



Idea Store Strategy 2009

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SECTION 1: INTRODUCTION

Approved in 1999, the original Idea Store Strategy has radically transformed the performance of library and information services in the London Borough of Tower Hamlets, moving them from being among the worst in London to among the top performing in the country.

Idea Stores were designed to deliver 'in a way that captured the best traditions of the library movement and education sector but present them in an exciting way – one that draws in new users and retains existing users.'

Idea Stores are more than just a library or a place of learning. As well as the traditional library service, they offer a wide range of adult education classes, along with other career support, training, meeting areas, cafes and arts and leisure pursuits – all brought together in easily accessible spaces which are modelled on retail environments. They are places where individuals and families come together informally to socialise. They act as venues for community clubs. The continuation and further development of these dimensions is vital to achieving the Council's 'One Tower Hamlets' objectives.

Following the largest consultation exercise ever carried out by the Council to establish just what residents wanted from the Idea Stores, significant service remodelling and capital investment led to the opening of the first Idea Store in May 2002 in Bow.

The success of Idea Store Bow was firmly based on the broad partnership approach taken to service development and funding with the Learning & Skills Council and Tower Hamlets College making significant contributions to the strategy implementation.

This was followed by:

- Idea Store Chrisp Street in July 2004
- Idea Store Whitechapel in September 2005
- Idea Store Canary Wharf in March 2006

Since the adoption of the original Idea Store Strategy, a range of key changes have taken place. In view of these changes, it is timely to review and refresh the Idea Store Strategy to ensure the Council has a 'future proofed' service delivery model that continues to be at the leading edge of library provision nationally, and that meets the needs of our residents. To achieve this, the Idea Store Strategy:

- reviews the strategic and policy context within which library services operate – including examining the evidence on best practice in library service delivery, as well as broader local and national priorities and funding regimes
- analyses the performance of the existing Library and Idea Store service in the Borough (both financial and non-financial) – drawing on a wide range of qualitative and quantitative performance information, including local market research with Idea Store users, staff and service delivery partners

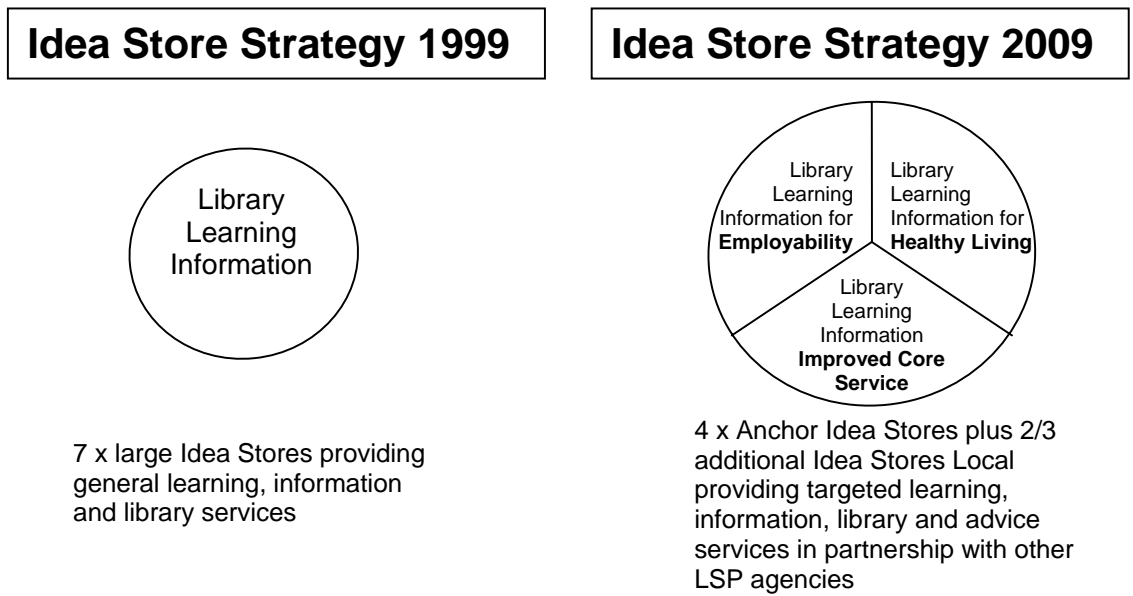
- identifies strategies to further develop or improve existing products and services to address any performance issues identified, and explores the potential to introduce new services that would enable libraries to make a stronger contribution to the Council's and the Government's strategic priorities – including establishing new or strengthened partnerships with other service providers within and outside the Council.
- explores solutions that would improve the accessibility of the Libraries and Idea Stores – including the co-locate other Council and partnership services with the Idea Stores and Libraries.
- explores the type of provision that the Lifelong Learning Service could deliver in Idea Stores that fits with the refreshed Strategy

Strategic Objectives

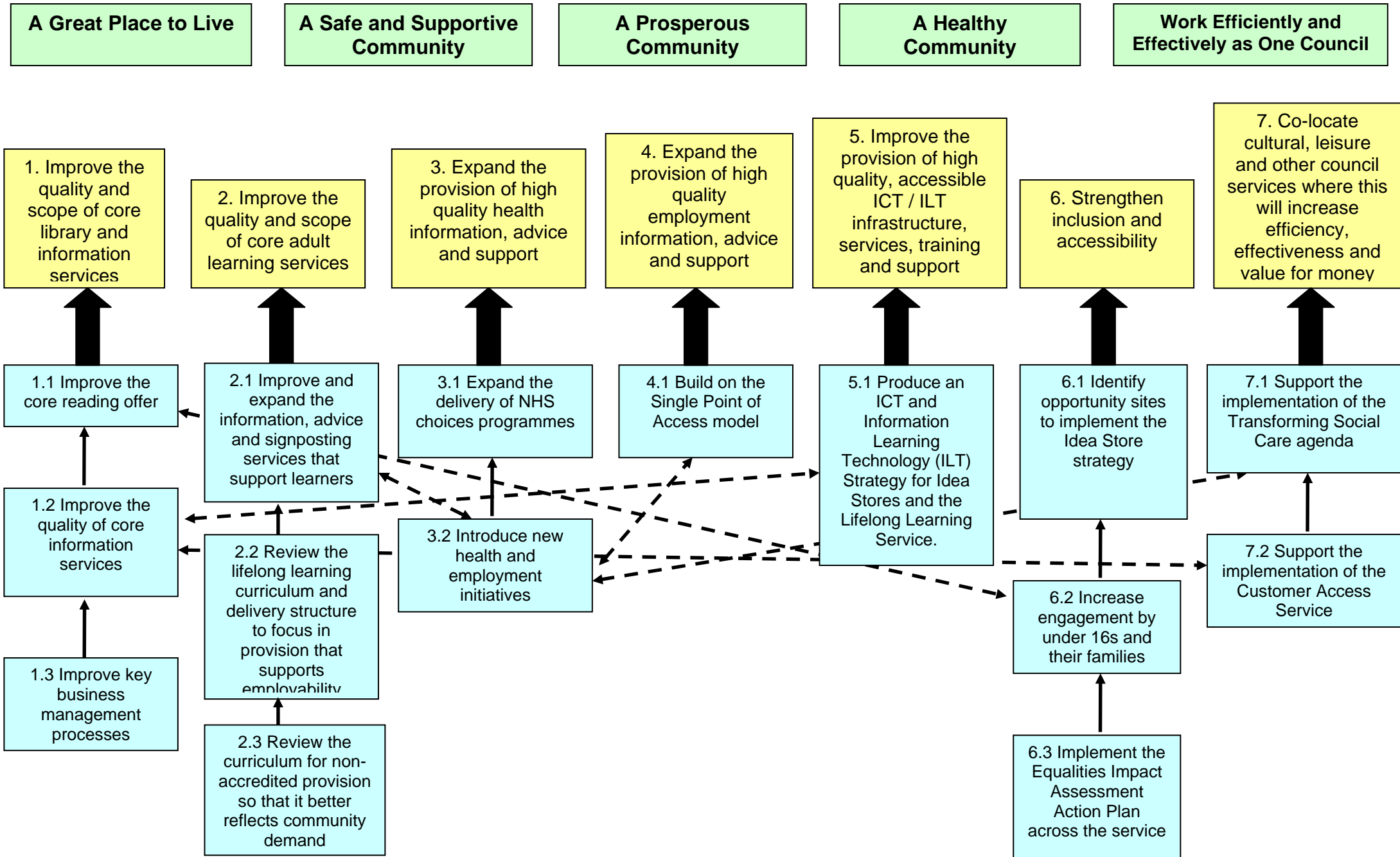
As a result of the research and evidence collected, the Strategy proposes the implementation of seven strategic objectives and associated actions to guide the delivery of library, learning and information services in the Borough over the next ten years. These are outlined in the chart on the next page.

Future Network Model

The Idea Store Strategy 1999 also sets out a revised service model with a stronger focus on health and employment, delivered in partnership. This revised service model is also reflected in a more advanced understanding of future Idea Store network configuration. The graphic below shows the evolution from the original concept to a more refined understanding of need.



IDEA STORE STRATEGY ACTION PLAN: SUMMARY



1.1 Purpose and methodology

The Council's vision is to improve the quality of life for everyone living and working in Tower Hamlets. It is a vision that is shared by all partners in the Tower Hamlets Partnership, which comprises the Council and other public service providers, residents, as well as, businesses, faith communities and the voluntary and community sector.

The provision of high quality, accessible library and information service facilities in the Borough will contribute significantly to the achievement of this vision, notably by supporting improvements in outcomes relating to learning, community cohesion, health, economic and social well-being.

This document is the refreshed Idea Store Strategy for the London Borough of Tower Hamlets. It provides the overall strategic direction for the Council's library, learning and information services over the coming ten years, and the key actions that will be undertaken to put this vision into effect.

Consistent with best practice guidance issued by the Department of Culture Media and Sport (DCMS), Museums Libraries and Archives Council (MLA), and Communities and Local Government (CLG), it will make a significant contribution to the delivery of the Council's Community Plan 2020 as well as to the development of the emerging Tower Hamlets Local Development Framework and Corporate Asset Strategy.

In order to deliver a clear strategic direction for library, learning and information services in the Borough, the Strategy examines the extent to which the potential of the existing Idea Store concept has been fully realised to date and identifies options to further improve performance and build on the successes to date.

The Strategy development process involved a mixed methodology consisting of:

- a desk top research and review exercise, including performance and financial benchmarking, asset reviews, a best practice literature review, and a strategic policy driver review
- face-to-face market research with 1,200 residents to get their views and perceptions on libraries and Idea Stores in the Borough and what improvements they would like to see in the future
- engagement with children and young people through the Young People's Partnership
- interviews with around 150 staff from Idea Stores, Lifelong Learning, and the wider Council
- discussions with existing and potential future service delivery partners to explore opportunities for closer working.

1.2 Scope

The Idea Store Strategy 2009 includes recommendations relating to both the range of services that should be delivered within Idea Stores and Libraries, the key partners that could support this delivery, and the physical network of facilities within which these services are delivered.

Some of the objectives and actions outlined in the Strategy are in the early stages of development and rely on a partnership approach involving other external stakeholders. For this reason, the successful implementation of these options will be contingent on further detailed scoping as well as decisions relating to the wider learning, health and employment agendas in the Council and the Government.

The original Idea Store Strategy set out to bring together library, information and lifelong learning services within a single service delivery framework. Whilst co-location has been achieved to some extent, the two services have never been merged fully and continue to operate with separate structures from the same premises. National funding arrangements for lifelong learning are currently undergoing significant change and this may impact on the level of formal learning provision the Council's Lifelong Learning Service will deliver in the future. It is also important to note that Lifelong Learning provision takes places in the Idea Stores as well as other venues across Tower Hamlets.

The Idea Store Strategy 2009 has been developed in close collaboration between the two services to ensure potential changes are taken into account at an early stage. The Lifelong Learning Service will undergo a separate review to ensure it fully meets the needs of residents and addresses changing funding criteria.

SECTION 2: CONTRIBUTION OF IDEA STORES AND LIBRARIES TO SHARED OUTCOMES

2.1 *Libraries and learning*

Of all the outcomes libraries contribute to, the strongest and most conclusive evidence relates to their impact on learning. Libraries support learning across the spectrum, from more formal learning such as the delivery of accredited courses leading to qualifications, to very informal learning such as providing a supportive and relaxed environment and access to information resources (books, CDs, DVDs, internet etc) to encourage and support non-accredited learning as well as self-directed study.

Different library services generate different learning outcomes. The key impacts outlined in the available evidence are as follows:¹

Supporting and promoting reading and reader development

- There is a positive impact on literacy, speech and reading development arising from early book use and engagement with library services. Young children who are exposed to a variety of reading materials have a greater chance of developing good reading literacy. Reading also improves their attention span and concentration and overall academic achievement.
- Library reading programmes can also positively impact on parental ideas and practices with regard to reading with young children.
- There are more personal benefits from reading for leisure, such as relaxation, enhanced creativity and personal insight.

Supporting formal and informal learning

- The delivery of formal and informal courses provides opportunities for people to acquire skills across a range of areas, from basic skills such as literacy and numeracy to skills relating to personal interest and development.
- Study support, homework clubs and after-school activities offered in libraries have been shown to impact positively on academic achievement and attitudes to learning over time, including fostering a greater willingness to use libraries at a later date.
- The provision of information and resources to support particular learner needs, such as access to electronic sources of information, can support the acquisition of ICT, information-handling and other skills and knowledge.
- Libraries can also enhance the overall learner experience by increasing motivation, self-confidence and independence.

Providing access to and support for ICT services

- ICT services in libraries support a range of activities from formal study to job seeking to building and maintaining social networks using the internet.
- Job seekers in particular benefit from being able to access ICT access in libraries, and in particular, the provision of ICT tuition.

Not only do libraries contribute to learning, they also make a distinctive contribution that sets them apart from other learning environments. They provide a safe environment that

¹ Wavell, C., Baxter, G., Johnson, I. and Williams, D. (2002) *Impact Evaluation for Museums, Archives and Libraries: Available Evidence Project*. London: Resource: The Council for Museums, Archives and Libraries, pp.40-45.

encourages people who might be initially reluctant to approach more formal learning providers to participate in learning, and act as a source of information about formal learning opportunities. By raising learners' confidence and aspirations, improving their attitude to learning and providing a link between formal and informal learning libraries encourage learners to progress up the learning spectrum towards more formal or accredited courses delivered by mainstream providers².

The evaluation of the *Londoners Need to Read*³ research project commissioned by ALM London⁴ found that libraries are very popular learning venues for adult learners. 79 per cent of respondents considered libraries to be suitable learning venues, second in popularity only after formal settings such as colleges. Learners particularly valued the informal learning environment that libraries offer.

It found that libraries can also help widen participation in learning by hard-to-reach communities and are successful at engaging or re-engaging adult learners who have had poor previous experiences with mainstream providers such as colleges. The flexible learning opportunities offered by libraries engage more alienated learners and also attract a higher proportion of black and minority ethnic learners, increasing their motivation, confidence and self-esteem.

2.2 Libraries and health

The library sector is part of the wider debate about what affects health beyond material circumstances such as income. The evidence on libraries' contribution to health outcomes is not as well established as the evidence around the impact of libraries on learning⁵. However, there is general agreement that libraries can positively impact on health and well-being. This occurs primarily through enabling people to acquire skills and information which enable them to care for their health more effectively.

People with higher levels of skills tend to have better information awareness and therefore a greater ability and confidence to search for and use information on health⁶. The Government's national health agenda explicitly recognises the importance of providing people with the information and advice they need to make informed choices about their health, and the role that libraries can play in this.

There are broadly three types of library activities that could contribute positively to improving health outcomes⁷:

- Offering activities that:
 - promote good health, challenge health stigmas, and provide advice or information to inform health prevention, healthier behaviour and healthier responses to illness
 - increase life skills such as self-confidence and communication, or strengthen basic literacy and numeracy skills.

² McNicol, S. and Dalton, P. (2003) *Public Libraries: Supporting the Learning Process*. Birmingham: Centre of information Research, University of Central England in Birmingham.

³ *Londoners Need to Read* assessed the current and potential role of libraries, museums and archives in supporting basic skills development in London, with the aim of articulating the sector's unique contribution to / impact on delivering the Government's 2001 *Skills for Life Strategy*.

⁴ Brockhurst, D. and Dodds, I. (2004) *Londoners Need to Read: Research into the current and potential role of libraries, museums and archives in supporting learning for adults with basic skills needs*. London: ALM London.

⁵ This is largely due to the lack of robust research and evaluation projects conclusively establishing this link.

⁶ Feinstein, L. (2002). 'Quantitative Estimates of the Social Benefits of Learning, 2: Health (Depression and Obesity)', *Wider Benefits of Learning Research Report No. 6*. London: Centre for Research on the Wider Benefits of Learning, pp.7-9.

⁷ Burns Owen Partnership (2005) *New Directions in Social Policy: Developing the evidence base for Museums, Archives and Libraries in England*. London: MLA, pp.40-51.

Such activities could include exhibitions on health issues, providing information resources on health issues such as obesity or depression, or delivering formal or informal courses focused on basic skills development.

