

Final Evaluation Report

Macmillan @ West Dunbartonshire Libraries



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1 What is Macmillan @ West Dunbartonshire Libraries?

In October 2015 Macmillan @ West Dunbartonshire Libraries was launched, introducing a community based cancer support and information programme across the regions library network, with volunteer led drop-in sessions running from late February 2016. This programme provides cancer support and information services in eight West Dunbartonshire libraries. Five of these libraries host a weekly drop-in support and information service run by volunteers. The other three services are Information Points offering access to Macmillan information booklets, and staff who are able to signpost to local services. In 2017, Macmillan @ West Dunbartonshire Libraries took on responsibility for an existing pop-up or outreach service that regularly operates in a local health centre, the Vale Centre for Health and Care.

Macmillan @ West Dunbartonshire Libraries has two staff and 25 volunteers. It is managed by a Macmillan Services and Volunteering Coordinator with support from a Macmillan Services and Volunteering Officer. The Macmillan Services and Volunteering Coordinator is responsible for the day to day management of the services; the ongoing development, integration and sustainability of the services; and stakeholder and community engagement. The Macmillan Services and Volunteering Officer provides operational support to the library drop-in services, direct volunteer management and on-going support to the volunteer team. This includes recruitment, core training, induction, as well as ongoing development, support and guidance.

Macmillan @ West Dunbartonshire Libraries represents a cross local authority partnership between Macmillan Cancer Support, West Dunbartonshire Libraries and Glasgow Life. The Glasgow Life team have delivered similar services on a much wider scale across Glasgow, since 2012. Both Macmillan @ West Dunbartonshire Libraries staff are:

- Glasgow Life employees
- Funded by Macmillan Cancer Support
- Operationally sit within West Dunbartonshire Libraries.

The drop-in volunteer led sessions have been available at Alexandria, Dumbarton and Clydebank Libraries since February 2016, with Balloch and Dalmuir Libraries added in 2017. These drop-in sessions run once a week in these libraries for 2–3 hours a session. During these sessions anyone is able to drop-in to speak with volunteers. Visitors include people with cancer, their friends, family and carers, those worried about cancer, or anyone else with a question about cancer. Volunteers provide a confidential listening ear, emotional support, information and onward referrals and signposting to other services tailored to the needs of visitors.

There are currently 25 active volunteers working with the service, with the majority of these having volunteered for over one year. Three male and 22 females and 64% of volunteers are

over 60 years old. Most volunteers operate flexibly across library venues but some volunteer in one library.

As the service has evolved, Lead Volunteer roles have been introduced into the drop-in services. The Lead Volunteers have additional responsibilities within the service which include mentoring and supporting other volunteers and ensuring the volunteers work together to input data collection forms, order stock and maintain the displays.

There were 440 visits to the library-based drop in services in West Dunbartonshire between March 2016 and August 2018. A further 121 have made contact with the Macmillan service staff through their office over that period.

Between March 2016 and August 2018, there were 114 referrals made by volunteers from the service. This includes 73 to the Macmillan Benefits Team, 23 to the Macmillan Carers Service, 16 to Cancer Support Scotland for complementary therapies or counselling services, one to Carers of West Dunbartonshire and one 'other'.

The service has also delivered outreach events in local health centres, shopping centres and at community events with the aim of raising awareness about the Macmillan @ West Dunbartonshire Libraries service. For the first six months of 2018, 282 people were engaged and 52 people received additional support including the regular pop-up outreach service in the Vale Centre for Health and Care.

Between January and July 2018, Macmillan @ West Dunbartonshire Libraries ran two talks, one for The Vale Women's Guild and one at Job Centre Plus Dumbarton to their staff team. Over this same period, in addition to the regular outreach pop-up service in The Vale Centre for Health and Care, Macmillan @ West Dunbartonshire Libraries ran the following outreach sessions:

- Community Conference 2018
- Glasgow University Volunteering Network Event
- Centre 81 Clydebank
- Clydebank Disability Group Event
- Clydebank Health Centre
- Faslane Navy Fit Festival
- Dumbarton Health Centre
- Learning Disability Info Day
- Bank of Scotland - Clydebank Shopping Centre
- St. Michael's Primary School Community Day

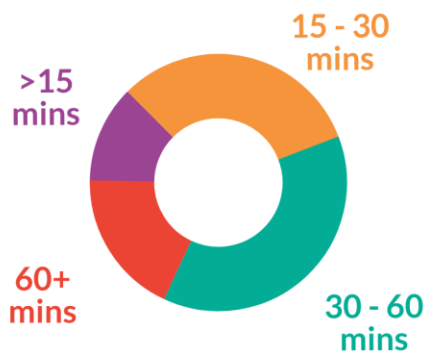
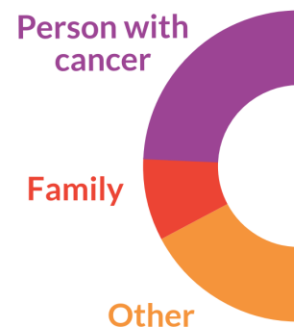
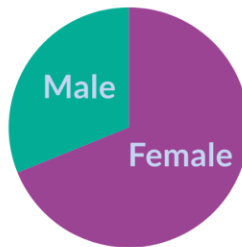
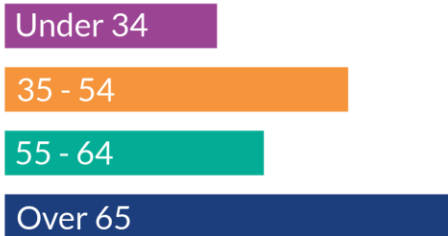
The infographic overleaf summaries the key data for Macmillan @ West Dunbartonshire Libraries.

