

Glasgow Life and Macmillan Cancer Support

Report on Community Based Cancer Information and Support Services in Scotland



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1 Introduction and context

Macmillan Cancer Support launched its first information centre in 1993, recognising the wider impact that a cancer diagnosis can have on an individual's emotional, practical and financial well-being. Historically, support has been offered in clinical settings, attached to hospitals and centres which deliver clinical cancer services, with community based clinical models tested in Renfrewshire and Ayrshire & Arran in 2006 and 2012 respectively.

Increasing research and understanding of the needs of people affected by cancer led Macmillan to challenge this clinical based model, launching its first non-clinical community based information and support service in Scotland in 2009, with the introduction of a pilot service in Easterhouse library. Following three successful years, this pilot led to the introduction of a new partnership with Glasgow Life, and Macmillan @ Glasgow Libraries launched in 2012.

Six years on, and Macmillan @ Glasgow Libraries is delivering a tiered model of Macmillan Cancer Information and Support Services, which consists of 33 library based Cancer Information and Support Service points across the city, including 16 volunteer-led drop in services and 17 information points. Over and above this, the service operates a range of outreach sessions. These are pop-up services in other community venues, such as hospitals, health centres and community centres. The service has worked alongside Community Health Centres, sport centres and hospitals to introduce 25 Macmillan Information Displays to enable the public to access information on the Macmillan-funded services across Glasgow.

Since its inception, the Macmillan model has been thoroughly evaluated, with learning contributing to the development and roll out of similar services across a number of other local authorities:

- North Ayrshire – operated by the local authority
- Dundee – operated by Leisure and Culture Dundee
- Edinburgh – operated by the local authority
- Inverclyde – operated by Your Voice (a local third sector organisation)
- Lanarkshire – operated by Culture North Lanarkshire
- Renfrewshire – operated by Renfrewshire Leisure
- West Lothian – operated by the local authority
- West Dunbartonshire – operated by West Dunbartonshire Libraries
- Argyle & Bute – operated by Live Argyle.

While not all of these services are based in libraries, all services have, to varying degrees, utilised the Macmillan @ Glasgow Libraries service to inform their operation. The extent to which the Glasgow team was involved varied between services and included activities such as shadowing opportunities or sharing forms, policies and procedures. The largest involvement the Glasgow team has in another service is in West Dunbartonshire. West Dunbartonshire Libraries service expressed an interest in the Information and Support model in 2014, discussions

between Glasgow Life, Macmillan Cancer Support and West Dunbartonshire Libraries led to the development of an innovative new partnership delivery model, designed to share learning, best practice and experience, whilst significantly reducing set up resources including time and costs.

Macmillan @ West Dunbartonshire was subsequently launched in October 2015, and involved a cross-boundary delivery approach which had never been tried before. Utilising existing Glasgow Life governance structures, and the initial secondment of a Glasgow Life Macmillan Services and Volunteering Co-ordinator, and more recently a Macmillan Services and Volunteering Officer, the programme now consists of a similar tiered structure to the Glasgow model. Although Glasgow Life staff, they have located themselves in Dumbarton Library, sharing an office with the library Coordinator and integrating fully with library staff.

Rocket Science was commissioned by Macmillan Cancer Support in 2016 to look at how the network of community based Cancer Information and Support Services in Scotland (excluding Macmillan @ Glasgow Libraries) were developed and established to understand:

1. The extent to which they based their model on the Macmillan @ Glasgow Libraries approach, including any local adaptations;
2. The key factors to success and challenges associated with applying the Macmillan @ Glasgow Libraries model to other parts of Scotland;
3. The extent and nature of their engagement with the Macmillan @ Glasgow Libraries team during the set up and ongoing operation of the other services;
4. Whether particular approaches to the 'rolling out' of the Macmillan @ Glasgow Libraries model worked better than others.

In November 2017, Rocket Science provided an interim report on these research questions, largely exploring the key factors to success and challenges associated with applying the Macmillan @ Glasgow Libraries model to other parts of Scotland. This final report provides a summary of our analysis on each of the four research questions and draws on the following to inform its contents:

- Findings of the Macmillan @ West Dunbartonshire Evaluation Final Report (November 2018);
- Interviews with eight of the other nine services¹ (August – November 2018);
- Findings of the Macmillan @ Glasgow Libraries Evaluation Final Report (July 2018).

¹ We were unable to speak with Argyll & Bute due to staff turnover

2 Community based information and support services in Scotland

This chapter describes the key features and development of the other community information and support services in Scotland. The table below presents a snapshot at the time when the information was compiled (between July and October 2018).