- Supporting the care and recovery of people with health needs. This could include bibliotherapy (lending self-help books, 'books on prescription'), supporting health professionals through the provision of information resources, or providing opportunities for people with physical or mental health issues to gain work experience in the library as a pathway to entering the workforce.
- Ensuring libraries are welcoming and neutral environments that people with mental or other health needs can access in comfort and safety, and offer opportunities for people to meet and establish stronger connections with their communities. There is strong evidence that reading benefits mental health and provides a welcome escape for those suffering from depression.

One of the main areas of focus for libraries is in supporting health literacy. 'Health literacy represents the cognitive and social skills that determine the motivation and ability of individuals to gain access to, understand and use information in ways that promote and maintain good health. This means much more than transmitting information and developing skills to undertake basic tasks. It is also necessary to improve people's access to, and understanding of, health information and their capacity to use it effectively to support improved health.'⁸

Skilled for Health is a national programme aimed at improving health literacy in disadvantaged communities in the UK. MLA⁹ piloted the effectiveness of libraries as settings for informal skills for health learning in five London Boroughs¹⁰, targeting learners with skills for life needs¹¹. The outcomes of the pilot were favourable. At the end of the programme learners felt they knew more about how to keep healthy, were more confident in accessing healthcare services, had improved their skills for life (writing, reading and spoken language), and felt more confident about further learning.

2.3 Libraries and economic outcomes for individuals and businesses

Research on the economic impact of libraries suggests that they have both a direct impact on employment – in terms of the jobs created to enable the delivery of library services – and an indirect impact, in terms of helping people to acquire the information and skills they need to enter into and progress within the labour market (noting however that evidence for the latter is more tentative).

Libraries are perceived as an important source of information for people seeking employment and training opportunities and are considered by job seekers to have a positive impact on their job search. There is also a positive correlation between using public libraries to access business information and business success.

There is some evidence to suggest that a flagship, high profile, large scale cultural project such as a new library can generate urban regeneration and economic growth by attracting new people, jobs and investment to an area¹².

⁸ Kickbush, I.S. 'Health Literacy: Addressing the Health and Education Divide', *Health Promotion International*, Vol 16 pp.289-297.

⁹ MLA (2008) *Skilled for Health in Libraries: Helping people improve their health awareness and skills for life*. London: MLA

¹⁰ Ealing, Islington, Newham, Haringey and Barking and Dagenham

¹¹ Target groups included young mothers, older people, and Black, Asian and minority ethnic communities with ESOL needs.

¹² Wavell, C., Baxter, G., Johnson, I. and Williams, D. (2002) *Impact Evaluation for Museums, Archives and Libraries: Available Evidence Project*. London: Resource: The Council for Museums, Archives and Libraries, pp.52-56, p.84.

2.4 Libraries and community cohesion

Community cohesion is a key government priority. It is defined by Government as communities 'where there is a common vision and a sense of belonging for all communities; where the diversity of people's different backgrounds and circumstances are appreciated and positively valued; where those from different backgrounds have similar life opportunities, and where there are strong relationships between people from different backgrounds'.¹³

Libraries play a role in building community cohesion by creating opportunities for social engagement that bring people from different backgrounds, including hard to reach groups, together. They provide a safe, equitable and neutral social space for meetings that is open to everyone. This can help to create a greater shared understanding of different ways of life, thereby breaking down barriers that exist in the wider community and fostering stronger social networks. People regard libraries as a key community resource, a meeting place where they can come together and share interests, and the centre of community development. They can also help people to overcome loneliness and social isolation.¹⁴

Tower Hamlets is particularly successful in attracting a wide range of library users, with just under 57% of the resident adult population saying they use libraries compared to a 52% London average and a 48.5% national average. This puts the Borough in third place in London and in fourth place nationally.¹⁵

2.5 Summary

The potential for Idea Stores to successfully deliver shared services is one of their unique selling points over other public facilities. This is due to their high levels of 'customer capital', which is defined in terms of the strength and loyalty of the customer relationship and measured by depth of penetration, coverage and the probability that customers will continue to use the service¹⁶.

Idea Stores arguably have higher levels of customer capital than many other public service providers – as evidenced by their high visitor numbers, their large voluntary customer base, and the high value that the public places on them. This makes Idea Stores important contributors to shared service delivery as they provide a platform from which other services can deliver to a large, ready-made customer base.

Joined-up services also create the potential for 'value chains' where one public service is able to build on another. The concept of a value chain of library, learning and information services that complement and mutually reinforce one another was at the heart of the original Idea Store Strategy. It is based on the assumption that this will create direct benefits for both libraries and their partners, as well as for residents: partner services

¹³ Burns Owen Partnership (2005) *New Directions in Social Policy: Developing the evidence base for Museums, Archives and Libraries in England*. London: MLA, pp.20-21.

¹⁴ Wavell, C., Baxter, G., Johnson, I. and Williams, D. (2002) *Impact Evaluation for Museums, Archives and Libraries: Available Evidence Project*. London: Resource: The Council for Museums, Archives and Libraries, pp.24-28.

¹⁵ Source: http://www.culture.gov.uk/reference_library/research_and_statistics/5607.aspx

¹⁶ Clayton, M. and Hepworth, N. (2006) *Public libraries in the knowledge economy*. London: The Local Futures Group.

benefit from enhanced access to customers, and libraries benefit from attracting more visitors via their non-core services. Over the coming ten years, the Idea Stores will need to build on the experience of bringing library, learning and information services together and more clearly define the role of learning within the service offer.

Strategic Objective:

Improve the quality and scope of core adult learning services

SECTION 3: POLICY AND STRATEGIC CONTEXT

There are three broad types of policies that provide the context for refreshing the Idea Store Strategy:

- Policies relating to the delivery of library and information services (which services, for whom and how they are delivered)
- Policies relating to spatial planning and building design (library and information facilities and network)
- Policies relating to the wider economic, social and cultural agenda (that incorporate elements relating to the delivery of library and information services)

These are explained in more detail below.

3.1 Policies relating to the delivery of library and information services

3.1.1 Overarching Government and Council policies

Following the 2007 Comprehensive Spending Review, the Government established four national priority outcomes for local authorities, encompassing a range of performance indicators and cross-government strategic objectives where the Government is looking to achieve better outcomes. Those relating most directly to libraries and information services are outlined in the table below.

Figure 1: Contribution of the Idea Store Strategy 2009 to the National Indicator Set

Outcomes	National Indicators for Local Government	Public Service Agreements (PSA) and Departmental Strategic Objectives (DSO) relating to the National Indicators
Stronger and Safer Communities	NI 9 – Use of public libraries ¹⁷	PSA 21 – Build more cohesive, empowered and active communities
Children and Young People	NI 110 – Young people’s participation in positive activities	DCSM DSO 1 – Encourage more widespread enjoyment of culture, media and sport PSA 14 – increase the number of children and young people on the path to success

These national priorities have been translated into tangible outcomes, deliverables and performance indicators specific to the London Borough of Tower Hamlets – as set out in the *Tower Hamlets 2020 Community Plan*, *The Tower Hamlets Children and Young People’s Strategic Plan 2009 - 2012*, *The Tower Hamlets Local Area Agreement 2008 - 2011*, the Council’s annual *Strategic Plan* and relevant *Directorate Business Plans*. The Idea Store Strategy contributes to many of the outcomes in these strategic planning documents – the most significant areas of contribution are outlined in the following table.

¹⁷ defined as the percentage of the adult population aged 16 and over in a local area who say they have used a public library service at least once in the last 12 months.

Plan	A Great Place to Live (Housing, leisure and culture, transport & waste)	A Prosperous Community (learning, worklessness & enterprise)	A Safe and Supportive Community (support for vulnerable residents & community safety issues)	A Healthy Community (public health, access to primary care & mental health)
Community Plan 2020	<p><i>Priority 2.2: Strengthen and connect communities</i> <u>Key objectives:</u> Planning new neighbourhoods with supportive services like primary schools, healthcare facilities and local parks</p> <p><i>Priority 2.2: Strengthen and connect communities:</i> <u>Key objectives:</u> Bring together communities to foster mutual understanding a collective sense of wellbeing and avoid people being isolated</p> <p>Ensure communities have good access to a full range of facilities – including health services, schools and leisure</p> <p><i>Priority 2.3: Support vibrant town centres and a clearer, safer public realm</i> <u>Key objectives:</u> Providing first class and well-managed centres where people come together for business, shopping, leisure and recreation</p>	<p><i>Priority 3.1: Support lifelong learning opportunities for all.</i> <u>Key objectives:</u> Providing continuous learning opportunities so everyone can learn basic and new skills at any age</p> <p><i>Priority 3.2: Reduce worklessness</i> <u>Key objectives:</u> Helping families escape poverty by providing employment support and advice on debt management</p> <p>Helping people get and keep employment by ensuring there is support and training before and after they get a job</p>	<p><i>Priority 4.1: Empower older and vulnerable people and support families</i> <u>Key objectives:</u> Providing responsive and appropriate services for adults which promote independence, choice, security and community</p> <p>Improving support for children and young people with disabilities and their families</p>	<p><i>Priority 5.1: Reduce differences in people's health and promote healthy lifestyles</i></p> <p><i>Priority 5.3: Improving access to, and experience of, local health services</i> <u>Key objectives:</u> Promoting self-care and improving management of long term conditions</p>
Local Area Agreement 2008-11	<p><i>Priority 2.2: Strengthen and connect communities:</i> <u>Indicators:</u> NI 1: % of people who believe people from different backgrounds get on well together in their local area NI 2: % of people who feel they belong to their neighbourhood</p>	<p><i>Priority 3.1: Support lifelong learning opportunities for all</i></p> <p><i>Priority 3.2: Reduce worklessness</i> <u>Indicators:</u> NI 151 – Employment rate NI 161 – Learners achieving a Level 1 qualification in literacy NI 162 – Learners achieving an Entry Level 3</p>		<p><i>Priority 5.1: Reduce differences in people's health and promote healthy lifestyles</i> <u>Indicators:</u> NI 56: Obesity among primary school age children in year 6 NI 120: All-age all-cause mortality rate</p>

Plan	A Great Place to Live (Housing, leisure and culture, transport & waste)	A Prosperous Community (learning, worklessness & enterprise)	A Safe and Supportive Community (support for vulnerable residents & community safety issues)	A Healthy Community (public health, access to primary care & mental health)
	<p><i>Priority 2.3: Support vibrant town centres and a clearer, safer public realm</i></p> <p>Indicators: NI 5: Overall / general satisfaction with the local area</p>	<p>qualification in numeracy NI 174 – Skills gaps in the current workforce reports by employers</p>		
<p>Children's and Young People's Plan 2009-2012</p>	<p><i>Priority 3.5: Enjoy and achieve: Provide a learning, play and cultural offer for families</i></p> <p>Key objectives: Develop an enriched Tower Hamlets family offer through Find Your Talent pathfinder</p> <p><i>Priority 4.3: Extend the range of positive activities available outside school hours, and ensure all children and young people have access.</i></p> <p>Key objectives: Offer five hours of cultural activity every week to all of our children and young people through the Find Your Talent pathfinder.</p>	<p><i>Priority 3.3: Accelerate the achievement and progress of all our children and young people</i></p> <p>Key objectives: Develop speaking and listening skills to drive literacy attainment (particularly in writing) at all key stages.</p> <p><i>Priority 5.1: Improve young people's employment related skills linking in to local and regional labour market opportunities</i></p> <p>Key objective: Provide targeted learning programmes for each significant group of 14-18 learners at risk of being NEET</p> <p><i>Priority 5.3: Improve the quality of learning and student attainment</i></p> <p>Key objective: Share and implement best practice on how to raise qualification levels by age 19 while narrowing the attainment gap for those from poorer homes.</p> <p><i>Priority 5.5: Break the worklessness cycle amongst our families</i></p> <p>Key objective: Deliver programmes that ensure young people from workless families understand and can</p>	<p><i>Priority 2.1: Stay Safe: Ensure that children and young people are protected from harm and feel safe and confident in their area and beyond</i></p> <p>Key objectives: Extend the choice and opportunity online (COO-L) card and free Oyster card scheme, encouraging young people to travel about the Borough in order to foster a sense of independence and challenging perceptions about 'unsafe' areas.</p> <p><i>Priority 4.2: Increase community cohesion among our children, young people and their families</i></p> <p>Key objectives: Extend youth service provision across the borough, with clear targets for providers on engaging young people from all of our communities.</p>	<p><i>Priority 1.2: Support the health needs of young people by ensuring they are able to access effective support, information and advice in appropriate settings</i></p> <p><i>Priority 1.3: Better support parents and families in giving children the best, healthiest, start in life</i></p> <p>Key objectives: Strengthen child health promotion in accordance with the new Child Health Strategy, published in February 2009 by the Department of Health and the Department for Children, Schools and Families.</p>

Plan	A Great Place to Live (Housing, leisure and culture, transport & waste)	A Prosperous Community (learning, worklessness & enterprise)	A Safe and Supportive Community (support for vulnerable residents & community safety issues)	A Healthy Community (public health, access to primary care & mental health)
		<p>meet the demands of the workplace. Offer structured support opportunities for parents and carers to gain employment, including access to childcare.</p>		

3.1.2 National library policies

Released in 2003, *Framework for the Future*¹⁸ sets out the Government's long-term strategic vision for the public library service. Thematically it envisages libraries as 'service delivery agents' for a range of social services and objectives across the government and community sectors. In particular, it emphasises the importance of 'added-value' services that extend beyond traditional book lending activities; partnerships between libraries and other public service providers; outreach into the community; and the role of libraries in promoting greater equality of access to and use of information and engagement in learning.

Framework for the Future identifies four areas of activity which should be at the core of libraries' service offer:

- promoting reading and supporting reader development
- promoting and supporting learning, with a focus on:
 - supporting early (pre-school) learning by engaging families with very young children who are outside the formal education system
 - supporting children and young people by working alongside schools to support their literacy and reading development programmes
 - supporting older students through the provision of lifelong learning and supporting adult basic skills provision
 - promoting and supporting self-motivated, independent learning
- providing access to digital skills and services including e-government
- tackling social exclusion, building community identity and developing citizenship – through outreach searches, such as mobile libraries, and collaboration with other public services to deliver an inclusive service

It argues that by working in partnership with other public or community providers libraries can tailor and deliver their core services more effectively, resulting in a final product for users that is greater than the sum of its parts.

Framework for the Future remains the Government's long-term vision for libraries in the UK. In the medium-term, the MLA has identified three priority strategic themes for libraries over the next three years¹⁹:

- Learning and skills – increasing opportunities for learners to progress and achieve their creativity and unlock their potential
- Communities – ensuring libraries are inclusive and support sustainable communities, particularly in their work with young people
- Excellence – strengthening the capability of the sector to innovate and continuously improve

*A Passion for Excellence*²⁰ sets a framework for performance management and improvement in the culture and sport sector. It sets out three key areas of focus for lifting the performance of the sector:

- *monitoring* – ensuring high quality data and evidence on the impact of the sector on local, regional and national goals, objectives, targets and broader social and economic outcomes

¹⁸ Department for Culture, Media and Sport (2003) *Framework for the Future: Libraries, Learning and Information in the Next Decade*. London: DCMS.

¹⁹ MLA (2008) *Museums, Libraries and Archives Corporate Plan 2008-2011*. London: MLA.

²⁰ Greater London Authority (2008) *A Passion for Excellence: An improvement strategy for culture and sport*. London: LGA.

- *challenge* – lifting the capability of the sector to monitor and assess its own performance and put in place improvement strategies to lift performance where needed
- *support for improvement* – this will include a greater devolution of responsibility for improvement support from central to regional partnerships; a stronger focus on sharing knowledge about best practice and learning; and taking a more strategic approach to leadership and workforce development in the sector.

One of the key ways in which these priorities are being put into effect is through the roll-out of the Cultural Services Improvement Toolkit (CIST). Idea Stores and Libraries in Tower Hamlets have assessed themselves against the Culture and Sport Improvement Benchmark to ascertain how well they are performing against the criteria that enable excellent library performance.

Building on *Framework for the Future* and *A Passion for Excellence*, DCMS launched a national *Library Service Modernisation Review* in October 2008 to more clearly define Government's vision for a modern, world-class public library service. The final review report is not expected until after the Idea Store Strategy 2009 has been finalised. However, given the flexibility of the Idea Store model and its leading-edge characteristics, it is expected that Tower Hamlets' libraries, learning and information services will be able to meet the recommendations the review makes.

The review will provide

- A high level vision for public library services in the 21st century;
- A set of recommendations for central Government, its agencies and other partners, to support the delivery of this vision for a modernised local library service.