Macmillan @ West Dunbartonshire Libraries March 2016 - August 2018

In the first half of 2018...



Visits to libraries...



What visitors came to libraries for...



Vast majority found someone to talk to plus....



The total number of visits increased between March 2016 and August 2018 from an average of 9 a month in 2016 to 22 a month in 2018. There are several fluctuations between months which can be explained by:

- Seasonal patterns eg fewer people visiting services over the winter while the weather is bad
- More library drop-in services opening in 2017 and short-term closures for renovations of other drop-in services resulting in short term drops in numbers within various months.

More than half of all visitors are female, and most visitors are over 55 years old. A large majority (95%) of service users identified as white Scottish. This broadly reflects the demographic makeup of West Dunbartonshire, where 92% of people identify as white Scottish¹.

Most visitors reported that they had already attended the service once or twice. The longer the service develops, the more we would expect to see the number of visitors saying they had attended more than once increasing.

Most visitors with cancer identified as either undergoing treatment or living with cancer:

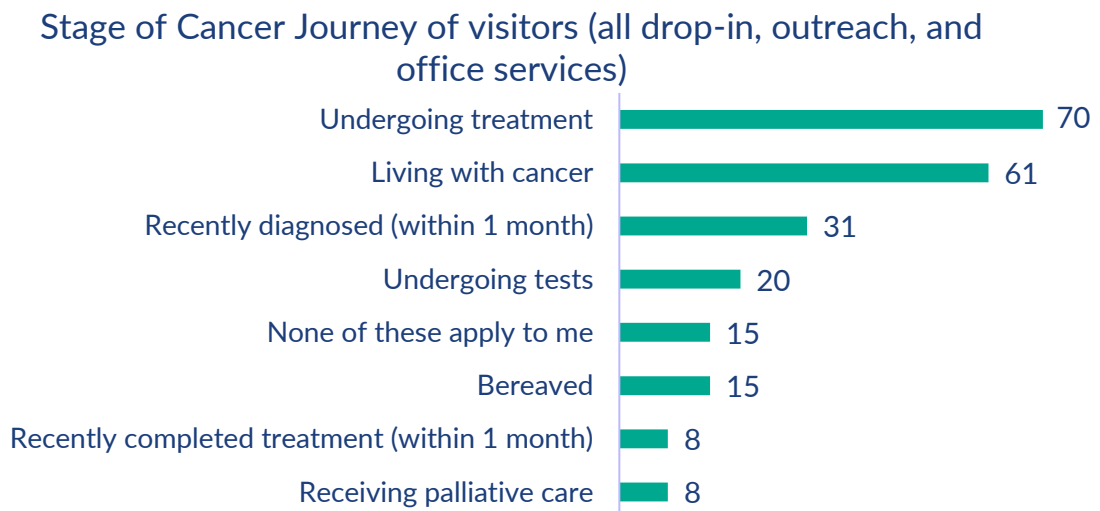


Figure 1 Stage of Cancer Journey of people with cancer visiting Macmillan @ West Dunbartonshire Libraries including library-based services, outreach (including the Vale Centre for Health and Care) and individuals who accessed information and support by contacting the office

¹ West Dunbartonshire Social and Economic profile 2014, pg. 12: http://www.west-dunbarton.gov.uk/media/3901536/social_and_economic_profile_2014.pdf

The most frequent ways that visitors to the five library-based drop-in services found out about the service were through libraries; word of mouth, health workers, at their local health centres or passing by. Between March 2016 and August 2018, there were 12 referrals into the service from other Macmillan services, Citizens Advice Bureau, Social Workers or other professional staff.

How visitors found out about the service (Library drop-in services only)

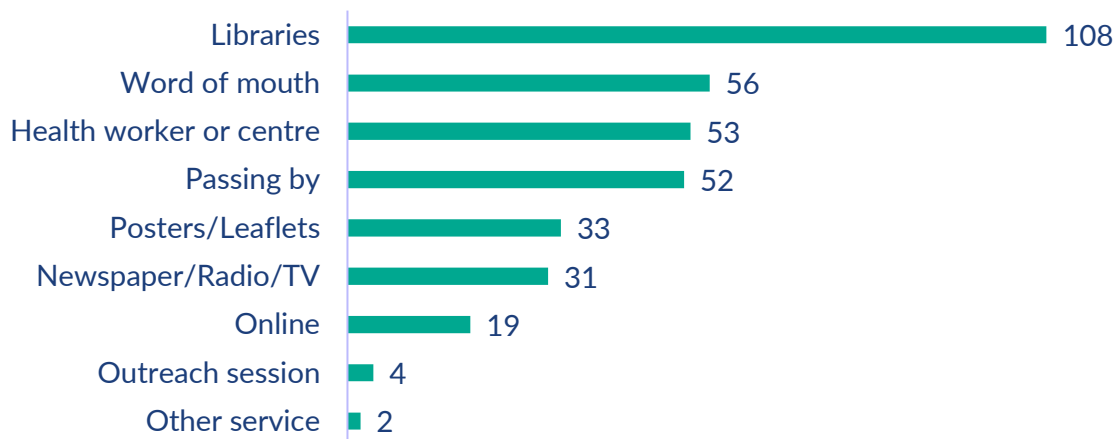


Figure 2 How visitors found the service - this includes only library based drop in services and excludes outreach and individuals calling the office