Area	Who runs the service	Year launched	Drop-in services	Info points	Outreach?	Staff	Volunteers
North Ayrshire	Local authority	2012	2-3 hours twice a week in one library	16	No	0.25 FTE	2 Lead Volunteers, 7 Volunteers
Dundee	Leisure and Culture Dundee*	2018	2 hours twice a week in one library with two more libraries planned	13	No	0.5 FTE	7
Edinburgh	Local authority	2015	2 hours twice a week in each of the five libraries	1	Yes	2 FTE	24
Inverclyde	Your Voice – Third Sector	2017	2 hours twice a week in one library	None	Yes	2 FTE	11
Lanarkshire	Culture North Lanarkshire*	2016	2 hours once a week in each of the four libraries	12	Yes	5 FTE	28
Renfrewshire	Renfrewshire Leisure*	2006	3 hours once a week in each of the four libraries	None	No	1 FTE	15
West Lothian	Local authority	2016	2 hours twice a week in each of the five venues	None	No	2.5 FTE	19
West Dunbartonshire	Libraries Service	2015	2 hours once a week in each of the five libraries	8	Yes	2 FTE**	23 plus two for outreach
Glasgow	Glasgow Life*	2012	2 – 8 hours in 16 libraries	19	Yes	6FTE	97

* Arm's length from the local authority

** Glasgow Life staff, located in Dumbarton Library, sharing an office with the library Coordinator and integrating fully with library staff

We were unable to include Argyll & Bute in this analysis due to availability of the service staff.

2.1 Cancer information and support services in North Ayrshire

Launched in 2012, the programme started as an NHS led partnership between NHS Ayrshire and Arran, Macmillan Cancer Support and the libraries service with a clinical approach to service delivery. In 2015, the service began a three-year transition to being volunteer-led, in partnership with the local authority library service. From the end of 2018, the service will be fully run and funded by North Ayrshire libraries.

The North Ayrshire service has one volunteer-led drop-in hub in Saltcoats Library and 16 unmanned information points across libraries in North Ayrshire. The service conducted a scoping exercise that looked at high areas of deprivation in North Ayrshire. As a result of this scoping exercise, Saltcoats Library was chosen as the location for the drop-in service, recognising the need in the area, and the ease of access. There was already a Macmillan-led service located in a Boots in Irvine so the service wanted to make sure that Macmillan services were spread out geographically.

The drop-in service runs for two hours on a Wednesday and three hours on a Friday. The clinic days at the local hospital where individuals receive diagnoses are on Tuesdays and Thursdays. The opening hours are designed to ensure that the service is available for those who have received a diagnosis at the clinics the day before.

The service has two Lead Volunteers and 7 volunteers (eight females and one male). Lead Volunteers act as the first point of contact for the other volunteers, creating the volunteering rotas, and identifying volunteer training needs.

There is one staff member who is funded by Macmillan Cancer Support for 0.25 FTE to support the transition period. In addition, library staff sit in on operational meetings and support day-to-day delivery in the libraries.

Between April and June 2018 there were 105 visits, around 35 per month. The key referral and signposting sources into the service include:

- Community Link Workers within GP practices
- Council Services
- The Health and Social Care Partnership
- Local Self-Management Networks
- Outreach volunteers who have been visiting pharmacies, local businesses and other community settings to raise awareness for the service.

The service credits other health and wellness programmes in the library, such as hearing aid clinics, with raising the profile of the libraries as a place to go for health and wellbeing information and support.

The key services that the cancer information and support service refer and signpost their service users to include:

- Ayrshire Cancer Support referral routes for complementary therapies and counselling
- Money Matters service
- North Ayrshire Cancer Care (as they offer transport)
- Local sports facilities
- The new local Move More programme
- Other local social activities.

2.2 Cancer information and support services in Dundee

Officially launched in 2018 with three years of Macmillan funding, the service is operated by Leisure and Culture Dundee - a charitable trust that operates at arm's length from the local authority.

A drop-in service opened in April 2018 in Dundee Central Library and the official launch of the service was held in September 2018. The Central Library service is open four hours a week – between 1pm and 3pm on Tuesdays and 11am and 1pm on Saturdays. Each drop-in is manned by two volunteers. There are plans for two more drop-in services in Coldside and Lochee Libraries over the next 18 months. There are information points at all 13 libraries in Dundee.

The service currently has seven volunteers with a further three receiving training in autumn 2018. There is one part time staff member for 20 hours per week (0.5 FTE), who has been in post since the start of the three-year Macmillan funding.

A local service mapping exercise informed the key stakeholders for inbound and outbound referral and signposting, many of whom the service has started to build relationships with. They are:

- Improving the Cancer Journey
- Move More
- Welfare Rights service
- Carers Centre
- Local leisure services
- Maggie's Centres
- Tayside Cancer Support
- Job Centre Plus
- GP surgeries through the Partnership Quality Lead

2.3 Cancer information and support services in Edinburgh

Launched in 2015, the service is run by the City of Edinburgh Council. Initial Macmillan was due to end in November 2018, but underspends have allowed for an extension until March 2020.