In identifying these high level outputs, the review has focused on five areas with the following objectives:

- **Digital Services and Information Literacy:** to explore and make recommendations on the digital services required to enable public libraries to meet the current and future needs of their local communities 24/7.
- **A Skilled and Responsive Workforce:** to review and make recommendations on the skills mix required to deliver a 21st century library service and entry routes into the profession.
- **Capturing Impact:** to consider and make recommendations on the local and national data necessary to capture the impact of libraries on their local communities, which will be effective in securing the support and engagement of partners.
- **A Community-led Service:** to explore and make recommendations on innovative models of service delivery that integrate libraries with other local services; that make libraries increasingly responsive to the needs of their communities and that involve users in their design and delivery.
- **Funding Innovation:** to review and make recommendations on innovative partnership and funding models that can release additional capital and revenue funding streams to enable service modernisation and improve delivery.

3.1.3 Regional policies and guidelines

The *London Libraries Change Programme* seeks to promote and establish greater cooperation and shared service provision across the Capital to enable local authorities to deliver more efficient and effective library services, whilst still maintaining individual and independent local library authorities. A recent report commissioned by the *London Library Change Programme* recommends five key areas for improving service delivery and increasing cooperation:

- providing stronger library sector leadership that clearly articulates and advocates for the role of libraries within government and is supported by clear governance structures to deliver the cross- London programme
- supporting the development of a strong and well-utilised library workforce
- improving stock management and procurement processes
- modernising library service delivery through the use of new technology
- combining skills and resources to undertake joint marketing and communication²¹.

3.2 Policies relating to spatial planning

3.2.1 National and regional planning policies and guidelines

The key planning policy document of particular relevance to the Idea Store Strategy is the *London Plan* (2004). The *London Plan* is the Mayor's 20-year spatial development strategy for London and local authorities are required to comply with the spatial policies set out within it. It notes that cultural facilities such as libraries are vitally important to London's town centres but that some suburban areas, particularly in East London, lack these facilities.

The *London Plan* contains a number of planning policies relating directly to community facilities such as libraries²². Specifically, it states that such facilities:

- should be accessible by walking, cycling or public transport, as well as being accessible to all sections of the community including disabled people
- should be located in readily accessible town centres
- should be regularly assessed to ensure they continue to meet the need for social and community infrastructure

Although the Mayor of London proposes to make some changes to the *London Plan* to better reflect his priorities, in the case of leisure facilities these would largely serve to further reinforce existing policies and further highlight the importance of providing good library facilities.²³

3.2.2 Regional infrastructure development

The Council's own library, learning and information facilities are part of a wider regional infrastructure development programme that needs to be taken into account when

²¹ RSe Consulting (2008) *London Libraries Change Programme Feasibility Study*. London: MLA London.

²² Policy 3A.18, Policy 3D.6 and Policy 3D.1

²³ Greater London Authority (2008) *Planning for a Better London*. London: Greater London Authority, pp.18-19, p.25.

assessing the future configuration of library, learning and information facilities in the Borough.

At a regional level, the most significant development is the *Thames Gateway Delivery Plan*, which will deliver a range of investment programmes intended to deliver enhanced economic development and better quality of life for residents in the sub-region. It includes developments that are likely to have an impact on the provision of leisure facilities in or around Tower Hamlets, including:

- the construction of the Olympic Park in Stratford and the associated redevelopment of Stratford City, which will include accompanying social and community infrastructure
- continued growth in Canary Wharf supported by Crossrail
- new housing and associated community infrastructure, including in the Lower Lea Valley
- the redevelopment of priority town centres including Bromley by Bow.²⁴

3.2.3 Local infrastructure planning, delivery and funding

The emerging *Tower Hamlets Local Development Framework* (LDF) is the collection of planning documents that deliver the Borough's spatial planning strategy and therefore help give effect to the *Community Plan*.

Tower Hamlets is at the heart of London's growth aspirations. In line with the *London Plan*, the emerging Tower Hamlets LDF seeks to facilitate:

- an increase of 31,500 new homes from 2007 to 2016, especially in the east of the Borough and on the Isle of Dogs;
- an increase in the provision of affordable housing;
- an increase in the provision of family-sized accommodation;
- the appropriate provision of social and physical infrastructure required to support the growth in housing (including schools, health care facilities, public transport and utilities), focused on town centre locations where appropriate.²⁵

The spatial strategy set out in the LDF prioritises the provision of high quality, modern infrastructure to support population growth and benefit existing residents. Consequently, it takes a proactive management approach to designating sites for new facilities in response to forecast future demand.

The emerging Tower Hamlets LDF will be the central document that sets out how the Council and its partners will deliver accessible community and social infrastructure alongside housing and commercial developments to meet the needs of residents. The Idea Store Strategy will be a key contributor to the evidence base that will inform infrastructure planning within the LDF and help to translate the high level policies into tangible infrastructure development.

Infrastructure planning for Idea Stores and Libraries will build on the standard charge approach developed by Museums, Libraries and Archives (MLA) in *Public Libraries*,

²⁴ Department for Communities and Local Government (2007) *The Thames Gateway Delivery Plan*. London: Department for Communities and Local Government

²⁵ London Borough of Tower Hamlets (2006) *Local Development Framework: London Borough of Tower Hamlets Development Plan Document Core Strategy and Development Control Document*. London: London Borough of Tower Hamlets

*Archives and New Development: A standard charge approach.*²⁶ The research suggested that a space standard of 6sqm per 1,000 residents should be adopted for sustainable community planning and developer contribution purposes.

The standard will feed into the Planning for Population Growth and Change Model for Tower Hamlets. The model has been developed to be a live modelling tool to aid the implementation of the Local Development Framework.

The Planning for Population Growth and Change Model operates on the basis of capacity standards for different types of community and social infrastructure. It applies these standards to planning applications for new development to determine the individual and cumulative impact of development.

It must be noted that the national standard for libraries does not fully reflect the picture in Tower Hamlets. Idea Stores combine a range of facilities and services whereas the national standard assumes exclusive library use. When determining current levels supply and predicting future demand, an adjustment will need to be made to take into account the non-library elements of the Idea Stores.

Related to this, the Government is introducing a *Community Infrastructure Levy* (CIL) to support local authorities to better deliver community infrastructure. CIL represents a new tariff-based funding stream that can be used to finance a broad range of social infrastructure including recreational facilities that are needed to support housing or commercial developments. The Idea Store Strategy will feed into the infrastructure levy design and allow Tower Hamlets to secure contributions for leisure purposes.²⁷

3.2.4 Climate change and energy efficiency

Government has introduced legislation setting clear carbon emissions reduction targets and is looking to local authorities to take a lead on tackling climate change. Carbon reduction is embedded in the new national indicator set and Tower Hamlets Council has included NI 186 – reducing per capita CO² emissions from business, public sector, domestic housing and road transport in the local area – as a committed target in its Local Area Agreement, with the aim of reducing per capita CO² emissions by ten percent by 2010/11. The Council has also set targets to reduce CO² emissions from its own operations by sixty percent by 2020.²⁸

From a planning perspective, *The London Plan* and emerging Tower Hamlets LDF emphasise that dealing with climate change should be a core consideration in any infrastructure development. New projects including those relating to library facilities are expected to meet the highest standards of sustainable and energy efficient design, and this should be taken into account when considering options relating to the future configuration of the Idea Store and Library network. From September 2009 the “greening” of the curriculum will be included in the Ofsted Common Inspection Framework and will feature as part of the inspection process in the future.

²⁶ Museums, Libraries and Archives (2008) *Public Libraries, Archives and New Development: a standard charge approach*. London: MLA Council.

A Standard Charge Approach

²⁷ Department for Communities and Local Government (2008) *The Community Infrastructure Levy*. London: Department for Communities and Local Government

²⁸ London Borough of Tower Hamlets (2008) *London Borough of Tower Hamlets Carbon Management Programme Project Plan*

3.2.5 Economic efficiency

The United Kingdom is entering a period where funding for local government will be tighter than in previous years and both capital and revenue resources will be under pressure. The overall budget for Tower Hamlets will be more constrained in future years as the Council strives to simultaneously meet savings targets and satisfy ever-growing demands from residents for a more personalised, innovative and high quality services. Capital funding is also constrained as opportunities to generate new capital receipts from the disposal of existing assets have diminished and section 106 contributions may become more constrained given the current economic downturn. These financial constraints have been taken into account in the overall approach to developing investment proposals for the Borough's library, learning and information facilities.

The Idea Store Strategy has been carried out alongside an efficiency review of the Council's current library services, led by Atlantic Solutions. This has informed the assessment of possible infrastructure solutions in terms of their potential to achieve economic efficiencies. Potential solutions put forward in the Strategy will need to be subject to detailed feasibility assessment prior to any projects commencing.

3.2.6 Tower Hamlets corporate asset management

The Council is in the process of developing an asset strategy which will map current and future demand for assets for itself and key partners. The Idea Store Strategy will form part of this work.

The Council's Corporate Asset Management Plan also sets a requirement for all Council assets to be reviewed periodically. Such reviews need to take into account strategic need, utilisation, suitability, sufficiency, financial and political implications. By recognising the specialist nature of library, learning and information facilities, the Idea Store Strategy provides the necessary information to make a strategic assessment of the Council's library portfolio against these criteria.

Infrastructure proposals outlined in this Strategy have been developed within the Communities, Localities and Culture property portfolio and are based on existing knowledge of emerging opportunity sites. However, further work has been identified to co-ordinate strategic decision-making across the wider corporate property portfolio. This will include a wider search for opportunity sites involving the corporate Asset Management Board.

3.3 *Policies relating to the wider economic, social and cultural agenda*

3.3.1 Lifelong learning

The case for increasing skill levels in the UK has been made many times over the past decade, most recently in 2006 Leitch Review which informed the development of the Government's 2007 *World Class Skills* Strategy. The Review confirmed that skills are a vital determinant of economic prosperity because of their role as a driver of national productivity and employment, businesses' ability to take advantage of new opportunities, and individuals' employment outcomes. Skills are also the most important lever for creating wealth, promoting social mobility and reducing income inequalities and social

deprivation. There are also clear positive linkages between skills and wider social outcomes including health and crime²⁹.

The focus on lifting the UK's relatively low skill base with the primary aim of supporting people into employment has resulted in recent changes to funding policies for adult and community education in recent years. Notably, there has been a general shift away from government funding for adult learning related solely to personal interest and development, towards adult learning that leads to sustainable employment, progression within employment and the achievement of recognised qualifications. While the government has retained a safeguard on funding for adult and community provision it ends in 2010/11. Individuals who are engaged in adult and community learning are expected to meet an increasing proportion of the overall costs through higher course fees. There have also been a number of changes to ESOL funding in recent years – including the introduction of a cap on overall government expenditure and means-tested tuition fees for ESOL learners which has removed universal access to free ESOL provision.

These emerging policy changes will have implications for the number and type of adult learning courses that will be provided by the Council's own Lifelong Learning Service within the Idea Stores in the future. This opens up the possibility of introducing a stronger focus on learning that supports entry to and progression within the labour market. Whilst these changes are still emerging, the Idea Store Strategy's action plan highlights the need for continued review of the formal learning provision delivered within Idea Stores.

More recently, Government has defined its approach to the place of informal learning to support and transform individual lives as well as boosting the nation's well-being. *The Learning Revolution*, the recent White Paper on informal learning, seeks to bridge the twin policy tracks of skills and community cohesion. It identifies a number of key objectives to improve the environment within which informal learning can flourish:

- Build a culture which values informal adult learning in all its forms, with a wide range of organisations promoting it.
- Support people to drive their own learning, in particular by making it easier for people who want to start 'self-organised' groups.
- Link up the learning provided by the public, private and third sectors to broaden choice and clarify the opportunities for learners.
- Make better use of technology to support learning and inform people about what's on offer.
- Ensure there is a wide choice of high-quality learning opportunities for everyone.
- Increase access to informal learning for disadvantaged groups.
- Recognise the leadership role of local authorities in securing a broad range of opportunities for people across the country.³⁰

The Learning Revolution identifies libraries as being of particular relevance to informal learning as they provide access to a wealth of information and enable self-directed groups to gain access to learning materials. It also identifies libraries as location for self-organised groups to access spaces for self-directed learning. Idea Stores, with their dedicated learning labs, are ideally placed to host informal learning and a range of groups are already taking advantage of the facilities.

²⁹ HM Treasury (2006) *Leitch Review of Skills: Prosperity for all in the global economy – world class skills*. London: HMSO.

³⁰ Department for Innovation, Universities and Skills (2009) *The Learning Revolution*. London: HMSO.

3.3.2 Health

Choosing Health: Making Health Choices Easier is the Government's White Paper for Health. It sets out the key principles for providing people with the information and support they need to make better and more informed choices about their health and outlines the range of actions the Government will take to achieve this.³¹ It acknowledges libraries as a source of public information about health and the particular role they play in accessing hard-to-reach groups.

The Choosing Health Implementation Plan *Delivering Choosing Health: Making Health Choices Easier*³² includes a range of measures to improve the availability and use of relevant information and evidence about health issues. Among these is the Health Trainers programme, a community-based service that provides tailored advice, motivation and support to people to adopt healthier lifestyles. Health Trainers deliver out of a range of community venues including libraries, and the programme is currently operational in some Idea Stores. Another such initiative is the national *Skilled for Health* programme, which aims to improve health literacy in disadvantaged communities. MLA piloted the effectiveness of libraries as settings for informal skills for health learning in five London Boroughs³³, targeting learners with skills for life needs, and following positive evaluations they extended the programme to 15 different London Local Authorities.

Overall, there appears to be an increasing appetite to deliver health information, advice and guidance programmes in libraries. The Idea Store Strategy explores the potential to capitalise on these opportunities going forward.

3.3.3 Strong, sustainable and cohesive communities

Sustainable communities are defined as 'a place where people want to live and work now and in the future'.³⁴ The importance of creating sustainable communities is emphasised across the Government's planning and social development policies, and in turn these policies consistently acknowledge the contribution of social and cultural infrastructure such as library, learning and information facilities to achieving this objective.

Of particular note is the cross-government *Living Places* initiative. This aims to ensure that all communities, particularly those experiencing housing-led growth and regeneration, can benefit from cultural and sporting opportunities by ensuring that sport and culture are embedded in the spatial development of towns and cities.³⁵ *Living Places* cites the Idea Stores as best practice in this field, highlighting how the authority combined smart asset management, maximisation of private investment, alignment of investment between services and partners, and the setting up of income streams.³⁶

³¹ Department of Health (2004) *Choosing Health: Making Health Choices Easier*. London: HMSO.

³² Department of Health (2005) *Delivering Choosing Health: Making Health Choices Easier*. London: HMSO.

³³ Ealing, Islington, Newham, Haringey and Barking and Dagenham

³⁴ <http://www.communities.gov.uk/communities/sustainablecommunities/>

³⁵ Department for Culture, Media and Sport (DCMS) and the Department for Communities and Local Government (2007) *Living Places: stronger communities through culture*, London: Department for Culture, Media and Sport (DCMS) and the Department for Communities and Local Government.

³⁶ Department for Culture, Media and Sport (DCMS) and the Department for Communities and Local Government (2007) *Living Places: stronger communities through culture*, London: Department for Culture, Media and Sport (DCMS) and the Department for Communities and Local Government.

3.3.4 East and South East London City Strategy Pathfinder

The *East and South East London City Strategy Pathfinder* is a Department of Work and Pensions (DWP) pilot that aims to reduce and prevent worklessness and child poverty in the five East London Boroughs³⁷ by better coordinating the work of different service providers in the worklessness policy space and developing a more customer-focused service delivery model that is tailored to the specific needs of individuals.

The City Strategy Pathfinder is being implemented through a number of interventions including the introduction of Single Points of Access (SPOAs). SPOAs are intended to improve and widen the physical accessibility of employment-related services for the workless, low income and sole parent working families, and provide holistic support by bringing together a range of services that address the multiple barriers to employment at a single point of use. Idea Stores were included in the 12-month SPOA pilot which ran to March 2009. The pilot built on the Job Club service model that has been in place in Idea Stores for several years. Advisors spent one day a week in each of Bow, Chrisp Street and Whitechapel Idea Stores and provided a wide range of joined-up services to residents to support their entry into employment – including client identification and registration, assessment of client needs, provision of support with CV writing, interview advice and guidance, and referrals to other Skillsmatch services such as job brokerage and training courses.

Funding has been secured to continue to provide the SPOA and other services for a further two years. More broadly, Skillsmatch is undertaking a more strategic review of their overall service offer which may result in more significant changes to how their services are delivered in Idea Stores. The Strategy action plan identifies the need for closer collaboration between the Employment Strategy Implementation Group and the Idea Stores to ensure the neutral and open atmosphere of the stores is harnessed to deliver entry to employment services more strategically.

3.3.5 Digital Inclusion Strategy

Social and cultural change in the UK has been significantly influenced by digital technology over the past decade. However, digital technology is not easily accessible to all and there are inequities in its distribution. An estimated 17 million people in the UK do not use computers and the internet and there is a direct correlation between this and wider social exclusion issues. There is a risk that if benefits are not distributed equally, a new form of social exclusion referred to as 'digital exclusion' could emerge, creating social divides.

In response to the need to ensure fair distribution of digital technology, the Minister for Digital Inclusion has created a *Delivering Digital Inclusion: An Action Plan for Consultation*³⁸ which outlines a proposed framework for tackling digital exclusion. The objective of the action plan is to create opportunities for everyone to benefit from digital technology.