2 What is this evaluation about?

In late 2016, Rocket Science UK Ltd, in partnership with Consilium Research and Consultancy, was commissioned to conduct a two year evaluation of Macmillan @ West Dunbartonshire Libraries, focusing on:

- A **process evaluation** to understand the successes and challenges of the implementation of the Macmillan @ West Dunbartonshire Libraries programme.
- The service makes use of an innovative ‘consultancy approach’ – where one organisation acts as a centre of expertise. This central organisation then offers the opportunity for similar services to increase efficiency and effectiveness.
- The development and implementation of a service at a distance as part of another team will present both benefits and challenges, and programme staff were keen to understand these in more detail
- An **impact evaluation** to understand the early stage impacts of the service. Recognising that this programme is still in its early stages of implementation, this evaluation will look to identify some of the early findings of impacts on those affected by cancer, other support services, volunteers and staff, and libraries. However, the process evaluation will be the main focus of the evaluation.

Three reports were commissioned as part of this evaluation:

- A [baseline](#) report delivered in February 2017
- An [interim](#) evaluation report delivered in September 2017
- A final evaluation report in November 2018.

Baseline Evaluation Report

The baseline report outlined:

- The partner mapping conducted in November 2016 – found in Appendix 1
- Findings of interviews with Partners and Staff
- Findings of a volunteer focus group which engaged three volunteers
- The proposed evaluation framework for this evaluation – found in Appendix 2.

Interim Evaluation Report

The interim evaluation report outlined the findings of our data analysis and field research conducted between January and June 2017. In relation to the progress of Macmillan @ West Dunbartonshire Libraries we concluded that:

- The consensus of both the consultation and desk research completed to date portray a service that has been successfully integrated within the West Dunbartonshire Libraries service as whole, but needs further time to fully embed itself within the wider cancer network and greater consciousness of the local population prior to further development
- Given the scale of demand for the service identified to date, and the capacity of the three libraries currently without a drop-in service to absorb changes in infrastructure with limited space and footfall, we recommend that any further roll out of the service (both in terms of expanding the number of drop-in services and volunteer hours overall) is held back until a sustained level of demand is observed. Future investment should be based on an assessment of capacity and willingness to travel to access drop-in service between libraries
- Ongoing promotional work is still required and could be intensified using social media, web analytics, use of first-person accounts, and continued development of relationships with referrers and potential referrers
- There were several minor operational issues to address, including discomfort expressed by Library staff at being able to hear conversations in the drop-in service, exploring addition of complementary therapies in the libraries, and managing library staff and volunteer expectations about reasonable visitor numbers to expect in the early years of a new service
- It might be worth assessing the feasibility and validity of plans to combine selected lower-level health interventions conducted by other partner services (e.g. blood pressure testing and weight management) within community venues supported by the libraries service in a bid to build closer links and joint service delivery with health partners.

In relation to translating existing pilots to new areas we concluded that:

- Pilot sites, such as Glasgow, need to ensure that sharing knowledge and lessons learned with services that are being rolled out across a wide geography
- Knowledge of the local area enables services to quickly integrate
- New services need to obtain early buy-in from existing services to build visitor numbers, awareness and to avoid 'stepping on toes'
- Referral pathways in and out are vital to supporting the success of the service and there is a long-term ongoing effort required to build and maintain these relationships

- Services should think broader than libraries – while there are a variety of examples of library based drop-in services that are successful, they may not always be the most appropriate locations. Locations for drop-in services should be considered on a case by case basis, rather than operate as ‘library by default’
- Macmillan Cancer Support needs to better coordinate their efforts. There are currently a wide variety of Macmillan funded and Macmillan branded services. All are vying for attention from other services to promote and encourage referrals. New Macmillan services are already on the backfoot when entering these Macmillan crowded markets and have to tread very carefully. In addition, the more Macmillan services coordinate and present a single face to other services, the more effective service marketing will be. The more that Macmillan services understand each other’s aims and objectives, the less tension that will exist, and the more that services can cross-promote each other.
- In the absence of such coordination, success means mapping out current provision and focusing on filling the gaps and identifying key stakeholders and sensitivities early, in order to address these before service launch.

Final Evaluation

This report is the final evaluation for Macmillan @ West Dunbartonshire and focuses on the West Dunbartonshire service only. The elements of this evaluation that relate to lessons learned about how to translate services from pilot services into other areas has been separated out into another standalone report by Rocket Science UK Ltd.

Underpinning this final evaluation report is our analysis of service data to date, a review of best practice evidence, and interviews with the following:

- 7 volunteers
- 6 service users
- 11 libraries staff
- 11 stakeholders from partner and wider organisations
- 2 Macmillan @ West Dunbartonshire Libraries Team members.

3 What does the evidence say best practice is?

There is a range of evidence and literature on what good looks like when setting up new services, and in particular introducing services based on pilots or in other geographies. We have drawn together five core elements from the literature in order to underpin our conclusions and recommendations.