The Edinburgh service decided that they did not want to put the service in every library. Instead, they conducted a city-wide mapping of all Cancer Information and Support Services, including other Macmillan services, to identify where the geographical gaps in services were. Considering deprivation, transport routes, library footfall and the ability of libraries to accommodate the service, they identified libraries that could help to fill the gaps to ensure that no one was more than two miles away from Cancer Information and Support. It was noted that there was already a strong Macmillan presence in the south-west of the city so the service focused on libraries in other parts of the city.

The service in Edinburgh has volunteer-led drop-in services in four libraries (there were five at one stage). These are Leith Library, Drumbrae Library, Morningside Library, Portobello Library and Craigmillar Library. Each have a two-hour drop-in session twice a week. The service used to operate three hours in their earlier drop-in services but found this was too long for volunteers so reduced the hours across all existing and new library drop-in services. Cancer Support Scotland complementary therapies and Macmillan funded counselling are a regular feature in the Morningside and Drumbrae Libraries. Early drafts of the bid for this service included clinical support within libraries. However, the proposal to include a nurse in library services was dropped for the final application.

The service also has one unmanned information point in the Central Library in Edinburgh. This was originally a drop-in service. Despite the high footfall, it was found that the layout of Edinburgh Central library did not lend itself well to one-to-one conversations between visitors and volunteers. To remedy this, furniture was rearranged, and information leaflets were put on display. As a result of this, the site is a successful information point.

Following a conversation with the Macmillan @ Glasgow Libraries teams about the positive impact outreach can have on both the number of visitors to the library and the reach of the programme itself, a rolling programme of pop-out outreach events was established in the summer of 2017. The rolling programme includes regular visits to Western General Hospital every fortnight, shopping centres such as Ocean Terminal, Waverley Court (Edinburgh Council head offices), and other community locations. The Edinburgh team are working on arranging outreach events in the Royal Infirmary in Edinburgh.

There are 24 volunteers in the service with a further seven trained, but not yet started. While the drop-in services are volunteer-led, staff step in to cover shifts where needed. This is particularly over the holidays, when volunteers are less available. Some volunteers in the Edinburgh service were recruited from within existing volunteer roles in the City of Edinburgh Council, and some volunteers still volunteer elsewhere, as well as for the Edinburgh Macmillan service. The service is supported by a programme officer with oversight from a libraries strategy manager and, until recently there was also a service manager position.

Since 2017, visitor numbers for the programme have been increasing despite initial concerns about attendance levels. The service stated that they underestimated how long it would take for their ongoing marketing and promotion effort to result in visits to the service. For example, the service saw **33 visits in May 2018**, compared to four or five visits in May 2017. In addition, they reached a further 72 individuals through their outreach activity in May 2018. The programme is still working on building visitor numbers further. This includes in Drumbrae, where the service is located between three communities, resulting in the service only partially integrating within each.. It was found that lamp post wrap advertising was successful in raising awareness of these services.

The Edinburgh service identified that their referral pathways were likely to be less developed than Glasgow, most likely due to notable absence of the Improving Cancer Journey service (ICJ). As a response to this, the Edinburgh service created a steering group in order to better develop referral pathways into the service and provide referrals to service users. Included in this group are: Macmillan services, Cancer Support Scotland, the Health and Social Care Partnership, the Council (eg Edinburgh Leisure) and NHS Lothian. The group w responsible for guiding the service to set targets, agreeing the roll out and providing other strategic input into the service design and delivery.

The Edinburgh service also considers this steering group as a useful infrastructure for other long-term conditions, as many of the needs of those affected by cancer are similar to other long-term conditions – such as stress management, healthy eating, exercise, and financial and benefits advice.

In the future, the City of Edinburgh Council intend to have a health champion in each library, who could cover a wide variety of health conditions.

2.4 Cancer information and support services in Inverclyde

Launched in 2017, with three years funding, the service in Inverclyde is run by Your Voice, a third sector organisation. The service is operated as part of a partnership between Your Voice and Macmillan Cancer Support.

To inform the service design and to understand which venues would be most suitable, Your Voice carried out a scoping exercise prior to the launch of Greenock Central Library service. Some libraries were too small and quiet to be suitable for a drop-in service, and other areas in Inverclyde did not have easy access to a library. 144 members of the public were involved in the scoping exercise across 13 locations. Promotional stalls and pop-ups will be used to gauge public interest in possible locations for future hubs.

The first hub was opened as a pilot in Greenock Central Library in March 2018. The Greenock hub has a two-hour volunteer-led drop-in session twice a week.

The service has run a range of pop-up hubs from June 2018 across Inverkip, Gourock and Port Glasgow. They have recruited volunteers to specifically run the pop-ups. The service is working with partners to agree unmanned information points at a range of locations including health centres, community centres, pharmacies, voluntary organisations and other libraries.