Library, learning and information facilities most definitely have a role to play in supporting the Government's digital inclusion agenda and this is acknowledged in the action plan. Internet access is available in all public libraries through the People's Network which was launched in 2000 to help overcome the digital divide. In addition to having access to

³⁷ Greenwich, Hackney, Newham, Tower Hamlets and Waltham Forests

³⁸ Department for Communities and Local Government (2008) *Delivering Digital Inclusion: An Action Plan for Consultation*. London: DCLG

computers free of charge, users also have access to technical support and advice from library staff. The renewed government focus on digital inclusion invites public libraries to explore options for playing an even stronger role in increasing the proportion of people using ICT services.

3.4 Summary

Sustaining and growing the number of people who use public library, learning and information facilities through the provision of high quality, affordable, accessible and innovative library and information services is an important objective on the Government's agenda, building on the contribution of libraries to a number of priority social and community outcomes. These shared national priorities and their implications for libraries are reflected in the Council's strategic documents including the Community Plan, the Local Area Agreement and the Children and Young People's Strategic Plan.

Idea Stores and libraries are unique contributors to raising skill levels in the UK by virtue of their ability to engage the more hard-to-reach or more reluctant potential learners by providing information and signposting to opportunities that give them the confidence and support they need to progress up the learning ladder from informal learning opportunities, to more formal courses or qualifications delivered by mainstream providers. Idea Stores and libraries can support learning across a wide range of economic and social outcomes, from basic skills provision, to information and advice that enables people to take better care of their health, to advice and skills that support individuals or businesses to successfully enter into and progress through the workforce or marketplace.

Idea Stores and libraries are also seen as an essential component of the wider social and community infrastructure because of their contribution to building strong, sustainable and cohesive communities – another of the Government's key priorities. Idea Stores and libraries offer a neutral and welcoming space that is open to people of all ages and backgrounds. They provide opportunities for people to participate in positive social and leisure activities and help to foster stronger community networks.

The emerging *Tower Hamlets Local Development Framework* reflects national and regional planning, housing and regeneration policies, all of which acknowledge that library facilities are essential in the development of new and existing places. It also sets the broad parameters for the ongoing development and upgrades of existing facilities – namely that they be open and accessible to all groups, located in town centres and aligned with national and local climate change and energy efficiency policy agendas.

The key national, regional and local policy objectives relating to Idea Stores and libraries outlined in this section have informed the development of the strategic objectives and actions outlined later in this Strategy.

SECTION 4: TOWER HAMLETS BOROUGH PROFILE

4.1 Population and age structure

Based on current estimates the 2008 population of Tower Hamlets is 232,042. The numbers of children and young people resident in Tower Hamlets are above the England and Wales national average whilst the numbers of residents aged 40 years of age and older are below the national average.³⁹

4.2 Ethnicity

Tower Hamlets is one of the most diverse Boroughs in London. Bangladeshi residents form the largest group after White residents. Together these two groups account for just under 85% of the population. Current estimates do not provide breakdowns by ethnicity and the most up to date source is the 2001 Census. This data can serve as a proxy for estimating the ethnic make up of the current and future population.

The detailed ethnic composition of Tower Hamlets in 2001 was as follows:

- White: 51.4%
- Bangladeshi: 33.4%
- Black African: 3.4%
- Other Asian: 3.2%
- Black Caribbean: 2.7%
- Mixed: 2.5%
- Chinese: 1.8%
- Other: 1.2%
- Other Black: 0.5%

4.3 Religion

The 2001 Census provides information on residents' faith and religious beliefs. The two major religions in the Borough are Christianity (38.6%) and Islam (36.4%). 14.2% of the population stated that they have no religion. Religious and cultural needs must be taken into account in the provision of library, learning and information facilities.

4.4 Indices of deprivation

Tower Hamlets is one of the most deprived boroughs in London with levels of unemployment, overcrowding, and a lack of educational qualifications significantly higher than the national average (although the latter is rapidly improving.)

The most recent national study of deprivation undertaken in 2004 reached the following conclusions about social deprivation in the Borough:

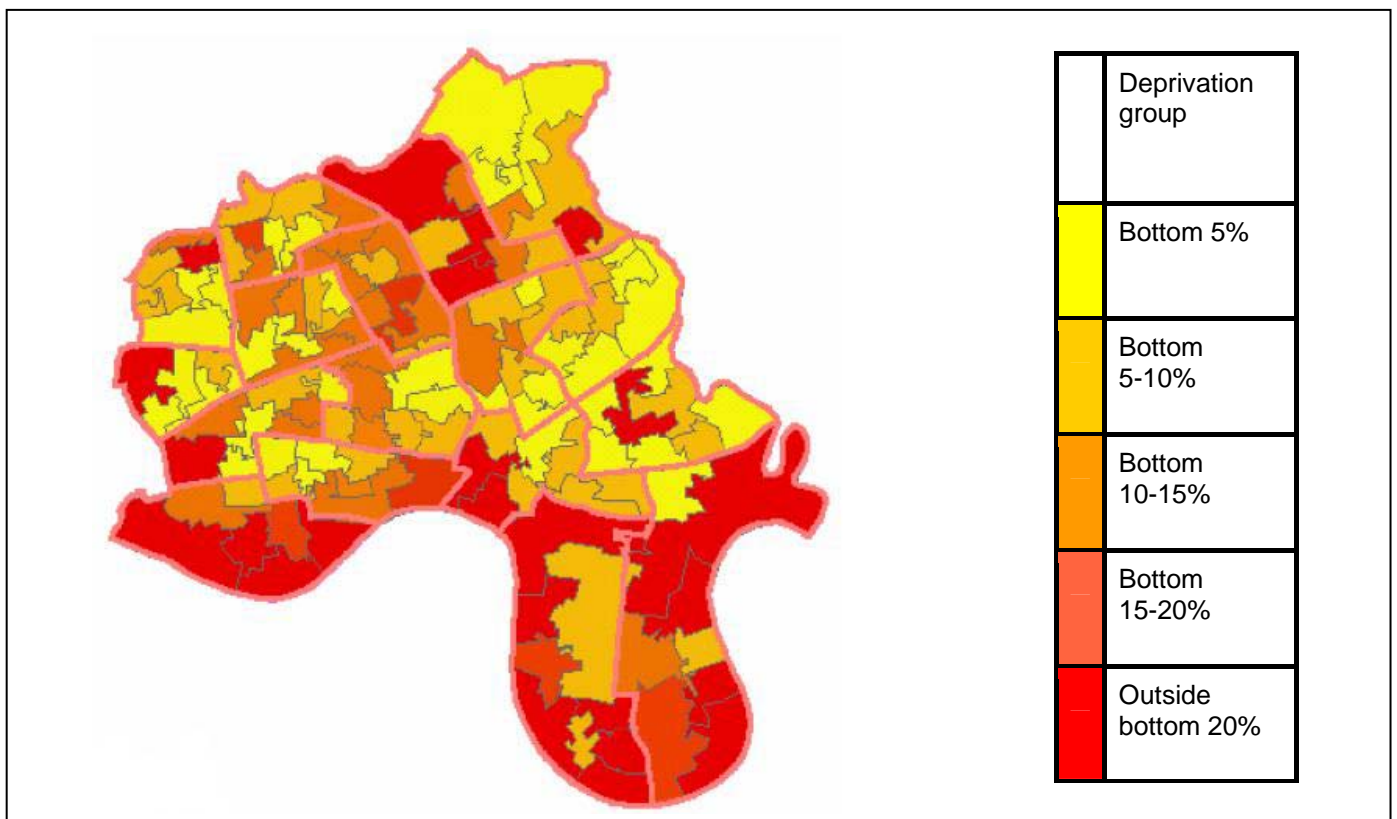
- it is one of the most deprived areas in the country

³⁹ Source: GLA 2007 Round PLP Projections (low scenario)

- deprivation is spread across the Borough, with pockets of severe deprivation in all wards
- the Borough, and London generally, has relatively lower levels of employment deprivation and (to a lesser extent) income deprivation than deprived areas in other parts of the country.

A map illustrating multiple deprivation levels in the Borough is shown below. The most deprived areas (bottom 5% nationally) are in yellow, and the least deprived areas (outside the bottom 20% nationally) are in red. The map is split into Lower Level Super Output Areas (SOAs) to show a higher level of detail than on a ward-by-ward level.

Figure 2: Map of Lower Level Super Output Areas by Index of Multiple Deprivation Rank



The map illustrates that while there are areas of deprivation right across the Borough there are particular areas where extreme deprivation is predominant. These SOAs are shown to cluster towards the north and east of the Borough, in the wards of Bow East, Bromley-by-Bow and East India & Lansbury. East India & Lansbury contains four of the eight most deprived SOAs across the entire Borough. To the west, Lansbury and Spitalfields & Banglatown also show a significant proportion of particularly deprived communities.

The south of the Borough is shown to be the least deprived area, with St Katherine's & Wapping, Millwall and Blackwall & Cubitt Town all largely with SOAs showing levels of deprivation outside of the bottom 20% nationally.

4.5 Health

The people of Tower Hamlets face exceptional challenges to their health and well-being and obesity has been identified as one of the most pressing public health challenges. Levels of obesity are linked to premature deaths resulting particularly from circulatory disease.

For the period 2004 - 2006, life expectancy in Tower Hamlets was 75.2 years for men, and 80.2 years for women. This means Tower Hamlets had amongst the worst life expectancy for men in the whole country. In contrast, the best life expectancy was 82.2 years for men and 86.2 for women (Kensington and Chelsea).⁴⁰

Results from the national child measurement programme (academic year 2006/07) show that levels of childhood obesity in Tower Hamlets are higher than average for London and England. The prevalence of obesity in children measured in reception was the 3rd highest in the country and the 2nd highest in London. The prevalence of obesity in children measured in year six was the 13th highest in the country and the 9th highest in London. The proportion of children found to be overweight (but not obese) in Tower Hamlets was found to be lower in reception compared to England, but in year six the differences were not significant.⁴¹

There is currently no reliable local data available on the prevalence of obesity in adults. However, based on the demographic and socio-economic characteristics of the population, NHS Tower Hamlets estimates that about 20 per cent of adults in Tower Hamlets are likely to be obese.⁴²

4.6 Educational attainment and skills

GCSEs

Last summer 41% of pupils achieved 5 A*-C grade GCSEs, including English and mathematics. This has doubled since 2000. Tower Hamlets is making the fastest improvement in the country at GCSE and continues to close the gap with the national average. For example, in 2005 the gap with the national average stood at 14% - it's now closer to 5%.

Key Stage 2 (11 year olds)

The percentage of 11 year olds achieving the target level for their age in mathematics (80% compared to national figure of 79%) and science (89% compared to 88%) is now above national averages and results for English (81%) are at the national average.

A Level attainment and Level 2 and 3

The A Level average points score per candidate improved considerably from 2007 results by 18 points to 639.5 in 2008.

⁴⁰ Tower Hamlets Primary Care Trust (2009) *Tower Hamlets Public Health Report*. World Wide Web: <http://publichealth.thpct.nhs.uk/PublicHealthReport/index.aspx?pid=55>.

⁴¹ Tower Hamlets Primary Care Trust (2008) *Healthy Weights, Healthy Lives in Tower Hamlets*. London: Tower Hamlets Strategic Partnership.

⁴² Ibid.

Tower Hamlets has significantly improved the number of young people achieving Level 2 qualifications by the age of 19, narrowing the gap with the national average.

Young people progressing onto Higher Education

More of our young people than ever are going on to higher education. In 2008, 919 young people under the age of 20, resident in Tower Hamlets, were accepted by Higher Education institutions. This compares to 771 in 2006. More of our young people are also applying to go into Higher Education.

Areas for improvement

The Council has set itself the ambitious target of raising GCSE results to be the best in the country. This target is underpinned by a detailed action plan which has an emphasis on evidence-based intervention and personalised learning to support all pupils to maximise their potential - to further accelerate attainment at Key Stage 4.

Further targeted work is planned to enable young people to secure higher A-Level grades. At the same time the Council and its partners want to build other routes (e.g. the new Diplomas) to higher education and career success. And although more young people are going on to higher education there is commitment to further increasing this number and ensuring that more young people from low income backgrounds access these opportunities.

4.7 Employment

Tower Hamlets has one of the highest unemployment rates in the country and many residents are not economically active. Only 58% of the working age population is in work, compared to 71% in London and 74.4% nationally. Unlike many areas with high levels of unemployment, lack of jobs is not an issue. Tower Hamlets' economy was ranked first in the country in terms of economic growth. As well as the wealth of jobs created through major investment in Docklands and the City Fringe there has been a steady growth of the small business sector.

According to the GLA claimant count in October 2008 there were 7,960 local residents in receipt of unemployment related benefits (Job Seekers Allowance (JSA)). 2,325 residents claiming JSA are under 25 years of age and 3,820 are between 25 and 44 years old and 1,610 are over 45 years of age. Of the 50,200 local residents economically inactive 52.7% are under 25. Unemployment among 16-24 year olds is 17.7% compared to an Inner London average of 11.8% and Outer London average of 9.1%.

The NEET (not in education, employment or training) figures for those aged 16-18 are high, although concerted effort through the Council's Children's Services and Connexions services over the last two years in response to the Local Area Agreement partnership has reduced this figure from 10.9% (2006/07) to 6.6% (2008/09).

There are high numbers of residents claiming incapacity benefit, with 11,490 claimants in May 2008. Just over half of claimants will have been claiming for over five years. 43% of

claimants claim on mental health grounds, with the next group being muscular skeletal (15%) and respiratory or circulatory reasons (4%), 26% claim on other medical grounds.

4.8 Projected changes in population 2008 to 2018

The population of Tower Hamlets is set to increase dramatically over the ten years from 2008 to 2018. This section sets out some of the main projections and headline figures.⁴³

At Borough level

- By 2018 the total population is set to rise by 48,011 to 280,053.

At LAP level

- Each LAP area will experience an increase in density by 2018.
- The LAPs with highest number of residents in 2008 were LAPs 1 and 8 (both have a population of more than 37,000).
- By 2018, the LAPs with the highest number of residents will be LAPs 1, 6, 7 and 8.
- The lowest increases in overall population will be in LAPs 4 and 5.
- There will be a marked increase in the population in the eastern LAP areas of the Borough and on the Isle of Dogs, resulting in the majority of residents living in this part of the Borough.

The overall projections for each LAP are shown in the table below:

Figure 3: Population projections by LAP area for all residents – 2008 and 2018

	2008	2018	
LAP	All residents	All residents	Percentage change
1	39,374	42,649	8.32
2	24,602	28,614	16.31
3	27,923	31,549	12.99
4	25,047	25,654	2.43
5	21,554	22,562	4.68
6	27,812	38,326	37.80
7	27,975	35,540	27.04
8	37,756	55,157	46.09
Total	232,042	280,053	20.69

Source: © GLA 2007 Round Ward Population Projections (low)

⁴³ GLA 2007 Round PLP Projections (low scenario)

SECTION 5: CURRENT SERVICE AND IDEA STORE NETWORK PERFORMANCE

5.1 Visits and engagement

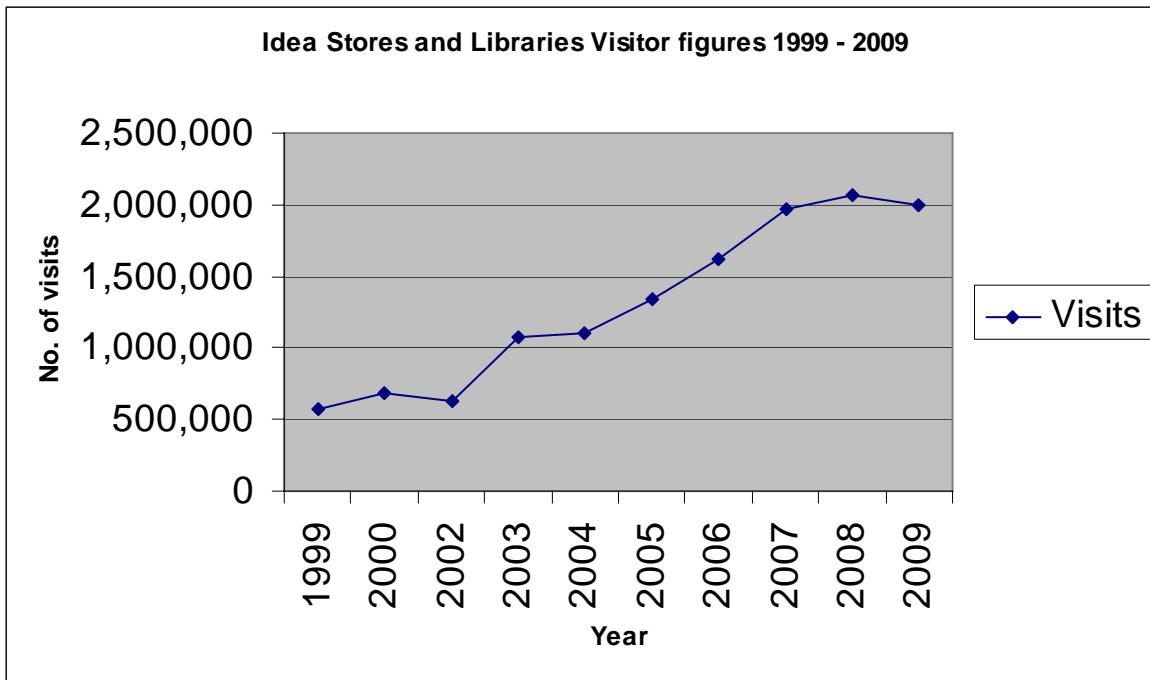
The development of the initial four Idea Stores has transformed library and information service performance from being the worst in London to one of the very best. Visitor numbers continue to buck the national trend and have risen to over two million (now well above the national Public Library Service Standard) and Tower Hamlets has achieved outputs anticipated for the full network of seven Idea Stores with only four in place.