Clear and open communication plays a pivotal role in developing and maintaining relationships, as well as in navigating practical challenges and barriers in setting up new services. Communicating the benefits, operational attributes, and objectives of services can also increase motivation amongst staff and lead to improvements in programme fidelity and effectiveness.²

Informal collaboration and networking are helpful in developing strong links between partners. Maintaining support from key staff and partners can also help to ensure momentum throughout the introduction and delivery of new services.³ Maintaining positive relationships can be supported by clearly assigning roles and responsibilities. This should include administrative and implementation tasks with realistic deadlines and clear expectations.⁴

Effectively capturing and disseminating learning is important, both for improving services, and for continually building and refreshing buy-in. This can include formal approaches, such as monitoring and evaluation, and disseminating programme materials and guidance, as well as more informal knowledge transfer through networks and relationships. One approach to this is to encourage the sustained involvement of staff that developed and implemented pilots in the scaling of services. They tend to hold detailed information and learning, as well as a commitment to the service itself.⁵

There are a range of potential barriers associated with individuals tasked with implementing and delivering services locally – for example the attitudes and perceptions of staff and volunteers towards a service. These factors can be important, as they can influence and shape behaviours and levels of motivation. Perceptions about the value and effectiveness of a service innovation, for example, can influence the time and commitment people give to developing and delivering it.⁶ Individual factors can include the levels of skills and confidence people bring to delivering support. There is further evidence to suggest that resistance to

² Brady and Curtin (2012) Big Brothers Big Sisters comes to Ireland: A case study in policy transfer. *Children and Youth Services Review* 34, 1433-1439.

³ Cramm et al (2013). The role of partnership functioning and synergy in achieving sustainability of innovative programmes in community care. *Health & Social Care in the Community*, 21(2), 209-215.

⁴ Kelleher et al (2017) Implementation of a community-based, multidisciplinary, family-focused childhood weight management programme in Ireland, *BMJ* <https://bmjopen.bmj.com/content/7/8/e016459>

⁵ Norton and Mittman (2010) *Scaling-Up Health Promotion/Disease Prevention Programs in Community Settings: Barriers, Facilitators, and Initial Recommendations* Patrick and Catherine Weldon Donaghue Medical Research Foundation.

⁶ e.g. Kings Fund (2012) Leadership and Engagement for Improvement in the NHS: https://www.kingsfund.org.uk/sites/default/files/field/field_publication_file/leadership-for-engagement-improvement-nhs-final-review2012.pdf

service innovation is strongest when it is perceived to be imposed externally, rather than as a response to immediate local and organisational needs.⁷

A key theme in much research in this area is the importance of flexibility, both in the underlying model and operationally. Flexibility can enable local services to improve the acceptability and strategic fit of the service to local circumstances and requirements.⁸ However, this is not uncontroversial. There are perspectives, especially in public health, that argue too much flexibility and adaptation can undermine the potential impact of a service, including against its stated objectives. Finding balance between flexibility and a commitment to the overall focus and objectives of a service innovation may be a way of navigating this issue.⁹ Operational flexibility is also deemed important. This includes adapting implementation processes and activities to the specific requirements of local stakeholders, as well the ability to effectively respond to challenges and potential barriers as they emerge.¹⁰

⁷ e.g. McDonald (2005) Shifting the balance of power? Culture change and identity in an English health-care setting. *J Health Organ Manag.* 19(3):189-203.

⁸ Barker et al (2016) A framework for scaling up health interventions, *Implementation Science* <https://implementationscience.biomedcentral.com/articles/10.1186/s13012-016-0374-x>

⁹ Wang et al (2018) The advantages and limitations of guideline adaptation frameworks <https://implementationscience.biomedcentral.com/articles/10.1186/s13012-018-0763-4>

¹⁰ Simmons et al (2007) *Scaling up Health Service Delivery: From Pilot Innovations to Policies and Practice*, WHO

4 What did the evaluation find?

This chapter outlines the key findings from our evaluation. **Overall, we found that Macmillan @ West Dunbartonshire Libraries was felt to add value** to both the libraries services offer and to the information, services and support available for people with cancer, their friends, families and carers.

We note that since our interim report:

- Buy-in from library staff for the service has grown, with staff reporting that they have strong working relationships with the Macmillan @ West Dunbartonshire Libraries team
- Ongoing promotion of the service has intensified, including a strengthened online and social media marketing presence
- More partnerships with other services and health care professionals have been developed and strengthened. Macmillan @ West Dunbartonshire Libraries has identified that building relationships with health professionals is an ongoing challenge and we encourage the work to continue to build buy-in and awareness with other services and health care professionals
- The outreach activities occurring appear to be building awareness and relationships with other services, as well as with the general public.
- The staff team have conducted a service review on the basis of the interim evaluation recommendations.

This next section summarises the key findings in relation to:

- Service users
- Volunteers
- Library staff
- Partnership working.

Service users

Service users were overwhelmingly positive about their experiences with Macmillan @ West Dunbartonshire. They reported gaining access to support and services through Macmillan @ West Dunbartonshire that they would otherwise not have known about, and felt that the service was able to offer a lot more than they originally thought when approaching the service.

“I didn’t know what sorts of things they could offer. There was only the Macmillan advert in the door, didn’t know what they could help with, but they can help with everything”.

“I didn’t know what they offered, at that point I didn’t need to know. Once you get involved you find out what is available. I didn’t know that there was a benefits team and that they could help. The posters were there but you don’t know the nitty gritty until you need to”.

Macmillan @ West Dunbartonshire Libraries Service Users

Service users generally found out about the service from library staff, by passing by the service in the library, through word of mouth, from their health professional or through advertising in their local health centres.

Service users mentioned a number of elements of Macmillan @ West Dunbartonshire that they liked. These are summarised below.