There are currently 11 volunteers across the Greenock hub and pop-up services. The programme is supported by two staff from Your Voice.

Between March 2018 and the end of June 2018, there were 20 visits to the Greenock hub, **about five a month**. There were four inbound referrals to the service and 10 outbound referrals made by the service. Through the pop-up outreach and promotional activity, the service has engaged with 420 individuals.

Your Voice primarily focuses on community development and is interested in exploring long-term conditions through the same approach as the Cancer Information and Support Services. Their volunteers are currently receiving NHS24 training about NHS Inform, National Directory and Click to Contact services. As the service looks for new locations, Your Voice are involved in exploring opportunities to use the existing volunteers within these locations and services so that Cancer Information and Support becomes part of a more holistic health and wellbeing approach.

Relevant stakeholders identified by Your Voice for inbound and outbound referrals and signposting include:

- Macmillan Benefits Team – one of the service’s main referrers and a source for recruiting volunteers which have a service within the local hospital, as well as in the community;
- Move More – a referral destination for Your Voice service users;
- The local hospice – an organisation that refers users to the Your Voice services;
- Inverclyde Leisure – an organisation who sit on the steering group, they are currently involved with walking groups and are looking at ways to display information within changing room facilities;
- The Health and Social Care Partnership – the advisory network run by the partnership is supported by Your Voice;
- Beatson Cancer Centre and other inpatient and outpatient services have been identified as important stakeholders to build relationships with in the future.

2.5 Cancer information and support services in Lanarkshire

Launched in 2016, with three years of funding from Macmillan, the service in Lanarkshire operates across both North and South Lanarkshire delivered by Culture North Lanarkshire and South Lanarkshire Leisure and Culture. In a slight variation of the Macmillan Move More model, the design, implementation and delivery of the Move More project has been the responsibility of the library project staff working closely with the leisure trust.

The project currently delivers volunteer-led drop-in services planned following consultation events (run by Cancer Friendly Lanarkshire) across four locations, Bellshill Cultural Centre, Hamilton Town House, East Kilbride and Coatbridge. Each of the four locations has volunteer-led drop-ins for two-four hours per week extended due to demand. The project plans to roll out two additional drop-in services in Cambuslang and Wishaw in 2019 and address equity of services in rural Lanarkshire.

Working in partnership with NHS Lanarkshire, the Cancer Care Consultant and Cancer Services Manager support project delivery through Steering Group membership and have supported service development in acute environments with volunteers working alongside professionals in the Lung Cancer Clinic, Monklands and the Herceptin Clinic within The Beatson Lanarkshire. These changes in arrangements seek to improve the overall patient experience in Lanarkshire and help to streamline services, enhance patient continuity and introduce support from other agencies to the community. As a result of these relationships, the service notes that there has been an increase in referrals to the Lanarkshire Macmillan service. Plans are in place to extend this support to Colorectal, Upper GI and Urology clinics.

Lead Volunteers take responsibility for linking with library supervisors on operational matters in the cancer information and support services and support volunteers on-shift.

Between August and October 2018, we supported an average of 32 service users a month at the 4 drop in centres and significantly 77% of people attending came from SIMD 1,2 or 3 areas. There are 36 trained volunteers supporting these centres and the 2 hospital clinics opening in November 2018, where we went on to support 100 people. An extra 44 volunteers (2,133 volunteering hours donated in total) support the Move More programme where we have seen 2,459 attendances.

In addition to the 4 CISS services, there are 12 additional information points in libraries across Lanarkshire and in total the service has seen 2,663 Macmillan booklets being taken. In a move towards a more inclusive service, a partnership with Borrow box has also resulted in digital versions of the Macmillan Cancer Information titles being available across the region.

Additional partnerships have been developed in East Kilbride and Bellshill to offer oncology massage and acupuncture to people affected by cancer in a library environment, where there have been 175 complementary therapy sessions delivered to date with a positive response from service users.

2.6 Cancer information and support services in Renfrewshire

Launched in 2006, the service was initially delivered in partnership with the NHS, and had a clinical aspect to delivery, before transitioning to the Local Authority. The service has developed and evolved with time, and over the last three years has removed the clinical aspect of delivery, and been managed as part of Renfrewshire Leisure.

In Renfrewshire there are four volunteer-led drop-in services. These are in Renfrew, Erskine, Johnstone and Ferguslie Park libraries. Each drop-in service has one three-hour session each week. Cancer Support Scotland provide complementary therapies in Johnstone Library at the same time as the Information and Support Service drop-in session.

There are 15 volunteers who donate their time across the four locations. Volunteers are supported by a service coordinator who runs the service.

Between April 2016 and March 2017 there were 250 visits across the four services. **This is about 21 visits a month for 2017/18.**

In addition to general footfall within libraries, key partners for inbound referrals and signposting to the Renfrewshire Cancer Information and Support Service include: Advice Works (benefits and financial advisors, the Move More service and Cancer Support Scotland. Generally onward referrals and signposting from the service is for Advice Works, as well as a number of community groups and local support groups – for example Rays of Hope.