The table below demonstrates the dramatic transformation in participation achieved since adoption of the Idea Store Strategy. The latest visitor figures show that visits within the existing network are beginning to plateau. However, geographical analysis has demonstrated that certain areas of the borough presently have relatively low visitor numbers and there is potential latent demand. It should also be noted that in 2008/09 visitor numbers have declined at Canary Wharf Idea Store due to a major construction project being carried out above the store. It is expected that visitor figures here will recover throughout 2009/10 and again reach 2007/08 levels.

Figure 4: Visitor figures by London rank

Indicator	1999/2000	2007/2008	% Change
LBTH Visits per 1,000 residents	3,135	9,598	+ 206
Visits per 1,000 – London rank	31 st	2 nd	
Visits per 1,000 – London top	12,675	10,527	- 17
Visits per 1,000 – London bottom	3,078	4,463	+ 45
LBTH Total visits	568,464	2,066,436	+ 264
Total visits – London rank	32 nd	6 th	
Total visits – London top	2,865,788	2,582,208	- 10
Total visits – London bottom	568,464	769,493	+ 35

Figure 5: Visitor figures graph



Not only do Tower Hamlets Idea Stores and libraries achieve some of the highest visitor figures in the country, they are also highly successful in attracting the widest range of people. The latest participation data for National Indicator 9 places Tower Hamlets third in London and fourth in England for the percentage of residents using library services.

NI 9: Percentage of the population using libraries	
Tower Hamlets	56.6%
London average	51.9%
National average	48.5%
London rank	3 rd
National rank	4 th

The 2006/07 Public Library User Survey (PLUS) of users over the age of 16 clearly demonstrates that Tower Hamlets Idea Stores and libraries are successful at attracting users of all ages and from different background. The tables below sets the PLUS data against GLA population data sets to determine the level to which the Idea Store and library user base is representative of the overall population.

Figure 6: Idea Store and library users by ethnic background (GLA 2007 Round Ethnic Group Projections – PLP Low)

Ethnicity	% of users according to PLUS 2006/07	% of residents as part of the total population over 16 years
White	45.2	58.0
Mixed	4.8	n/a
Black Caribbean	2.9	2.2
Black African	6.6	2.6
Black Other	0.7	1.2
Indian	3.9	1.9
Pakistani	1.8	0.5
Bangladeshi	26.7	26.7

Chinese	3.6	3.2
Asian Other	n/a	1.4
Other	2.4	2.3

The PLUS data shows that generally engagement across all ethnic minority groups is in line with the borough profile. On the contrary, the percentage of users from a white background is below the expected value.

Figure 7: Idea Store and library users by age (GLA 2007 Round Age Group Projections – PLP Low)

Age range	% of users according to PLUS 2006/07	% of residents as part of the total population over 16 years
15 – 19	11.0	6.6
20 – 24	17.9	9.7
25 – 34	32.9	34.0
35 – 44	17.1	21.6
45 – 54	9.6	11.5
55 – 64	4.6	6.9
65 – 74	3.7	5.2
Over 75	2.9	4.5

The data indicates that engagement across all age groups is broadly in line with the population profile; with an over representation of those aged 20 – 24.

5.2 Overall satisfaction with Idea Stores and libraries

Since implementation of the Idea Store Strategy, satisfaction with library and information services amongst residents (users and non-users) has increased. The proportion of residents who say libraries in the Borough are good or excellent has grown by 20 percentage points, from a low of 35% in 2000/01 to a high of 55% in 2007/08.⁴⁴ However, at the same time resident satisfaction continues to lag behind the rest of London.

Satisfaction amongst users as measured by the Public Library User Survey is significantly higher, and compares very favourably to other London local authorities. The latest results from 2006/07 place Tower Hamlets' user satisfaction rating 4th in inner London and 14th in London overall. 88% of users rate the service as good or excellent. This is of particular importance given that Tower Hamlets has one of the highest participation rates in the country.

Figure 8: User satisfaction according to PLUS

Indicator	Value
Overall user satisfaction CIPFA PLUS	88%
London rank	14 th
London top percentage	95%
London bottom percentage	80%

⁴⁴ Satisfaction ratings according to the Annual Residents Survey

Given the disparity in user and resident satisfaction and the fact that that the services has an extremely high reach, a key focus of future work will be more effective targeted communication to non-users.

5.3 Engagement and satisfaction – core library and information services

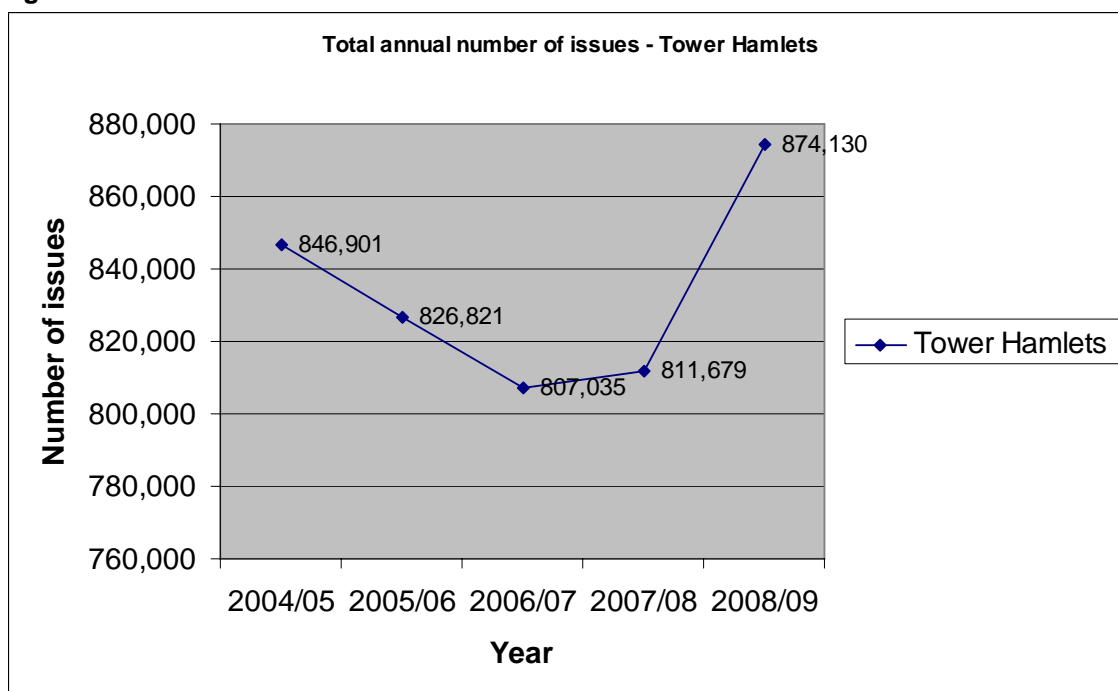
Overall engagement and satisfaction ratings provide some indication of service quality, and more detailed analysis of the core service offer is needed to identify those areas of service provision which could be improved to further drive up customer and resident satisfaction.

Since implementation of the original strategy, Idea Stores and libraries have been able to attract a large number of visitors and the trend has continued since the opening of the first Idea Store. The wider range of services provided by Idea Stores, their location in easily accessible places and their retail environment have been central to this unprecedented increase in visits over the last ten years.

While to date, quite rightly, the focus has been on driving up participation from the lowest in London to record levels, the next stage in Idea Store development will need to be a clear focus on the customer experience. While clearly having amongst the highest participation and engagement rates in the country is testament to the quality of the service provided in itself, a concerted focus on quality and core services should impact positively on satisfaction ratings.

While the number of visitors is ever-increasing, this has not equated to an equally dramatic increase in book issues. Until 2006/07 book issues followed the national and regional downward trends. Since 2007/08 the Idea Store and Library Service has implemented a range of activities to successfully reverse this trend locally and book issues increased by more than 60,000 in 2008/09. Figure 10 and Figure 11 below set out this development.

Figure 9: Book issues in Tower Hamlets



In addition, at 20% of the borough's population as measured as part of the Comprehensive Performance Assessment, the number of active borrowers as a percentage of the population falls just below the Inner London average, which suggests that borrowers do not borrow as many items as elsewhere leading to below average borrowing per resident.

Figure 10: Inner London active borrowers 2007/08

	2004-05	2005-06	2006-07	2007-08	2008/09	Active Borrowers as a percentage of population % (2007/08)	Population (CIPFA 2007-08 Actual)
Inner London	601,717	593,893	584,699	572,302	n/a	21%	2,748,000
Camden	51,138	48,119	50,269	48,240	n/a	21%	231,000
Greenwich	31,068	37,072	34,640	32,791	n/a	15%	223,100
Hackney	36,014	38,367	39,637	42,332	n/a	20%	209,700
Hammersmith & Fulham	38,764	40,560	35,148	35,619	n/a	21%	172,500
Islington	45,028	44,196	44,030	44,304	n/a	24%	187,800
Kensington & Chelsea	44,160	40,715	37,086	36,007	n/a	20%	178,600
Lambeth	42,754	41,570	39,679	36,749	n/a	13%	273,200
Lewisham	58,668	43,991	42,769	49,916	n/a	19%	258,500
Southwark	50,039	53,091	53,120	54,074	n/a	20%	274,400
Tower Hamlets	43,258	51,374	55,180	42,600	41,734	20%	215,300
Wandsworth	76,001	72,063	71,630	68,041	n/a	24%	281,800
Westminster	84,825	82,775	81,511	81,629	n/a	35%	234,100

Considering the advantages brought by Idea Stores, Tower Hamlets' active borrowers could be much higher than current performance. There is greater potential to improve the percentage of residents who are borrowers. Equal efforts should be put into both attracting visitors and retaining them as active members.

In order to continue the positive trend achieved over the last two years, a detailed reader development programme should be developed underpinned by careful analysis of user feedback, performance information and a careful review of existing book stock, book displays and book stock selection. Building on the successful retail-influenced design and customer service ethos developed through the implementation of the original Idea Store Strategy, this reader development initiative should draw on industry best practice in book retailing.

5.4 Existing Network and Catchment Areas

5.4.1 Identifying Catchment Areas

The original Idea Store Strategy made a commitment to completely overhaul library service provision and open a total of seven Idea Stores. Tower Hamlets has already achieved its ambitious original target outputs for a network of seven Idea Stores with only four stores in place. Detailed mapping suggest that the original number of seven service points may still be required to make the most effective contribution to the delivery of community plan outcomes. This is particularly important in the light of projected population growth, especially in the East of the borough.

The maps below show the existing Idea Stores and libraries, as well as libraries outside the borough, with their catchment areas. Catchment areas can be defined in terms of standard distances to a service point or through detailed analysis of users' home postcodes.

Figure 12 identifies 1-mile catchment areas for Idea Stores and Libraries in line with the Public Library Service Standard for geographical distribution. The map also shows those library facilities located outside Tower Hamlets but within one mile of the borough boundary. Overall, the map demonstrates good geographical coverage at present, with an area of low coverage in the Bromley-by-Bow area.

Figure 13 takes a more detailed approach to mapping participation based on active membership (those who have borrowed an item in the past 12 months). Active members have been allocated to Super Output Areas (SOA), a geographical unit developed by National Statistics for Census purposes. The darker the shade of an area, the higher the concentration of borrowers within it.

Due to changes since the SOA boundaries were drawn for the 2001 Census, there are a number of anomalies which need to be taken into account when analysing Figure 14. SOA boundaries were drawn to result in areas with approximately equal population sizes. This means areas vary greatly in geographical size. Since 2001 significant development has occurred in some of the larger areas, meaning by 2009 their population in many cases is likely to be significantly higher than that of other areas. As a result, some larger areas appear to have a higher than usual concentrations of borrowers. For the purpose of analysis of those areas not well served, some allowance will therefore need to be made. The areas in question are: Leamouth and Blackwall Reach, Fish Island, Ailsa Street, Canary Wharf and Millennium Quarter and to a lesser extent along the Limehouse Cut.

5.4.2 Clusters of High and Low Usage

Taking the limitations outlined above into consideration, there are still some distinct areas of particularly high and low usage. There are larger clusters of high usage around Idea Store Whitechapel, Idea Store Chrisp Street, Idea Store Bow and Watney Market Library. There are far fewer SOA with higher usage around Bethnal Green Library and Cubitt Town Library. Areas of particularly low active borrower rates can be found in the north-west of the borough around Dorset Library, in the Wapping area, in the south of the Isle of Dogs, Mile End and near Bromley-by-Bow station.

Whilst active borrower density is not a full representation of all library and Idea Store usage as it does not capture those who use the service for other purposes, they provide a good indication of user distribution. The findings here have been compared to the distribution of users according to the Public Library User Survey 2006 and there are clear correlations, in particular in relation to the Bromley-by-Bow, Mile End and Wapping areas.

Critically, Bromley-by-Bow, Mile End and the area to the north-west of the borough are some of the most deprived neighbourhoods in the country, as is demonstrated in Figure 15. The southern Isle of Dogs and the Wapping area have some of the lowest public transport accessibility ratings in the borough. Finally, physical barriers also have an impact on usage patterns and this is particularly evident in relation to the Highway cutting off Wapping, the Liverpool Street – Stratford and the Hackney railway lines closing off the area to the northwest and the Bromley-by-Bow and Mile End areas, which are intersected by a number of railway lines and arterial roads. Figure 16 shows levels of public transport accessibility for existing service points.