Setting and location mattered to service users. Service users liked that services were delivered in a relaxed and non-clinical setting. They also liked that libraries were local and accessible venues, easily able to be reached by public transport, with car parking and wheelchair access. In contrast, it was observed that accessing support services located at the Beatson West of Scotland Cancer Centre in Glasgow involved lengthy journeys.

“I think the whole sense of a hospital - the smell. It is a different environment. Nobody wants to go to hospital. Libraries have a nice relaxed atmosphere”.

“The library is a great setting, very local and friendly. I would prefer this to a clinical setting as it is less scary!”

Macmillan @ West Dunbartonshire Libraries Service Users

Service users liked that volunteers were approachable and relatable. Service users felt like they were listened to and that they had the opportunity to build personal relationships (in contrast to online or helpline support). Some volunteers could relate to their own cancer journey and were easy to talk to. **Service users also liked that they could talk to volunteers for much longer than they could in their GP or specialist appointments.**

“The support was more than what I imagined... they said give us your story and we will listen. [I spoke about] how I was feeling, how I couldn't talk to my family, they [volunteers] could turn around and say: 'you know what, I was the same', you have the realisation: 'oh my god it's not just me'”.

Macmillan @ West Dunbartonshire Libraries Service User

“At the end of the day I like that I can pass on useful information about my experience, you know their fears, you know they are terrified. I say: 'I know what you are meaning', letting them know that it's normal”.

Macmillan @ West Dunbartonshire Libraries Volunteer

Service users appreciated the range of services that they could access through Macmillan @ West Dunbartonshire Libraries. They also liked that they could access this support when they were waiting for other parts of their treatment – for example between treatments, awaiting diagnosis, or awaiting test results.

Some service users noted hesitancy about approaching the service as asking for help from an unknown service could be intimidating. We found that volunteers were acutely aware of this in their approach. This included actively watching out for new people to invite them in, and making the environment less intimidating through volunteers and service users sitting together chatting. This was felt to reduce the formality of the setting.

Volunteers

Volunteers were generally confident and happy in their role. They felt confident in their ability to help, were happy with their training and knew where to go when they needed help. They felt that their management was effective, that they were encouraged to support each other and to seek help when they needed it. Volunteers consistently described feeling supported by both the Macmillan Services and Volunteering Coordinator and the Macmillan Services and Volunteering Officer. It was felt that the Macmillan Team provided volunteers with both the practical and emotional support to enable them to fulfil their role. Practical support included talking through cases, helping volunteers to find relevant local services and assistance to deliver all aspects of the service. Emotional support consisted of safeguarding volunteers and ensuring that the emotional impact of supporting service users was minimised.

“They [Macmillan @ West Dunbartonshire Libraries team] are a phone call away. If there is something I want to talk over with them, I would get in touch. We are volunteers, we aren’t employees, it is important to have them as a backdrop. You could talk to them if something had been quite difficult”.

“I would say that [the Macmillan Team] are the jewel in the crown. They are so enthusiastic about the service and that is the first thing you have to be. They are so supportive of volunteers... You could talk to them about anything. They are a fantastic asset to the service, I haven’t spoken to anyone who doesn’t feel like that”.

Macmillan @ West Dunbartonshire Libraries Service Volunteers

There was slight concern raised that the term ‘lead volunteer’ placed one volunteer above another in station. Some volunteers felt that they were already doing this role or couldn’t pick up the extra shifts to fulfil the role.

We found that volunteers generally chose to help others. Volunteers felt that they gained confidence and satisfaction by helping others, a greater understanding about cancer, new skills and new friendships.

Library staff

Library staff consistently reported a strong working relationship with Macmillan @ West Dunbartonshire and felt this had developed significantly in the last 12 months. Volunteers found library staff friendly, helpful, and proactive at pointing people to the service. We also found numerous examples of volunteers and library staff adapting around each other.

Library staff reported that the spaces were well used outside of volunteer hours and they had added to the comfort of the libraries.

Library staff increasingly appear to see the service as a positive development for their libraries. This represents a move away from concerns about the physical disruption to the libraries that the services represented when they first were set up. In some libraries where footfall was lower, we noted that staff were still less clear about whether the investment made had been worth it.

Practical and strategic issues between the Macmillan and Libraries services are discussed at regular Library Coordinators meetings (attended by the Macmillan Services and Volunteering Officer) and at extended management meetings (attended by the Macmillan Services and Volunteering Coordinator). These meetings serve as a forum to provide updates, developments and feedback on the take-up of, and plans for, the Macmillan service and library services.

There were no reported operational issues between library staff and volunteers running drop-in services in the libraries, with much mutual respect for each other’s roles. The extent to which volunteers require support from libraries staff has also decreased overtime and now

largely relates to gaining access to equipment or rooms as required or, more recently, managing expenses.

Libraries staff were felt by volunteers to be proactive in directing people affected by cancer to the volunteer led drop-in sessions and written resources. When volunteers were not present, staff seemed comfortable in signposting people to alternative libraries or in directing them to the Macmillan team.

The positive relationship between libraries staff and volunteers has progressed despite the disruption of recent reorganisations in the management and delivery of libraries across West Dunbartonshire. Morale amongst libraries staff was consistently stated to be very low, and they reported being stretched, and in some cases, “run ragged” whilst trying to adapt to new working conditions. That the Macmillan service was not seen as adding to working pressures is testament to the extent that it, and the volunteers, are now embedded within libraries.