2.7 Cancer information and support services in West Lothian

Launched in 2016, the service in West Lothian is operated by the local authority. The first phase of Macmillan funding for this service is due to finish in March 2019, and the service is currently in talks with Macmillan about what phase two of the service might look like.

West Lothian Cancer Information and Support was operational for a number of years prior to the current Information and Support Services. This service was managed by a Cancer Nurse Specialist (CNS), and Macmillan @ West Lothian took over the running of the project following the postholder's departure, incorporating it within its offer of Information and Support hubs.

There are five volunteer-led drop-in services in West Lothian. Four of these are within Partnership Centres, and one is within Carmondean Connected (the local library and Council service point). The four Partnership Centre locations are Bathgate Partnership Centre (since May 2016), Strathbrock Partnership Centre (since January 2017), Fauldhouse Partnership Centre (since July 2017) and Blackburn Partnership Centre (since June 2018). Strathbrock, Bathgate Partnership Centres, and Carmondean Connected hold two volunteer-led drop-in sessions each week. Fauldhouse and Blackburn Partnership Centres hold weekly services. A service is available in at least one location every day of the week between Monday and Friday.

Many services are co-located within Partnership Centres, providing a 'one-stop-shop' for service users. The mix of services varies across Partnership Centres, but includes libraries, GPs, council offices, welfare advice and other similar services. West Lothian decided against putting the service in libraries, as they saw this service as a way to strengthen the Partnership Centre approach being developed in the area. The expected footfall in these Partnership Centres also made them appealing venues in which to place the service.

Cancer Support Scotland complementary therapies and counselling are offered in both Strathbrock Partnership Centre and Carmondean Connected. Counselling is also available in Bathgate Partnership Centre.

West Lothian does not run formal outreach sessions. Instead they focus their outreach on general awareness raising and promotion of the five drop-in services. This includes stalls at various events and within other busy locations.

There are currently 19 volunteers who all do one or more drop-in session each week. Volunteers are not tied into a particular venue, and are able to work a flexible shift pattern that fits with their schedule. West Lothian was particularly attracted to the volunteer-led approach used by the Glasgow service, as West Lothian had a well-developed volunteer workforce, and saw this as an exciting and valuable development opportunity for it.

The service is supported by a service manager (0.5FTE), a development worker to support volunteers (1FTE), and a project officer who does engagement, service promotion and organises the various resources. All staff are from West Lothian Council.

Between April 2016 and March 2017, there were 825 attendances at volunteer-led drop-in sessions, **about 69 visits per month in 2017/18**. Some locations have higher visitor numbers than others. Blackburn has only just opened, and Fauldhouse currently has about one visitor per week.

The service credits part of its success to the appointment of a staff team who are already well connected in the area. The project staff already had connections within the various council and other services in the region. They also deliberately operated a very open process to ensure that everyone, at all levels of the council and hubs, was kept up to date and involved.

The services tend to refer and signpost visitors on to the following services:

- Macmillan Benefits Team (part of the Advice Shop which is located within Bathgate Partnership Centre);
- Counselling and complementary therapies offered by Cancer Support Scotland;
- Other Macmillan services, such as Macmillan Helping Matters and Macmillan Work Service;
- Local information and support services;
- Macmillan Support Line.

2.8 Cancer information and support services in West Dunbartonshire

Launched in October 2015, the service uses a cross-boundary delivery approach which had never been tried before. Utilising existing Glasgow Life governance structures, and the initial secondment of a Glasgow Life Macmillan Services and Volunteering Co-ordinator, and more recently a Macmillan Services and Volunteering Officer, the programme now consists of a similar tiered structure to the Glasgow model. Although Glasgow Life staff, they have located themselves in Dumbarton Library, sharing an office with the library Coordinator and integrating fully with library staff.

Since 2016, the service has been available in Alexandria, Dumbarton and Clydebank Libraries, with Balloch and Dalmuir Libraries from 2017. There are two to three-hour drop-in sessions in each of the libraries once or twice a week.

In addition to the five libraries with drop-in services, eight libraries in West Dunbartonshire have information points, where Macmillan information and booklets are available.

There were **20 visits on average a month between March and June 2018**. 601 individuals have accessed information and support services in West Dunbartonshire since February 2016. The Clydebank Library service has been the most frequently attended, with 190 service users, while Dalmuir Library has been the least frequently visited, with 21 service users.

Service users have most commonly heard about the Macmillan drop-in service through interactions with the libraries, while passing by or through word of mouth. During drop-in sessions, volunteers directly provide emotional support and information, as well as signposting and referrals to other services and organisations including:

- Macmillan Benefits Team for help with income maximisation
- Macmillan Carers Service
- Cancer Support Scotland for counselling and complementary therapies
- Other relevant local services.