Figure 11: Idea Stores/Libraries with 1 mile catchment areas

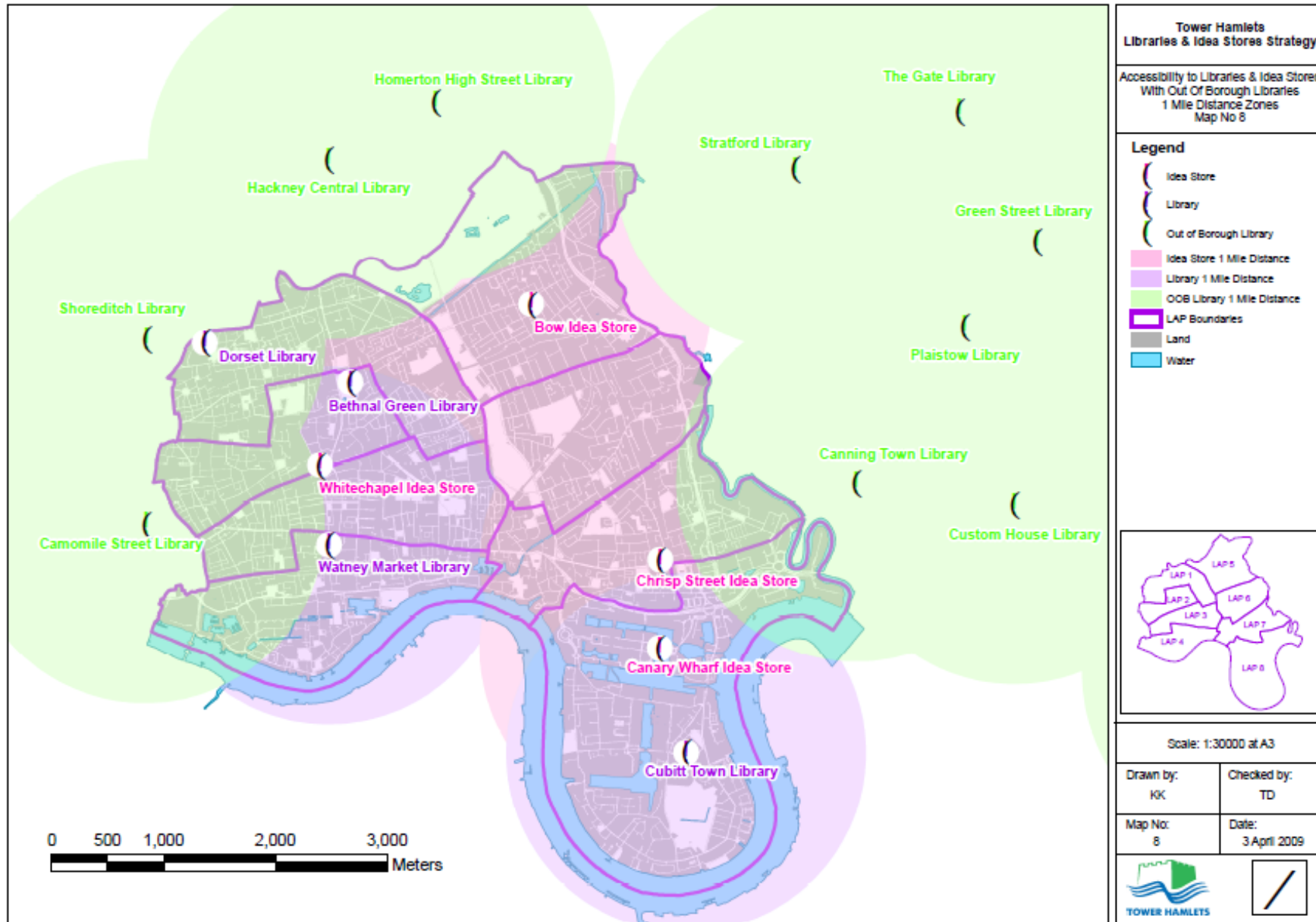


Figure 12: Idea Stores/Libraries with user density by output area

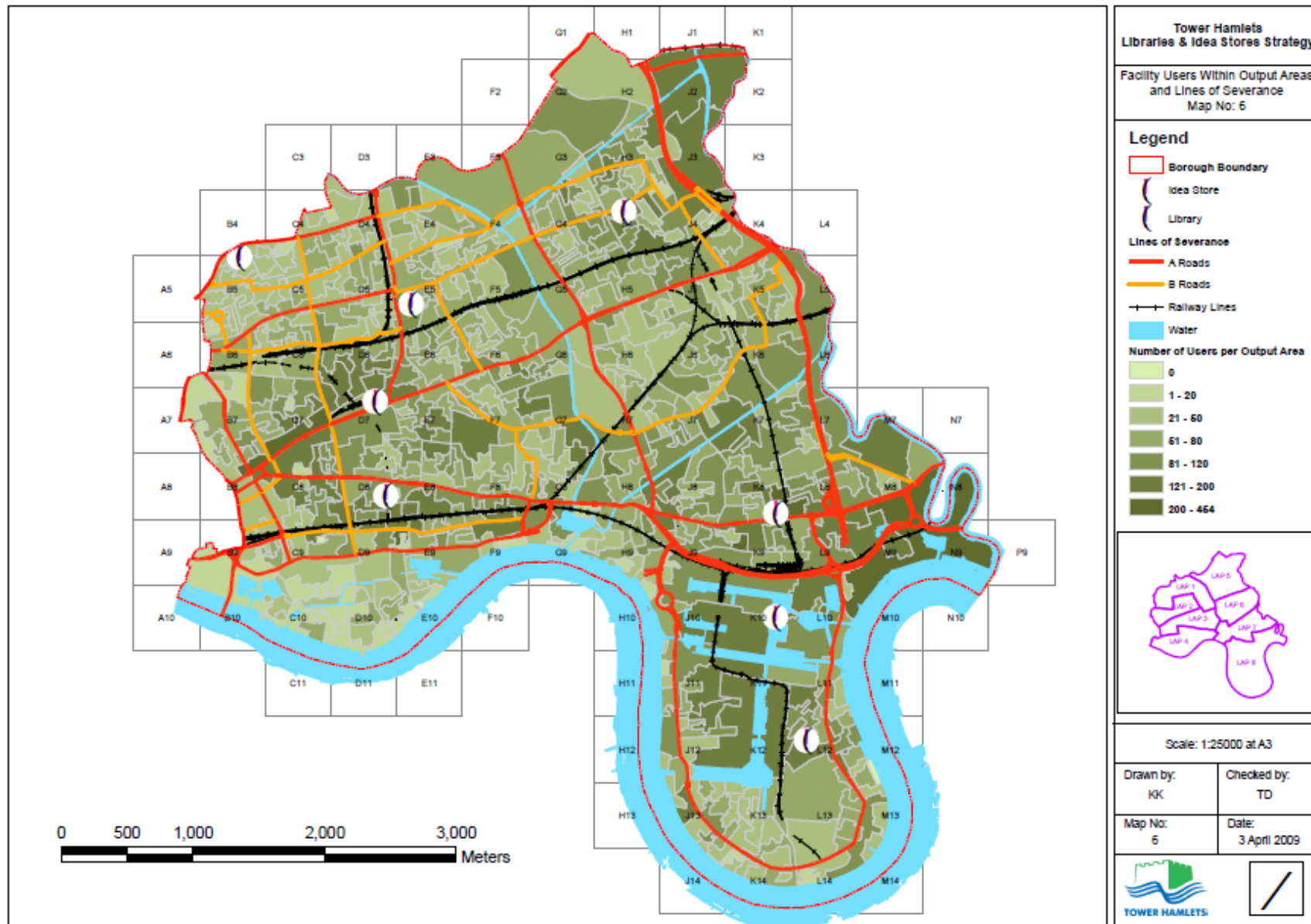


Figure 13: Idea Store and Library Locations in relation to areas of deprivation

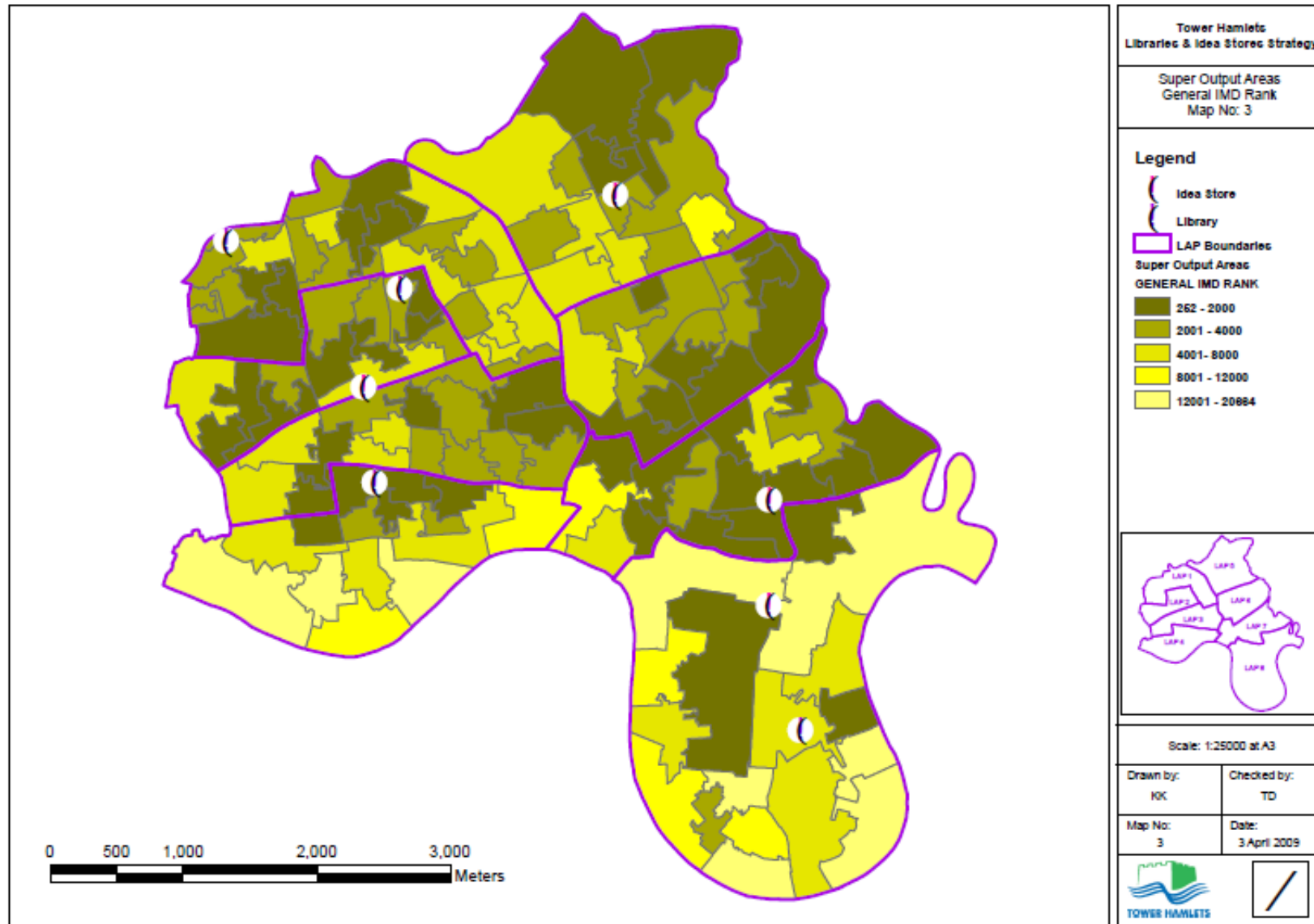
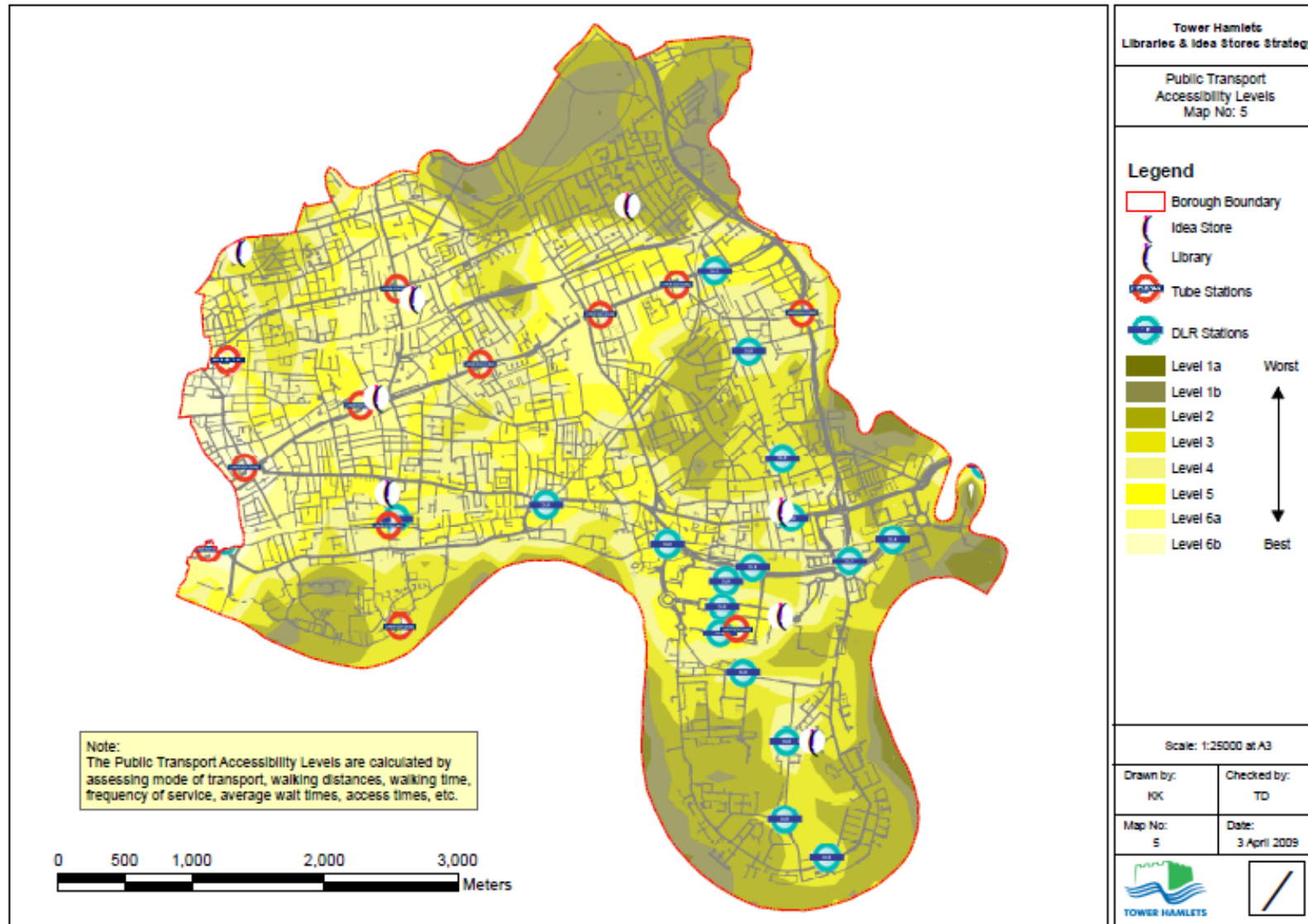


Figure 14: Public Transport Accessibility of Idea Stores/Libraries



5.4.3 Possible future sites

Based on the identification of the impact of the Idea Store network on user distribution to date it is now possible to refine the location recommendations made in the original Idea Store Strategy. The existing Idea Stores clearly have larger catchment areas than the remaining libraries. The exception here is Watney Market, which because of its town centre location already addresses a key characteristic of the Idea Stores. The catchment areas of the libraries remain relatively small.

The medium to long-term objective of a modern and fully accessible network of Idea Stores remains central to the Council's provision for library, learning and information services. Further work on feasibility will need to be undertaken and the locations identified here need to remain subject to review as the Idea Store Strategy 2009 sets the vision to 2020 in line with the LDF and Community Plan. The identification of sites serves as the framework for future decision-making and, in particular, in the current economic climate, will be subject to continued review. It is not proposed to undertake any library replacement over the coming two years to ensure the service development and improvement aspects can be fully embedded before embarking on the next stage of development. The business case for any part of a reconfigured network would have to be part of the service analysis underpinning any proposals for additional Idea Stores. For this reason, this strategy does not propose the closure of libraries.

The emerging LDF Core Strategy identifies the need to focus community and cultural facilities in town centre locations to ensure the sustainability of those centres and make facilities accessible to the widest number of people. The retail location criteria for Idea Stores support and conform to the LDF and the location criteria set out in the original Strategy have been validated by detailed market research with residents.

Potential locations have been assessed against customers' preferred engagement channels, the corporate strategy contained in the LDF, as well as analysis of catchment areas. The schools investment programmes Building Schools for the Future (BSF) and Primary Capital Programme provide significant opportunities to deliver value for money in capital project delivery. Where BSF/Primary Capital Programme sites are aligned with town centre locations, school developments may provide excellent opportunities for future Idea Stores. An engagement process for the Idea Store Service to feed into BSF planning will ensure efficiencies are secured wherever possible.

The locations shown in the map below have been identified to address gaps in the network and provide more equitable access to services whilst ensuring stores are located in the most appropriate town centre locations. They are:

Crossharbour/Wood Wharf

An Idea Store in this location was proposed in the original Idea Store Strategy and remains relevant. It would help bring people at the southern part of the Isle of Dogs within easy reach. Crossharbour has been identified as a new multi-use town centre. Alongside the existing supermarket provision, it is expected that the town centre will provide a range of other retail outlets as well as community facilities and a health

centre. The town centre will be adjacent to Crossharbour DLR station and will be served by buses from across the Isle of Dogs.

The lease of Idea Store Canary Wharf will come to an end in 2019 and forward planning for replacing this facility will need to commence well in advance. The Council has secured a potential replacement facility within the Wood Wharf development to the east of the existing Canary Wharf estate and this may be a suitable alternative to a Crossharbour location. Both Crossharbour and Wood Wharf would place the facility within an accessible shopping district. Unlike the Canary Wharf mall, Wood Wharf and Crossharbour are expected to be more focused on day to day shopping rather than fashion retail making them more everyday destinations for local residents. Further detailed feasibility work will need to be undertaken to determine the best way forward for Idea Store provision on the Isle of Dogs.

Watney Market

Watney Market Library presents an ideal opportunity for expansion of the library, learning and information offer within an upgraded facility. Throughout 2008/09 the Idea Store service implemented certain elements of the Idea Store concept within the existing library and this has resulted in a 20% increase in visitor figures on 2007/08, making Watney Market the most visited of the existing libraries. However, scope to further implement the Idea Store concept is presently limited because of the small size of the retail unit it occupies.

The emerging Town Centre Implementation Programme identifies Watney Market as one of three priority town centres for improvement, expansion and development. Community facilities form a key element of town centres and an Idea Store in this location would enhance the offer to town centre visitors. Further work will need to be carried out in conjunction with the Development & Renewal Directorate to identify the most appropriate way on building on the successful changes made to Watney Market Library and enable its expansion and transformation into an Idea Store.

While the store will not overcome the issue of the severance of the Wapping area caused by the Highway, it is expected that an enhanced and upgraded town centre will become a more attractive destination to residents in that area and more will be making this journey. There is no identifiable town centre location in Wapping itself, making Watney Market the most viable option for an Idea Store. In 2010 the East London Line stations at Wapping and Shadwell will also re-open as part of London Overground with significantly improved frequencies. This will have an impact on public transport accessibility levels and enable residents in the Wapping area to more easily access their nearest town centre.

Bethnal Green

The Council recognises the affection some members of the community have for the Bethnal Green Library building. An Idea Store Bethnal Green was identified in the original Idea Store Strategy and there continues to be a need to provide 21st century library, learning and information services in this part of the borough.