Both libraries staff and volunteers have adapted to changes in the Macmillan service hours. These changes have been recently implemented to reflect changes in library hours at Balloch and Clydebank, and as an attempt to boost demand in the case of Dalmuir, (e.g. providing ‘early’ access to the library to allow volunteers to prepare). Libraries staff have worked with volunteers and Macmillan @ West Dunbartonshire Libraries staff in particular, to minimise disruption and maintain services whilst libraries (i.e. Clydebank) are undergoing renovation work.

It should be noted, that some library staff did not feel it was appropriate for them to be able to hear conversations between service users and volunteers. However, it should be noted that volunteers and service users appeared to be happy with the privacy of the service, with its combination of open spaces and private rooms available.

Partnership working

We found evidence of strong partnership working beyond Macmillan @ West Dunbartonshire Libraries’ relationship with the libraries service. Referral links are strong between various Macmillan services. There is now support and buy-in from patches of health care professionals across West Dunbartonshire, which should be considered a great achievement by Macmillan @ West Dunbartonshire Libraries team. Ongoing promotion and influencing is required, and is something that Macmillan @ West Dunbartonshire Libraries understand and are continuing to do. It is expected that the new Improving the Cancer Journey service in West Dunbartonshire, once operational, will help to build awareness and an understanding of the importance of information and support for people with cancer, their friends, families and carers. Practical partnership working such as conducting Holistic Needs Assessments that are part of the Improving the Cancer Journey service in libraries in the private rooms available could also be helpful.

Creating buy-in

We identified considerable efforts by Macmillan @ West Dunbartonshire to build buy-in for the service across a wide range of internal and external stakeholders.

Early buy-in from higher management of the library service for Macmillan @ West Dunbartonshire Libraries helped enable the service to be set up relatively quickly as those managing the library services were already bought into the service. Macmillan @ West Dunbartonshire Libraries then went about the task of building wide-spread support amongst:

- The host service (the libraries)
- Other existing services
- Health care professionals and other professionals who may be relevant to refer/signpost into and receive referrals/signposts from Macmillan @ West Dunbartonshire Libraries.

While buy-in from higher management of the host service is vital, widespread buy-in is usually far more difficult to achieve. In West Dunbartonshire there were factors that made achieving such buy-in particularly difficult:

- The West Dunbartonshire Libraries service was facing increasing budget reductions and was undergoing a restructure. This showed up in the views of library staff we identified during our interim evaluation, who struggled to see the benefit of adding a new service with additional costs when existing services and staff levels were reducing
- There were existing similar services in West Dunbartonshire which meant that there was a risk that Macmillan @ West Dunbartonshire Libraries would be seen as duplicating effort.

Since the interim report, we have noted a considerable shift in the level of wide-spread buy-in for the service, and Macmillan @ West Dunbartonshire Libraries should be commended for its work towards this.

5 Our recommendations

Overall the project appears to be developing well. It is slowly building up service users, which is common for similar services, and the project team are responsive when things are not working and focused on continuous improvement. We have identified a number of recommendations that we hope will be useful for the ongoing development of the programme.

Many of the recommendations we made in our evaluation of Macmillan @ Glasgow Libraries are relevant for Macmillan @ West Dunbartonshire as well. These are that:

- Greater support from the national Macmillan Cancer Support promotional activity is still required
- Further referrals from the Macmillan Information and Support Centre based at the Beatson West of Scotland Cancer Centre are key to increasing the awareness of, and attendance at, Macmillan Information and Support Services in local communities across Scotland
- More needs to be done to encourage people to see libraries as hubs for health and wellbeing
- Feeding back to referrers and organisations about what happened to their referral can be a really useful way to build buy in amongst other services
- Promotion of the service is expected to be an ongoing process that is never 'complete' due to:
 - The turnover in staff in services that should be making referrals and signposting to Macmillan @ West Dunbartonshire Libraries
 - The need to continually advertise to people with new cancer diagnoses and throughout an individual's journey as they are likely to only 'notice' the promotional activity when they are looking for help.

Recommendations specific to Macmillan @ West Dunbartonshire Libraries relate to:

- The operation of the Lead Volunteer Role
- Reinforcing the efforts of the team in managing volunteer motivation
- Ways to increase service numbers
- Broadening the profile of service users
- Opening times and locations
- Encouraging referrals.

These recommendations are explored in more detail in the rest of this chapter.

Lead Volunteer role

Macmillan @ West Dunbartonshire Libraries is currently implementing the Lead Volunteer role that was recently rolled out across Glasgow. We consider that there appears to be value in having the Lead Volunteer role in West Dunbartonshire, as it is likely to free up staff time for ongoing service development and management and provide a sustainable structure should staff resourcing for the programme reduce.

We noted some concern amongst volunteers about whether it is needed, and how it would be implemented. We noted a similar concern in Glasgow during the roll out of the Lead Volunteer role in Macmillan @ Glasgow Libraries. The concern in Glasgow was largely addressed once volunteers understood more about the role and as it was gradually and inclusively implemented across the city. Therefore, we recommend that:

- West Dunbartonshire brings in a Lead Volunteer from Glasgow Libraries to talk to Volunteers about the Lead Volunteer role and provide information to help address concerns
- The Lead Volunteer application process could be more informal, as we understand that the formal application process and training required is deterring volunteers from applying
- West Dunbartonshire should consider how many Lead Volunteers is appropriate and proportionate to the service. As total volunteer numbers are small, we recommend considering a smaller number of Lead Volunteers who work across the service.