The most frequent type of support received by service users was 'someone to talk to'. This was followed by providing Macmillan cancer related literature and material, and support to access services that provide benefits advice. Amongst those accessing the service, individuals were most often either directly affected by cancer, or a family member of someone with cancer.

Outreach events have taken place in local health centres, shopping centres, community events, and in partnership with the West Dunbartonshire Health and Social Care Partnership. These outreach events aim to raise awareness about the Macmillan @ West Dunbartonshire Libraries service, to build awareness of other services, and to strengthen relationships with local organisations.

There are currently 23 volunteers donating their time to the libraries service and two who volunteer solely at the outreach service at The Vale Centre for Health and Care. The majority of these have been with the service for over a year. Volunteering is adapted to suit individual's availability, with some volunteers working across several venues and others within one library. As the service has evolved, steps have been taken towards introducing 'Lead Volunteers' in the libraries, with these individuals taking on a greater level of responsibility.

The Macmillan Services and Volunteering Officer provides the operational support to the library drop-in services, and direct volunteer management and support to the volunteer team. This includes recruitment, core training, induction, as well as ongoing development and support and guidance in their role.

The Macmillan Services and Volunteering Coordinator is responsible for operationally delivering on the development, integration and sustainability of the services, as well as stakeholder and community engagement.

3 Involvement with Macmillan @ Glasgow Libraries

This chapter summarises the interactions the other services have had with, and the support received from, the Macmillan @ Glasgow Libraries service team.

All those interviewed expressed gratitude for the Macmillan @ Glasgow Libraries team's knowledge, experience and willingness to help others. Support was provided to other services whenever it was asked, and other services felt that there was nothing that they could not go to the Macmillan @ Glasgow Libraries team with.

"It has been fantastic, great at supporting and always know the answer... If there is a situation, you can guarantee it will have happened in Glasgow Life"

"There was no starter pack about how we go about setting this up... Glasgow could give us an example of what they were doing"

"Glasgow Life are the go-to service for advice and all things volunteer management"

"MQUISS gives some guidance but not enough practical support".

The experience of the services who were spoken to reinforces the need for new services to be able to tap into a consistent staff team who maintain the knowledge and experience as the programme develops.

To date, the support provided to other services by the Macmillan @ Glasgow Libraries team has included:

- Opportunities to visit the Macmillan @ Glasgow Libraries service and shadow service staff members to gain an understanding of what the services look like and do in practice, how to set up the space, how to run a drop-in service, how to encourage the use of the space outside of drop-in hours, what information to have available and how to display it
- Support and advice on the recruitment and training of volunteers including:
 - Sharing of volunteer role descriptions
 - Advice on how to identify appropriate volunteers
 - Sharing volunteer training, including Macmillan @ Glasgow Libraries directly training other service's volunteers, having service staff shadow and participate in Glasgow volunteer training so they can learn how to do it themselves, through to using the volunteer training material as a basis to create training specific to their service;
- Support and advice on the day-to-day management of volunteering, including Lead Volunteer roles, how to keep volunteers motivated, valued and happy, and how to get the best out of volunteers through the way they are managed;
- Sharing of data collection frameworks and advice on data collection – most other services have used the Macmillan @ Glasgow Libraries data collection forms and adapted them to suit their own service;

- Advice on how to set up and run outreach events, including where to go, how to set up the information booth, and what information and material to take to outreach events;
- Getting an understanding of what volunteers need to be provided on other services to make referrals and signpost to and how to keep volunteers up to date with services available;
- Ongoing support and acting as a sounding board as issues arise.

Our research picked up a range of peer support activities occurring between the services across Scotland. Services, including Glasgow have commented on how helpful this peer support has been to inform each other's services and create support between services rather than bi-lateral relationships between services. This appeared to be facilitated by the cross-Scotland group that had been established and driven by the Macmillan @ Glasgow Libraries team. Several other services explicitly mentioned how helpful this group was for receiving support and advice on issues, getting new ideas, and as a sounding board. We also identified a number of examples of sharing of resources and practice between services – for example the use of the Edinburgh Service Matrix by Lanarkshire.

Macmillan @ Glasgow Libraries were seen by other services as paving the way for their services. Other services attributed the following impacts to the support received by the Macmillan @ Glasgow Libraries team:

- Increased efficiency when developing and implementing operational processes, reducing the staff resource required to set up new services;
- Increased awareness of potential challenges, risks and barriers when developing and delivering Community Based Cancer Information and Support Services. This allowed pre-emptive steps to be taken to 'avoid making the same mistakes';
- Increased programme staff confidence in service development and delivery, and in turn increased volunteer confidence in the role they are providing;
- Decreased programme staff stress in initiating a new service as a result of having someone to turn to for advice, guidance and support;
- Increased awareness and understanding of service developments that other areas could adopt – the most frequently cited example of this was the support to set up outreach programmes. Two services stated that their own outreach programme would not have happened without the support of Macmillan @ Glasgow Libraries staff as it was "daunting" without their support;
- Reduced risk of programme staff feeling isolated as they knew they had a wider support network around them, particularly in delivery models which consisted of only one or two staff.

