet. 	Good
Recommendation(s)	6.1	<ul style="list-style-type: none"> Consider an alternative customer service area for Carmondean staff if possible. 			
	6.2	<ul style="list-style-type: none"> Inspect toilet facilities at Armadale and log all relevant repairs. 			
	6.3	<ul style="list-style-type: none"> Inspect and log repair for missing tiles in male toilet at Linlithgow. 			
Overall Findings		Alm			
		Arm	<ul style="list-style-type: none"> Staff were found to be particularly helpful and keen to show off their new building and facilities. 	<ul style="list-style-type: none"> Less but more focused internal signage would be of benefit. Inspector noted that there was confusion over whether building is for council services, community centre or a library. 	Good
		Bath	<ul style="list-style-type: none"> Well designed building. Inspector accompanied customer visiting the Advice Shop and found staff knowledgeable, helpful, polite patient and empathetic. Popular well used café and library. 	<ul style="list-style-type: none"> Better parking availability including disabled places with easier access. 	Good
		Blackr	<ul style="list-style-type: none"> Customer service adviser on hand to offer help. 	<ul style="list-style-type: none"> Better signage required to explain how to access the internet. Limited access to a librarian. 	Adequate

Category	Sub Categories of Inspection	Office	Areas of Good Practice	Areas for Improvement	Overall Rating
		Car	<ul style="list-style-type: none"> Staff happy to help once engaged by inspector. Knowledgeable staff. 	<ul style="list-style-type: none"> General feeling that the building is tired and run down. 	Good
		Eastc	<ul style="list-style-type: none"> Helpful and enthusiastic staff. 	<ul style="list-style-type: none"> Participants of the over 50's club would benefit from a wider range of activities. 	Good
		Lan	<ul style="list-style-type: none"> Inspector found staff to be polite efficient and friendly. 	<ul style="list-style-type: none"> Posters and leaflets could be displayed better. 	Good
		Lin	<ul style="list-style-type: none"> Staff were excellent. Environment was generally clean and tidy. 	<ul style="list-style-type: none"> Signage both internally and externally could be improved. Online information could be clearer. 	Adequate
		Pum	<ul style="list-style-type: none"> Well used library. 		Excellent
		Str	<ul style="list-style-type: none"> Good opening hours, especially the late openings. 	<ul style="list-style-type: none"> Link from the partnership page to the council service / library page would be useful. Internal signage would benefit customers. 	Good
		Westc	<ul style="list-style-type: none"> Well informed polite staff. 	<ul style="list-style-type: none"> Improved signage would be of benefit. 	Good

Conclusions & Next Steps

Five Inspectors visited eleven different Partnership Centres and Library locations and reported varying results. Positives highlighted were staff interaction which was reported as excellent across the majority of locations. Staff were found to be both knowledgeable and polite and are an asset to their service.

Areas for improvement and recommendations have been identified by the inspection team across the offices visited. The main area for improvement highlighted was the availability of signage both internally and externally. Opening times for each service was not always clear. It was also highlighted that the web pages of the Partnership Centres in particular could be more comprehensive. It is not clear whether to search for Partnership Centre or Library. Each search can return different results with no links between pages.

Parking issues appeared to be a recurring theme but there is little that can be done about this due to the physical location of some of the buildings. Improved information on the web pages regarding parking prior to visit may be of some advantage.

The service should now review the findings of the inspection; take note of the recommendations made and devise an improvement plan to action these. Planned improvements will then be discussed with the inspectors and followed up with the service by the Business Improvement Officers.

For further information please contact Katherine McLaughlin or Jane Baillie, Performance and Improvement Service.

Date: 27/03/2019

Appendix 1: CLI -Look See Inspection (Libraries and Partnership Centres Overview) John McCulloch