Volunteering

Efforts to motivate volunteers appear to be working well, and we recommend that Macmillan @ West Dunbartonshire Libraries continues to find opportunities for volunteers to keep their interest. We recognise and encourage the ongoing efforts by Macmillan @ West Dunbartonshire to keep volunteers motivated while service user numbers grow slowly. This is being done through moving volunteers around to ensure they all spend time in busier libraries, and through ongoing training. Training is helping to build volunteer skills and providing them with a visible benefit from continuing to volunteer. The service is also providing development sessions for volunteers every three months to build their skills with guest speakers and the chance to socialise and provide peer support as a group. Volunteers are also supported to produce service user case studies and share these at development sessions to share stories and build morale.

Increasing service numbers

Service numbers are growing slowly across the libraries, with some libraries having higher numbers than others. Based on the experiences of similar services across Scotland, including Glasgow, we recognise that this is not unusual. We note that there was recently an increase in marketing of the service, in particular the digital promotion.

Another option worth considering is the introduction of a range of more informal promotional activities outside of the more formal outreach sessions and other promotion. These activities could draw on volunteers eg informal one-to-one conversations in a range of public areas such as places of work or locations where members of the community socialise.

There are a range of other activities happening in the community and in libraries. Having drop-in or outreach services nearby, at the same time as other activities, may raise awareness for the services and attract service users.

We noted that library staff think that some service users may be put off approaching the service given its location in an open plan library. One option for providing reassurance to library staff and any service users that need it could be to put up a sign near the service that says 'there are private rooms available if you wish to speak in private'.

Broadening the profile of service users

Presently, most service users are older women. Exploring whether there are other demographics that could benefit from the service appears to be a sensible next step for Macmillan @ West Dunbartonshire Libraries. One option is to work closely with the new Improving the Cancer Journey service to understand more about what other demographic groups need in terms of information and support, and how the service can best meet those needs – ie is there anything the service needs to do differently to attract those service users.

Opening times and locations

The Macmillan @ West Dunbartonshire Libraries team continually reflect on the location and opening times of the service to best reflect the needs of the community. A service wide review of opening locations and hours is currently underway and is intended to determine how best to match resources and local demand. One part of this process is a review of whether the Drop-in service at Dalmuir library should continue, or whether service users are using another location nearby instead. Other options to consider in this ongoing review of location and opening times include:

- Offering an evening slot to see whether there is interest in hours that suit those who work a traditional work week
- Considering non-library venues that may be suitable, and possibly more attractive, for service users.

Encouraging referrals

We identified that some clinical staff are not certain about the value of Macmillan @ West Dunbartonshire Libraries over and above the information and support provided by Clinical Nurse Specialists. We note that the service has put a lot of effort into building buy-in with clinical staff in West Dunbartonshire. Some options that might be worth considering include:

- Providing detailed information on the types of service users accessing Macmillan @ West Dunbartonshire Libraries and what service users get from the service– for example:
 - About half of service users are the friends, families and carers of people with cancer
 - Over half of service users spend more than 30 minutes at the service per visit
 - The vast majority are looking for someone to talk to, a listening ear or a shoulder to cry on, rather than just information
 - There a large number of referrals made to a wide range of services that service users say they would not have accessed otherwise.
- Case studies of service users and how they benefitted from Macmillan @ West Dunbartonshire
- Emphasis on the training and capability of the volunteers – which could include a video case study on the volunteer or arranging for clinical staff to meet some of the library-based volunteers.

There may also be benefit in identifying a champion with a clinical background to promote the service to other clinical staff. This may hold more weight with clinical staff than meeting with non-clinical Macmillan @ West Dunbartonshire Libraries staff.

Appendix 1 Partner Mapping

This appendix includes the partner mapping conducted in November 2016 to inform the February 2017 Baseline Report. These maps were created during a workshop where staff and stakeholders were asked to identify organisations and services that:

- Either currently were - or should become in the future - important referral sources *into* the Macmillan @ West Dunbartonshire Libraries service
- Either currently were - or should become in the future - important sources of support and places for referral of service users by volunteers at the Macmillan @ West Dunbartonshire Libraries service *out of* the service.

The purpose of this exercise was to identify which services Macmillan @ West Dunbartonshire Libraries should be developing relationships with, which relationships are currently strong and fruitful (in terms of referral numbers in and out of the service) and where the current relationship gaps are. This would enable service staff and volunteers to begin to develop the necessary relationships to provide an integrated service for those affected by cancer.

Two maps were produced as a result of this workshop (overleaf). The first map shows all the possible sources of referrals into the Macmillan @ West Dunbartonshire Libraries service from other organisations. The closer the organisations are placed to the middle of the diagram, the more important they are as a source of referrals. A + indicates where the workshop participants felt that there was scope to increase the number of referrals into the service. This may indicate a need to engage more closely with these organisations.

The second map shows the organisations that Macmillan @ West Dunbartonshire Libraries Volunteers are likely to refer service users to. Once again these are categorised in terms of importance by how close they are to the centre of the map. Macmillan @ West Dunbartonshire Libraries Volunteers will formally refer service users to some organisations and services - indicated by a solid blue outline. For other services, service users are informally signposted to relevant services. Where this occurs, it is shown by a dashed blue outline.