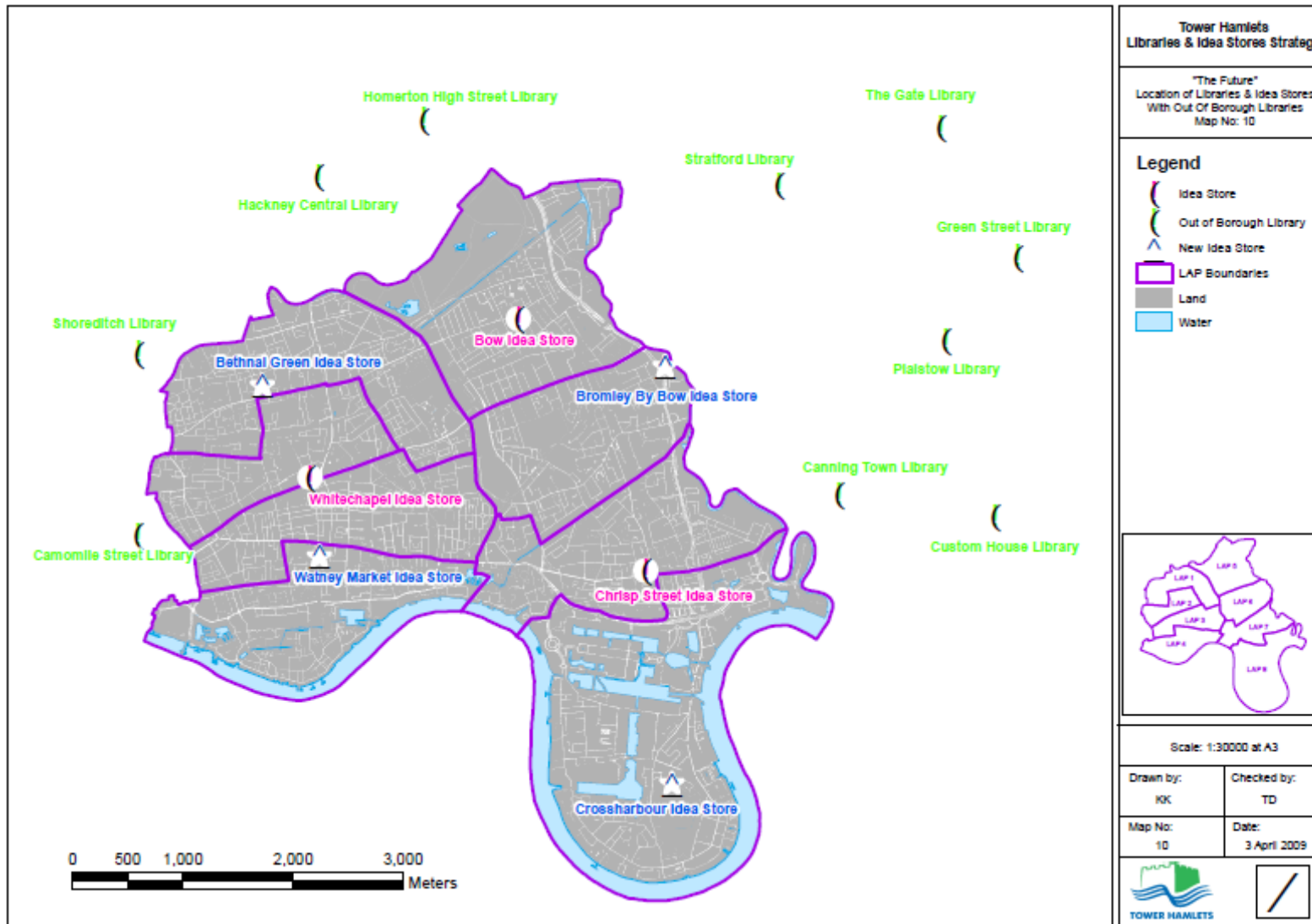
As well as investigating the most accessible location for library and information services in the area, the Council will continue to work towards securing the long-term future of the building within the context of developing the best possible solutions for local residents.

Bromley-by-Bow

The Bromley-by-Bow masterplan identifies the area to the north-east of the station as the location of a new town centre, primary school, park and housing. This will create a focal point for the area providing a more clearly defined core to Bromley-by-Bow. Whilst on the eastern side of the A12, significant improvements to crossings are proposed. The town centre would retain a major supermarket with additional shopping alongside. It would be located adjacent to the underground station and new bus routes are planned to serve the area.

An Idea Store in this location would not only serve the current residents of the Bromley-by-Bow area, but will also provide a new facility for emerging communities throughout the Leaside area, which is expected to see significant population increases. The store would be accessible by public transport with the area already having high accessibility ratings, which are likely to improve.

Figure 15: Potential future Idea Store network distribution



5.5 Efficiency

5.5.1 Service Efficiency

The development of the existing Idea Store network has benefited from a considerable amount of external funding and the Council and its key partners have invested heavily to build new facilities.

Bringing together library, information and learning services was strongly supported by the Learning and Skills Council who invested in the new facilities. The Lifelong Learning Service anticipates that the new Skills Funding Agency will provide future funding opportunities for lifelong learning provision in the Idea Stores. Additionally, Tower Hamlets College as a key partner in the original Idea Store Strategy continues to contribute to the service both financially and in terms of learning provision, particularly to Idea Store Whitechapel.

In order to maximise return on its own and partners' investment, the Council must continue to fully capitalise on the benefits these assets can offer.

In the current economic climate, it is important that the Idea Store service looks for opportunities to increase value for.

Performance varies significantly between sites in terms of visitor figures, cost per visit and user satisfaction. The table below sets out these key comparators for each site.

Site	Visits 07/08	Satisfaction Rating (PLUS 2006)	Cost Per Visit
Idea Stores			
IS Whitechapel	649,203	85.80%	£3.00
IS Chrisp Street	461,714	90.20%	£2.29
IS Canary Wharf	334,986	95.40%	£3.19
IS Bow	315,691	90.70%	£3.43
All Idea Stores	1,761,594		£2.93
Libraries			
Bethnal Green	109,882	81.30%	£8.47
Watney	107,793	78.60%	£6.66
Cubitt Town	68,505	81.60%	£6.16
Dorset	7,099	76.00%	£8.47
All Libraries	293,279		£7.26

Satisfaction ratings with libraries generally lag behind those for Idea Stores. More crucially, the cost per visit to Idea Stores stands at £2.93 (2007/08) compared to more than double that in the remaining libraries at £7.26. This places the cost per visit for Idea Stores well below the Inner London average of £3.61 and below the London average of £3.51. The overall cost per visit in

Tower Hamlets in 2007/08 was £3.59, placing the service just below the Inner London average.

Whilst cost per visit is one indicator, the overall cost envelope for Idea Stores and Libraries is also subject to detailed review and a number of activities are proposed to deliver further efficiencies. A number of these have already been put in place through the corporate budget planning process.

Activities to bring about further service efficiencies for reinvestment include a review of customer footfall throughout the day to ensure staffing levels meet customer usage patterns, the introduction of further self-servicing systems, and the realisation of benefits derived from the introduction of consortium procurement and cataloguing systems.

5.5.2 Idea Store Local

A smaller and more flexible generation of Idea Stores is required if the network is to be completed in a way that will allow the service to fully meet the needs of the community and remain within projected revenue budgets.

The Idea Store 'Local' concept builds on the convenience store model developed by major supermarket chains. An Idea Store 'Local' provision would be smaller in size and would focus on high quality core service offer and high quality service presentation. These services would include book and audio-visual lending, advice and information, family and community learning, ICT access and cultural events and activities. Idea Store 'Local' can be easily located within existing town centres as the space requirement would be significantly smaller. They do not have to be purpose built facilities but could be located in existing retail units on high street frontages, thus contributing to the revitalisation of town centres in economically challenging times.

The strategy does not commit to building any further Idea Stores but rather sets out a framework for decision making based on a series of tests and targeted areas for project development. Any related project will need to be developed within existing corporate governance frameworks and with relevant decisions being made at the relevant times by Elected Members.

5.5.3 Co-location with other services

As part of the localisation of services, Idea Stores present an opportunity for co-location or shared 'back of house' services with other public services where such alignment would not conflict with the strategic objectives of the Idea Store Strategy and the clear direction provided by residents through the market research.

Idea Stores offer advantages as key delivery partners for a wide range of community-focused services such as health and employment as identified by residents (see Section 6). They offer neutral, non-judgmental community spaces that help to overcome some of the stigma attached with accessing

certain services. They offer access to high quality information and resources and access to the internet. And they are open to people of all ages, ethnicities and backgrounds.

Idea Stores are strong vehicles for acting as 'service hubs' that provide information and services about a range of issues that affect the economic and social well-being of individuals and communities. At the same time, careful consideration needs to be given to the types of services that can be delivered from Idea Stores to ensure the built up 'customer capital' is not eroded.

Where co location can be achieved without detrimental impact on the highly successful Idea Store brand and service, and can provide efficiencies and enhanced customer experience they should be pursued. The emerging Channel Access Strategy is central to the way the Council will be managing a wide range of customer interactions in the future. As that strategy further develops, it is recommended that synergies should be explored in detail.

5.5.4 Information and Communication Technology

Information and Communication (ICT) technology is developing rapidly and this is likely to have a significant impact on the way library and information services are provided in the future. These range from online access services, Web 2.0 functionality and in-store provision to the possibility of introducing e-books and other download services. The emerging Channel Strategy is seen as particularly important for this area and there is considerable potential for new access channels to be opened up within Idea Stores.

Over the last year, the Idea Store Service has taken a significant step forward through the introduction of a new library management ICT system. This enables customers to access library and information collections of eleven other London boroughs through, leading to a much wider selection of items to choose from. Further elements of the joint library management system are to be rolled out in 2009/10, including improved self-servicing through the targeted roll-out of radio frequency identification (RFID) technology. This technology, allows items to be issued and returned more easily through self-service and simultaneously acts as a security device on items.

Government has expressed its ambition to make the UK a more digitally inclusive society, providing access to digital technology for all. Initial proposals include the distribution of laptops to school children, the introduction of high speed broadband, and the roll out of comprehensive wireless networks. Whilst for the foreseeable future, the computer provision (The People's Network) in Idea Stores will remain a key service element, this may change as proposals are brought forward. At the same time, it needs to be recognised that the simple roll out of technology does not necessarily ensure its usage and residents may need support in accessing ICT available to them. The Idea Stores already deliver a range of informal learning opportunities and are ideally placed to support the digital inclusion agenda.

Download and e-book technology is emerging, and the service will need to keep abreast of developments in order to remain relevant. At present, e-book technology remains very costly and the amount of literature available is limited. There are also a range of competing formats on the market and it is yet to be seen which, if any of those, will become the market leader and the established format.

Due to the fast-moving pace of the ICT arena and the detailed technical assessment required, it is recommended that the Idea Store Service develop a bespoke ICT Strategy focusing on future proofing its service offer while continuing to recognise the role Idea Stores play as a place to meet, communicate face to face and as a contributor to community cohesion.

5.6 Summary

The original Idea Store Strategy resulted in the Tower Hamlets library and information service moving from one of the lowest performing in the country to one of the most successful in terms of visitors, engagement and national and international recognition. The main focus of implementation to date has been on the modernisation of buildings, stock and working methods. This has resulted in a service with a user base strongly representative of the local population.

The refreshed Idea Store Strategy proposes a renewed focus on core service provision to ensure the high numbers of users visiting the stores have the best possible customer experience. Reading and book stock development are central to this focus and will build on the best experience from the book retail sector to engage customers.

Geographically, Tower Hamlets has changed since 1999 and it has become necessary to review the Idea Store locations originally identified. New areas of housing growth have emerged, the Local Development Framework is identifying new town centres, and improved transport connections are being built. The Idea Store Strategy 2009 proposes changes to the original locations to ensure emerging and growing communities have good access to library, learning and information services and are not excluded.

The current economic climate is likely to have a significant impact on public finances in the future. The Idea Store Strategy recognises this and proposes that a new, smaller generation of Idea Stores is needed to address areas of shortage in the borough. These stores will provide the same high quality services, but can be located in existing retail units. They will have a stronger focus on providing access to information on health and employment and may include co-located services.

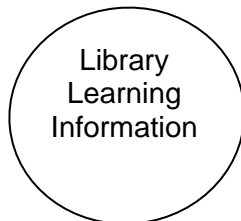
Finally, the Idea Store Service will need to remain future-proof by keeping step with developments in ICT. Whilst ICT can enhance the customer

experience and offer access channels to those who are unable to visit the physical stores, it can also deliver service efficiencies.

The diagram below demonstrates the key characteristics of a future Idea Store service and how these differ from the original Idea Store concept:

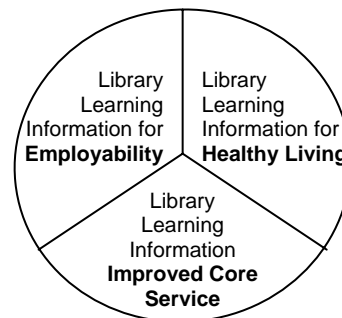
- Expand the service offer. Provide targeted advice, information and learning services in partnership with other agencies (e.g. health and employment) and key service access channels where compatible with the service environment.
- Retain core service but with a reduced focus on learning for personal development and more emphasis on employability.
- Re-configure the proposed network to consist of anchor stores and satellite Idea Store Local sites.
- Co location of new service points with other services where this meets residents' preferences and is consistent with the emerging LDF Core Strategy.

Idea Store Strategy 1999



7 x large Idea Stores providing general learning, information and library services

Idea Store Strategy 2009



4 x Anchor Idea Stores plus 2/3 Idea Stores Local providing targeted learning, information, library and advice services in partnership with other LSP agencies

Strategic Objective:

Co-locate cultural, leisure and other Council services where this will increase efficiency, effectiveness and value for money

Strategic Objective:

Strengthen inclusion and accessibility

Strategic Objective:

Improve the quality and scope of core library and information services

Strategic Objective:

Improve the provision of high quality, accessible ICT and Information Learning Technology (ILT) infrastructure, services, training and support

SECTION 6: COMMUNITY CONSULTATION

6.1 Resident Consultation

The success of the original Idea Store Strategy was based on the significant amount of market and community research undertaken as part of the development process. This ensured that the Idea Stores addressed the wishes and needs of the widest possible range of residents, rather than focus on the views of existing users and organised user groups only. The success of this broad approach to user and non-user engagement has resulted in significantly increased engagement and has enabled the service to reach those who previously did not use library and information services.

This revised Idea Store Strategy is again underpinned by detailed research into user and non-user preferences. Specific engagement activities were devised to refresh the findings of the original Idea Store Strategy. In addition, a review of other current and recent consultation was carried out, including the TellUs survey of children, the Local Development Framework Core Strategy consultation, the Community Plan consultation and the Children's and Young People's Plan consultation.

6.1.1 Adult Survey Methodology

In November 2008 an independent social research company, was commissioned to carry out a face to face consultation with adult users and non users of the Idea Stores and libraries. The main aims of the research were to:

- Establish reasons for using/not using the Idea Stores and libraries
- Establish residents perceptions of the Idea Stores and libraries
- Gain opinion on location and current and future services

A team of interviewers worked to achieve a sample of 1,200 completed interviews with residents, of which there were additional samples of older and Bangladeshi residents to gain particular insight into the preferences of those groups. The sample was weighted to be reflective of the demographic make up of the Borough's population.

6.1.2 Young People Engagement Methodology

The views of children and young people are critically important to the success of the Idea Stores, especially given the relatively low average age of residents. Tower Hamlets has a strong and established Youth Partnership and the existing partnership structure was used to gain an insight into children's and young people's views on the Idea Stores and libraries. Young people at the Youth Partnership Meeting took part in different activities giving them an opportunity to share their views on the future of the Idea Store Service.

6.1.3 Perceptions of the Services

Residents value the Idea Store Service as a service of high importance to with 98.9% of those who expressed an opinion agreeing that libraries and Idea Stores are important to the people of Tower Hamlets. They also view Idea Stores and Libraries as contributing to

community cohesion. 92.2% of respondents agreed that Idea Stores help bring together people from different backgrounds and 90.5% felt that Idea Store bring together people of different ages. This fact, coupled with the fact that almost two-thirds of users of the services rated them as excellent or good, should give weight to the potential to develop and introduce new stores at some point in the future.

6.1.4 Visiting Idea Stores

More than half of the residents interviewed had visited an Idea Store in the last 12 months. Idea Stores are a popular facility and more than a quarter use them at least once a week.

Residents also provided clear evidence that they want to combine using the services with other day to day activities, thus avoiding special journeys to the library or Idea Store. This confirms the findings from 1999. Overwhelmingly, town centre-based activities were those residents wanted to combine with their use of library and information services. Bangladeshi residents, while still making this by far their most preferred activity, gave shopping areas a lower than average rating.

Overall 53% of residents who expressed an opinion said they would like to combine using Idea Stores with a shopping trip, which must drive decision making when looking at new venues. The preference for combining a visit to the library or Idea Store with shopping was also the top response from Bangladeshi residents and older residents, showing there is consistency amongst all residents. For non-users this figure rose to 60% indicating that this is a key consideration for those who do not currently use the service.