4 Findings

This chapter outlines our findings concerning two research questions:

- What needs to be in place to enable new community based Information and Support Services to flourish?
- What is the role that Macmillan @ Glasgow Libraries team has in supporting other similar Macmillan services?

4.1 What needs to be in place to enable new community based Information and Support Services to flourish?

Based on our research, the following factors are contributors to the success of the other services:

1. Access to operational insight and intelligence about the practicalities of how to set up and deliver a service of this nature;
2. Detailed knowledge of the local context, including the needs of the local population, patterns of service use and footfall of various community settings, and awareness of other services and organisations already operating;
3. Early buy-in from host services across the organisation and from existing services and organisations;
4. Establishing referral pathways to support inbound and outbound referrals;
5. Careful consideration of the location of services, including not being limited to libraries, clearly mapping the footprint of existing services to reduce duplication, and exploring footfall and local communities.

These five factors are explored in more detail below.

1. Access to operational insight and intelligence about the practicalities of how to set up and deliver a service of this nature

Other services reported that they found the Glasgow team open and willing to share their resources, advice and experience with new service areas. This was highly valued by these services, and the contribution of individual members of the Glasgow team was praised on a number of occasions during interviews.

"[Macmillan @ Glasgow Life Staff] have been open and welcoming"

"[Macmillan @ Glasgow Life Staff] have really helped us with setting up our service...the whole way through...any questions or anything [they helped, we could] pick their brains".

"[Macmillan @ Glasgow Life Staff] have been really good....can't say that there has been anything we approached them about that they couldn't help us with"

While having experience in the delivery of a similar model appears somewhat useful when setting up a new service, more important to these services seemed to be the ability for new services to access:

- The knowledge, guidance and support of an established and successful service
- A range of already developed materials, such as training resources, standard forms, protocols and guidelines.

It should be noted that this doesn't necessarily mean that one service (eg Glasgow) acts as the sole support for the others. Services we spoke to noted the usefulness of the peer support between all the services available through the formal and informal relationships established.

2. Detailed knowledge of the local context, including the needs of local population, patterns of service use and footfall of various community settings, and awareness of other services and organisations already operating

Understanding of the local area, including contacts with existing services and important partner organisations seemed to make a difference to how well and how fast a service was able to integrate into the existing service landscape.

3. Early buy-in from host services across the organisation, and from existing services and organisations

Early buy-in from host services, and from existing services and organisations, is one of the most important of the five success factors. In services where there has been a high level of buy-in amongst senior staff in partner and host organisations, services appear to be better able to set up quickly. However, widespread buy-in is also required to ensure that services feel owned by host organisations and recognise that they play an important role in the current service landscape. Where these two things are achieved, services are likely to be far more sustainable and integrated into the service landscape.

Widespread buy-in can take longer than buy-in from senior managers, as there are far more individuals to convince, and a much bigger cultural shift is required. We found examples of services where set up was much slower than other areas as the services had not made concerted efforts to build widespread buy-in, often due to external factors beyond the control of the service staff. We consider that the speed of a service's implementation is therefore not always a measure of success. If speedy implementation comes at the expense of building widespread buy-in, then a longer timeframe before a service is operational is likely to be better overall.

One of the first things that a new service needs to do before it launches is to identify the key stakeholders, services and partners that need to back the service for it to be a success. This is of particular importance given that service user numbers are likely to be low to start with, and the related difficulty of getting clinical services aware of and on board with new services.

In West Dunbartonshire, library management backing was strong from the outset. In Edinburgh and West Lothian they widened this to buy in by other services, and in Edinburgh they paid particular attention to not stepping on the toes of existing services by mapping current provision and focusing on filling in the gaps left.

Currently, there are a wide variety of Macmillan funded and Macmillan branded services. All are vying for attention from other services to promote and encourage referrals. New services ought to be mindful when entering a market that already contains Macmillan funded or branded services. This includes identifying how to promote their service without competing with other Macmillan services for time, or confusing services who just see a long list of Macmillan staff coming to speak to them. This includes careful consideration of how new Macmillan funded services are perceived by existing services who have received Macmillan funding in the past, or that may be looking for more Macmillan support.

The more Macmillan services coordinate and present a single face to other services, the more effective service marketing will be. Increased understanding of service aims and objectives will reduce existing tensions and, in turn, increase the ability to cross-promote one another.

In the absence of this coordination, success means:

- Mapping out current provision and focusing on filling the gaps;
- Identifying key stakeholders and sensitivities early and addressing these before service launch.