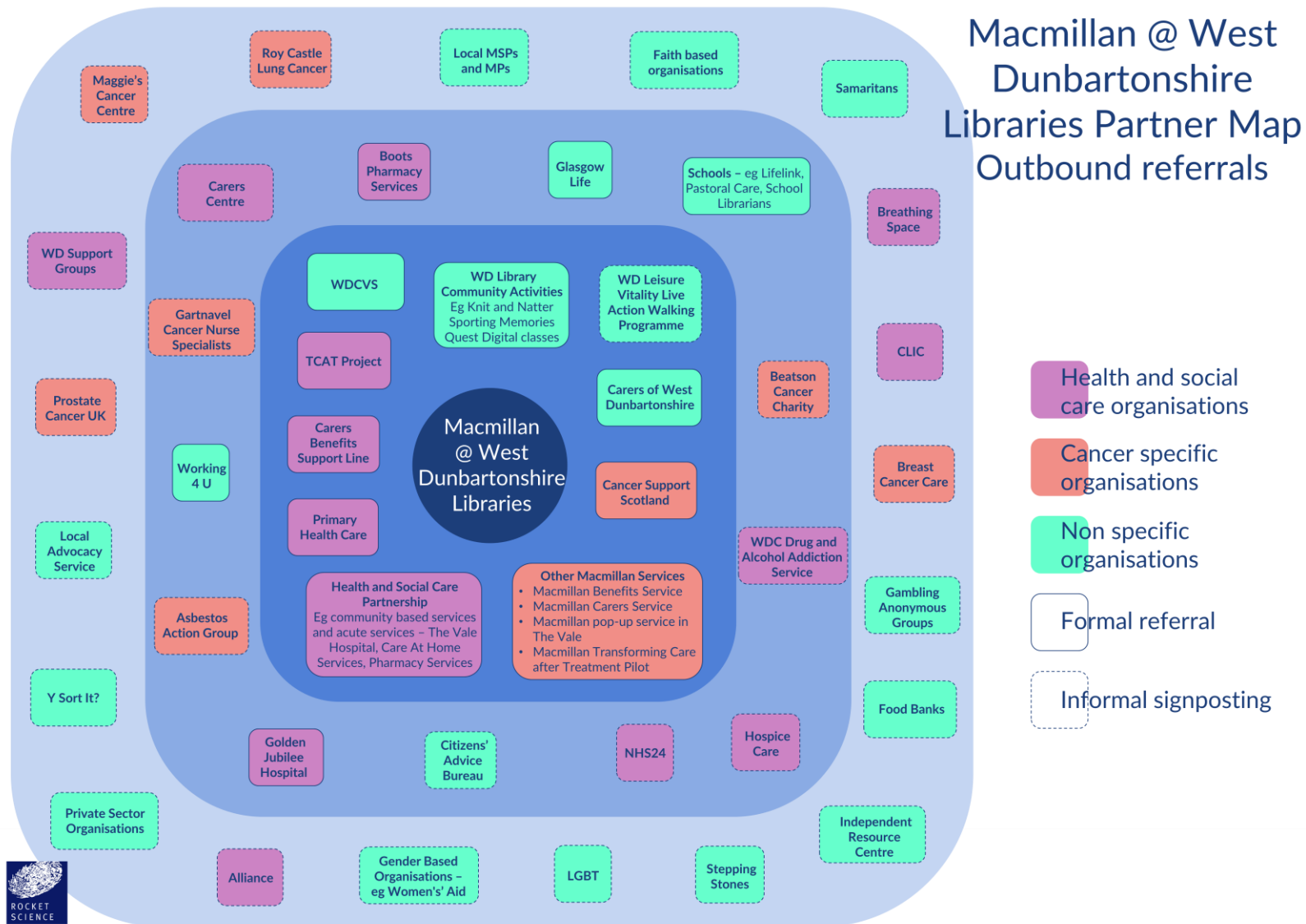
Macmillan @ West Dunbartonshire Libraries Partner Map Inbound referrals

- Health and social care organisations
- Macmillan outreach and advertising
- Cancer specific organisations
- Non specific other organisations



+ Scope for more referrals and signposting





Appendix 2 – Evaluation Framework

This appendix outlines the evaluation framework developed for the February 2017 baseline report. It is based on the two core elements of the evaluation:

- A **process evaluation** of the creation and implementation of the service. This would be the greater focus of the evaluation
- An **impact evaluation** to understand some of the early impacts of the service on its users, volunteers, staff, the libraries, and other services that seek to support those affected by cancer.

From there we identified that this would mean answering two evaluation questions in relation to Macmillan @ West Dunbartonshire:

- **Is the service performing well?** What impact is it having on service users? Is it meeting service user needs? How does it fit into the broader service provision? Is it sustainable? What impact does it have on staff, volunteers and the libraries?
- **Did the transfer of the Macmillan @ Glasgow Libraries model work?** Has the service been received well? What adaptations were made and why? Does it have local ownership and buy-in? What elements of the West Dunbartonshire context were unique or different?

We also identified the following evaluation question in relation to the support Macmillan @ Glasgow Libraries staff team has provided to other community cancer information and support services across Scotland. This question is addressed in a separate Rocket Science report “Report on Community Based Cancer Information and Support Services in Scotland”.

- **Does the consultancy style approach work for rolling out the Macmillan @ Glasgow Libraries model?** There are a number of models working across Scotland – including managing the service in another area from within the Glasgow team, running a separate service with ex-Glasgow service staff, and running a separate service but with training material and advice provided by the Glasgow team. This evaluation seeks to understand the benefits, challenges and risks associated with the various models of delivery.

The following evaluation framework was developed as a result.