Other services noted patterns in what seemed to work well and less well in achieving buy-in from existing services and organisations:

- Some GP surgeries are more interested than others, with more success found with GP surgeries already in a shared site with other services;
- Relationships between healthcare professionals and the service can be strengthened by the ability of healthcare professionals to 'pop down to chat'. Consequently, some presence in health centres has found to be useful across services in Scotland;
- Services tend to struggle to gain buy-in from healthcare services when their management structure is not embedded within the local Health and Social Care Partnership, and it can be harder to understand who the appropriate points of contact for specific information are;
- It can be useful to have staff with relationships with a variety of public and third sector services, as it becomes about knowing "how to get to the right people and break through those walls".

4. Establishing referral pathways to support inbound and outbound referrals

In Glasgow, there are a large number of services available to act as referral sources for the libraries services, but also as a place for volunteers to refer or signpost their service users to. This is not always the case, particularly in smaller locations such as West Lothian and West Dunbartonshire. Even Edinburgh noted that their

referral pathway was insufficient to support the service, mentioning for example the absence of ICJ.

For services in areas like Glasgow, there is a need to tap into existing services and establish their place amongst them. But for other areas, services may need to create these referral pathways themselves. In Edinburgh, the development of the project steering group was a deliberate attempt to bring together relevant services to start the creation of a referral pathway. This is also done in a more cancer-specific way in West Dunbartonshire with Transforming Care After Treatment programme. Ideally this infrastructure should be set up with other Long Term Conditions in mind, as many of the partners will be the same due to cross cutting needs, such as stress management, financial and benefit advice, healthy eating and exercise.

5. Careful consideration of the location of services, including not being limited by libraries, clearly mapping the footprint of existing services to reduce duplication, and exploring footfall and local communities

The core of this model is about placing Information and Support within communities. In Glasgow and Edinburgh this appears to be working well within a large network of well-equipped libraries. However, this may not be the most appropriate location in other areas. In West Lothian, they are pioneers in co-located 'one-stop-service-shops', which includes libraries, and it fitted their strategic direction to place their services within these Service Hubs.

Overall, it is recommended that service locations should be chosen based on local contexts and that libraries as the location should not be rigidly stuck to. In some areas, libraries will be appropriate. In other areas, other venues may be appropriate. For this model to work, adapting to local context and needs is paramount. .

Other services noted a few things that seemed to have an impact on how successful the services were in attracting visitors:

- Services need to be geographically located within a community in order to create a sense of buy-in from the community. Developing community ownership can take time and often only starts to develop as funding is finishing. For example, the service in Edinburgh reported much higher success with services that were located fully within a single community compared to services located on the edge of multiple communities.;
- Communities with already established identities tended to access community facilities more frequently
- Careful consideration of both the volume and type of footfall can have an impact on service success. As most users – particularly in the beginning of services – found the service by passing by, it is important to place the service in a high footfall centre. Some larger venues across Scotland received high footfall, but this number was not made up by a consistent group of people. This stands in contrast to areas in which community members used the services more frequently. Some services in Scotland noted that this meant that the use of the spaces might be different – for example venues with larger footfall may be used more for information materials, while smaller

libraries with lower footfall may see more individuals wanting to talk to volunteers, and in particular return to the service.

4.2 What is the role for Macmillan @ Glasgow Libraries?

As mentioned in Chapter 2, we found strong evidence of Macmillan @ Glasgow Libraries team supporting other services across Scotland. This could be seen as 'informal consultancy' support. This support enabled services to tackle problems before they arose, streamline and improve the efficiency of the operational elements of service design, set up and delivery, provided a source of ideas and tested approaches, provided support and built the confidence of staff. We consider that the role out of the services in Scotland would have been far less effective and more expensive to set up without the consultancy support provided by the Macmillan @ Glasgow Libraries team.

We note that in particular the Macmillan @ Glasgow Libraries team provided detailed support on factor one and are able to share their experience on factors two to five.

We were asked to compare the various approaches taken by services including:

- Embedding Glasgow Life staff to run a service in another area – as is done in West Dunbartonshire – who is still a Glasgow Life employee
- A former Glasgow Life, Macmillan @ Glasgow Libraries team staff member moving to another area to set up the service – as is done in Lanarkshire (it should be noted that this move was coincidental rather than a planned approach to rolling out the service)
- Services setting up separately from Glasgow Life but being able to draw on the expertise of the Macmillan @ Glasgow Libraries team as needed.

We have not found a clear case to pursue one particular approach over another. Having someone with project experience (eg Lanarkshire and West Dunbartonshire) means that staff have detailed operational knowledge. Other services are able to build that knowledge through the consultancy support provided by the Macmillan @ Glasgow Libraries team. We identified from our evaluation of Macmillan @ West Dunbartonshire that where staff are brought in from another organisation, building local and widespread buy-in early in the service development and set up is even more important than in the other models.