In terms of preferred locations, residents also confirmed the findings of the original Idea Store Strategy which concluded that people want to see library services provided in easily accessible town centre locations. The only significant difference in preference related to older people, who felt GP practices were a suitable location. They were also less likely to prefer transport hubs than the average but gave shopping areas an above average preference.

Residents were asked what would encourage them to use Idea Stores and libraries (if non-users) or more often (if users). Location was certainly the biggest issue for older residents and Bangladeshi residents compared with more flexible opening times and IT access for the younger age groups. Flexibility around opening times was especially important to those aged 16-34. Non users also mentioned location as a barrier. Given the existing opening hours with extensive evening opening times and the key criteria for the selection of new locations, it is surprising that these issues are still named. Consideration may need to be given to clear publicity highlighting ease of access to Idea Stores.

Young people were asked to vote for their preferred location for Idea Stores and Libraries. The results are set out in the table below.

Location	Votes	% of total votes
In a park	11	64.7%
In a shopping area	4	23.5%
In a school or college	2	11.8%
In a leisure centre	0	0.0%
In a health centre	0	0.0%

Near public transport	0	0.0%
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Locating Idea Stores and libraries in a park (eg Mile End Park) was the most popular option – receiving 64.7% of all votes. This was followed by locating Idea Stores and Libraries in a shopping area (23.5% of all votes). In third place was locating Idea Stores and Libraries in a school or college (11.8% of all votes.) When asked for the reasons for voting parks so highly, young people stated that parks were places they would visit anyway on a regular basis to meet friends. This result is significantly different from adults, who gave parks a very low rating. It should be considered to use the mobile library service more effectively to target young people in parks, especially during the summer months and school holidays.

6.1.5 Future Service Provision

In addition to examining whether the assumptions underlying the original strategy remain valid, the research also explored possible future scenarios. Residents were asked to provide a view on their preferred future additional services in Idea Stores. This ensures any co-location or service expansion proposals sit well alongside the core offer and don't undermine existing provision. Options were given based on the Community Plan priorities.

Residents gave the highest preference to employment and health information, both preferred by more than 20%. Unsurprisingly, older people were not interested in expanded employment services. Their preference for health information was at 38% making it significantly higher than the average. In addition, they also expressed a high preference for access to crime prevention information and safer neighbourhood teams.

Young people took part in an exercise where they could bid for the services they would most like to see in Idea Stores and libraries in the future. Those services that received the highest bids had the greatest amount of support from the group.

Of the options put forward for consideration, job advice, CV training and help to find employment was the most popular, followed closely by basic skills courses and live music events. Health advice and information also received good levels of support.

Young people were also asked to identify and bid for any other services they would like to see. There was very strong support for more organised activities, workshops and courses for young people – most notably cookery classes, which outbid all other options.

6.2 Internal and External Stakeholder Engagement Exercise

Partnership working is an essential element of developing and operating Idea Stores. A detailed stakeholder engagement exercise has been central to the refresh process. The exercise was set up as a series of structured interviews and group discussions with three broad groups: staff at all levels within the libraries and lifelong learning side of the Idea Stores; staff at external delivery partners; and key stakeholders across the Council and the Local Strategic Partnership.

The section below provides an overview of the key themes emerging from these sessions. These are broken down into strengths and opportunities and areas for improvement.

6.2.1 Key strengths and opportunities

Partners and staff broadly agreed that the Idea Stores concept has been highly successful in turning library and information services in Tower Hamlets around and making them more accessible to users. A number of key strengths were identified:

- Extremely high footfall in Idea Stores
- Innovative service delivery, particularly the use of a significant events programme to attract visitors
- Central locations which attract a wide range of users
- Friendly, relaxed and inclusive environments
- The potential to offer a seamless libraries, learning and information service that enhances the overall benefits for users

6.2.2 Key areas for improvement

Interface between libraries and lifelong learning

The original vision of the partnership between libraries and lifelong learning set out in the Idea Store strategy has not been fully realised and there is further room to exploit the benefits from bringing services together.

The 'value chain' that was originally envisaged – of integrated library, learning and information services that complement and mutually reinforce one another – has not been fully exploited.

Quality of core library services

Idea Stores are performing well in terms of meeting visitor targets. Stakeholders identified the need to build on this success to further drive up reader engagement and improve customer experience in core service areas. Three key areas for development were identified:

- reader development / stock promotion
- knowledge of library resources and helping people to find what they are looking for
- ICT services that are supported corporately and enable users to be independent and use services on their own if they wish

Strategic direction and operational partnerships

Libraries can contribute to a wide range of policy outcomes. Staff are looking to the refreshed strategy to provide clear direction of strategic focus areas. This will enable service staff and managers to assess operational partnerships against their strategic contribution and take informed decisions in relation to deploying resources in the most effective way.

6.3 Summary

Consultation and engagement was central to the success of the original Idea Store Strategy. As the Idea Store development enters its next stage, services will continue to be based on clear and robust customer research.

Broadly, the 2009 research confirmed what residents expressed in 1999. They want highly accessible library and information services, in easy to get to places where they can combine a visit to the Idea Store with other day to day activities. The preferred location for accessing library, learning and information services remains the town centre. Here, people go about their everyday business and going to the Idea Store can easily be combined with going to the supermarket or visiting the bank.

In addition to the original research in 1999, residents were also asked to provide a clear direction in terms of the future service offer they would like to see. They expressed a strong preference for being able to access information, advice and support in relation to health and employment issues. Evidence suggests that Idea Store will be able to contribute to both areas and help deliver positive outcomes. Based on residents' feedback and the research evidence available, the Idea Store Strategy 2009 proposes that health and employment specific services be developed within Idea Stores though links with NHS Tower Hamlets' public health agenda, the Transformation of Social Care programme, and the Employment Strategy.

Strategic Objective:

Expand the provision of high quality health information, advice and support

Strategic Objective:

Expand the provision of high quality employment information, advice and support

SECTION 7: STRATEGIC OBJECTIVES AND YEAR 1 – 2 ACTION PLAN

Overarching strategic objective	1. Improve the quality and scope of core library and information services provided by Idea Stores and Libraries		
Key priority area	1.1 Improve the core reading offer		
Key initiatives / deliverables	Responsibility	Key milestones	Key success measures
<p>Implement an improvement programme to strengthen the reading offer in Idea Stores and Libraries.</p> <p>Key initiatives include:</p> <ul style="list-style-type: none"> • Carry out market research on customer reading and information needs and preferences, and introduce continuous monitoring of performance • Improve stock selection and procurement (breadth, depth and quantity of stock; space management; stock circulation; value for money; stock promotion) • Improve stock management (procedures, procurement methods, systems, controls, reports, routines) • Improve the value for money of book stock (supply chain, making the London library consortium more effective, improving cost and speed of delivery, and internal operations) • Improve facilities, staff capability and store management (space allocation, floor and window displays, signage, staff management, 	<p>Judith St John Kate Pitman</p>	<p>Detailed planning of initiatives completed by July 2009</p> <p>Standards on presentation of stock adopted by July 2009</p> <p>Layout of ISW reviewed by July 2009 as part of the stock improvement pilot</p> <p>Refresh of stock across the network undertaken by September 2009</p> <p>Improved signage at ISW as part of the stock improvement pilot by March 2010</p> <p>Associated communications activity to commence from September 2009 onwards</p>	<p>Improved ARS satisfaction levels</p> <p>Improved PLUS indicators relating to satisfaction, stock management, book issues (children and adults), success in finding a book, successful requests (children and adults) etc.</p> <p>Significantly increased the annual book issues at Whitechapel Idea Store</p> <p>Increased visit numbers</p> <p>Increased number of / attendance at targeted reading-related activities</p> <p>Increased active borrowers</p>

training and communication)			
Overarching strategic objective	1. Improve the quality of core library and information services provided by Idea Stores and Libraries		
Key priority area	1.2 Improve the quality of core information services		
Key initiatives / deliverables	Responsibility	Key milestones	Key success measures
<p>Review and refresh the quality of information services provided by Idea Stores and Libraries.</p> <p>Key deliverables include:</p> <ul style="list-style-type: none"> Clearly articulating the scope of information and events offered at Idea Stores and Libraries – particularly their role in providing a platform for community information Implementing a service improvement plan to improve the quality of Local History Library and Archives services 	<p>Judith St John John Jasinski Denise Bangs Heritage Manager</p>	<p>Agree scope for reviewing information and advice services by August 2009</p> <p>Initiate review project by September 2009</p> <p>New service model for information services in Idea Stores devised by October 2009</p> <p>Heritage Manager appointed by May 2009</p> <p>Design and tender process for improvements to Bancroft Library completed by July 2009</p> <p>Associated communications activity to commence from September 2009 onwards</p> <p>Works at Bancroft Library completed by December 2009</p> <p>Heritage Strategy for Tower Hamlets identifying future development of Bancroft Local</p>	<p>Improved PLUS indicators relating to success in finding information</p> <p>Improved service against national archive standards</p>

		History Library and Archives adopted by December 2009	
Key priority area	1.3 Improve key business management processes		
Key initiatives / deliverables	Responsibility	Key milestones	Key success measures
Implement the Culture and Sport Improvement Toolkit (CSIT) Improvement Plan for Libraries and Idea Stores.	Judith St John Heather Bonfield	CSIT Improvement Planning completed and improvement projects identified by June 2009 Improvement projects initiated by August 2009 Improvement projects completed – tbc following completion of improvement planning stage	TBC – following completion of improvement planning stage
Overarching strategic objective	2. Improve the quality and scope of core adult learning services		
Key priority area	2.1 Improve and expand the information, advice and signposting services that support learners		
Key initiatives / deliverables	Responsibility	Key milestones	Key success measures
Review and refresh information, advice and signposting services that support learners in Idea Stores and Libraries. Key deliverables include: <ul style="list-style-type: none"> • Reviewing existing systems and procedures • Evaluating the quality of current services – including compliance with the Common Inspection Framework • Identifying any gaps in provision • Identifying further staff training needs • Making recommendations on improving 	Fiona Paterson	Review completed by September 2009 Transfer of advice and guidance staff from Idea Stores to Lifelong Learning Service and new Information and advice service in place as part of Wider Learner Support Service by December 2009 Implementation of other review recommendations initiated by March 2010 Programme of staff training for	Matrix accreditation attained by the end of the 2010/11 academic year Further success measures to be established once review is completed

information, advice and signposting services		front-line staff designed by September 2009 and delivered to all relevant staff by June 2010	
Overarching strategic objective	2. Improve the quality and scope of core adult learning services		
Key priority area	2.2 Review the lifelong learning curriculum and delivery structure to focus provision that supports employability		
Key initiatives / deliverables	Responsibility	Key milestones	Key success measures
Review the lifelong learning curriculum and delivery structure to focus provision that supports employability	Fiona Paterson	<p>Business reviews undertaken in each curriculum area completed by May 2009</p> <p>Skills for Life curriculum extended by appointment FTE literacy and numeracy teaching staff by September 2009</p> <p>Service – wide cross – curriculum employability initiatives agreed and introduced into the 2009/10 academic year programme</p> <p>Employability core-curriculum units developed for enrichment and progression by March 2010</p>	<p>Impact of progression planning tracked and reported in 09/10 Self Assessment Report</p> <p>Learner Satisfaction surveys show increase in responses to skills and employability questions (08/09 baseline to be established)</p> <p>Take up of employability core units during 2010/11 academic year</p>
Key priority area	2.3 Review of lifelong learning curriculum for non-accredited provision including personal, community and development learning so that it better reflects community demand		

<p>Review of lifelong learning curriculum for non-accredited provision including personal, community and development learning so that it better reflects community demand</p>	<p>Fiona Paterson</p>	<p>Business reviews undertaken in each curriculum area completed by May 2009</p> <p>ACL curriculum organised to give progression opportunities and course descriptions re-written as needed by July 2009</p> <p>System for gathering Information on learner and potential learner enquiries are routinely collected, recorded and monitored by March 2010</p> <p>Learner consultation events to be undertaken by February 2010</p>	<p>Learner consultation outcomes aligned with introduction of Framework for Excellence</p> <p>2010/11 ACL curriculum informed by learner views</p> <p>Learner Forum established</p>	
<p>Overarching Strategic Objective</p>		<p>3. Expand the provision of high quality health information, advice and support in Idea Stores and Libraries</p>		
<p>Key priority area</p>		<p>3.1 Expand the delivery of NHS choices programmes</p>		
<p>Key initiatives</p>		<p>Responsibility</p>	<p>Key milestones</p>	<p>Key success measures</p>
<p>Expand the delivery of the Health Trainers programme in Idea Stores and Libraries.</p> <p>The programme will focus on:</p> <ul style="list-style-type: none"> • Providing information and awareness on nutrition, physical activity and smoking cessation • Signposting people into appropriate services, activities, specialist organisations relevant to 		<p>Judith St John Chris Lovitt</p>	<p>Identify opportunities to build on the successful health trainer programme in Idea Stores by June 2009</p> <p>Implement health trainer services one day a week in all four Idea Stores by September 2009</p> <p>Engage NHS Tower Hamlets in</p>	<p>Health Trainer programme operating one day a week in all four Idea Stores</p> <p>Number of people who are contacted by the programme</p> <p>Number of people supported to quit smoking</p> <p>Number of healthy lifestyle</p>

<p>support their health needs</p> <ul style="list-style-type: none"> • Delivering healthy lifestyle activities • Providing 1-to-1 motivational support 		<p>discussion about future re-commissioning of Health Trainers and provision from Idea Stores by September 2009</p>	<p>activities offered in Idea Stores</p> <p>Number of people who attend these activities</p>
<p>Explore the opportunity to deliver further health advice and information services from Idea Stores and build on the Idea Stores to support healthy living and public health campaigns.</p> <p>Key deliverables (subject to further detailed work) include:</p> <ul style="list-style-type: none"> • Time for Health • Health Literacy • Health Trainers • Life Check • Digital Mentors • NHS Choices 	<p>Judith St John Chris Lovitt</p>	<p>Identify projects for implementation by October 2009</p> <p>Implement the programmes in Idea Stores by January 2010</p>	<p>Programmes operating in Idea Stores</p> <p>Number of people who engage with the programmes</p> <p>Improvement in indicators relating to specific programme health outcomes</p>
Key priority area (contd)	3.2 Introduce new health and employment initiatives (contd)		
Key initiatives	Responsibility	Key milestones	Key success measures
<p>Implement health and employment initiatives in Idea Stores</p>	<p>Judith St John Chris Lovitt Fiona Paterson</p>	<p>Scope the project to deliver the Skilled for Health programmes by September 2009.</p> <p>Implement the programmes in Idea Stores by January 2010.</p> <p>Lifelong Learning invited to tender for delivery of health programmes by October 2009</p>	<p>Skilled for Health programme offered in Idea Stores</p> <p>Number of people who attend</p> <p>Retention rates on courses</p> <p>Course participants progress into employment and/or volunteering opportunities.</p>

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Overarching Strategic Objective	4. Expand the provision of high quality employment information, advice and support		
Key priority area	4.1 Build on the Single Point of Access model		
Key initiatives	Responsibility	Key milestones	Key success measures
<p>Explore the integration of Idea Stores into strategic employment initiatives, including the Single Point of Access</p> <p>This initiative would provide a wide range of joined-up services that help to address the multiple barriers to employment in order to support people into work.</p>	Judith St John	Idea Stores are represented on and actively contribute to Employment Strategy Implementation Group by July 2009	To be determined as Employment Strategy Implementation Plan is developed

Overarching Strategic Objective	5. Improve the provision of high quality, accessible ICT and ILT infrastructure, services, training and support in Idea Stores and Libraries		
Key priority area	5.1 Implement an ICT and Information Learning Technology (ILT) Strategy for Idea Stores and the Lifelong Learning Service.		
Key initiatives	Responsibility	Key milestones	Key success measures
<p>Implement the ICT Strategy for Idea Stores and update the Information Learning Technology (ILT) for the Lifelong Learning Service to support the Government's Digital Inclusion agenda.</p> <p>Key areas of focus should include:</p> <ul style="list-style-type: none"> • scope of the on-line service offer • scope of the in-store ICT and ILT service offer (eg learning, advice and support) • ICT and ILT investment strategies (eg equipment, physical environment) • working arrangements with Corporate IT (eg scope of services provided, service standards) 	<p>Judith St John Fiona Paterson</p>	<p>Roll out of RFID and self service to all sites by March 2010</p> <p>Implement Electronic Document Interface (EDI) module of OpenGalaxy by March 2010</p> <p>Agree upgrade plan and implement change-over of all IS PCs to LBTH Corporate IT standard by December 2009</p> <p>Updated ILT strategy reviewed September 2009</p>	<p>Hits on the website</p> <p>Proportion of transactions completed on-line</p> <p>User satisfaction (CIPFA?)</p> <p>Computer down time</p> <p>Time taken to resolve logged calls to Corporate IT</p> <p>Use of ILT in initial assessment increased</p>

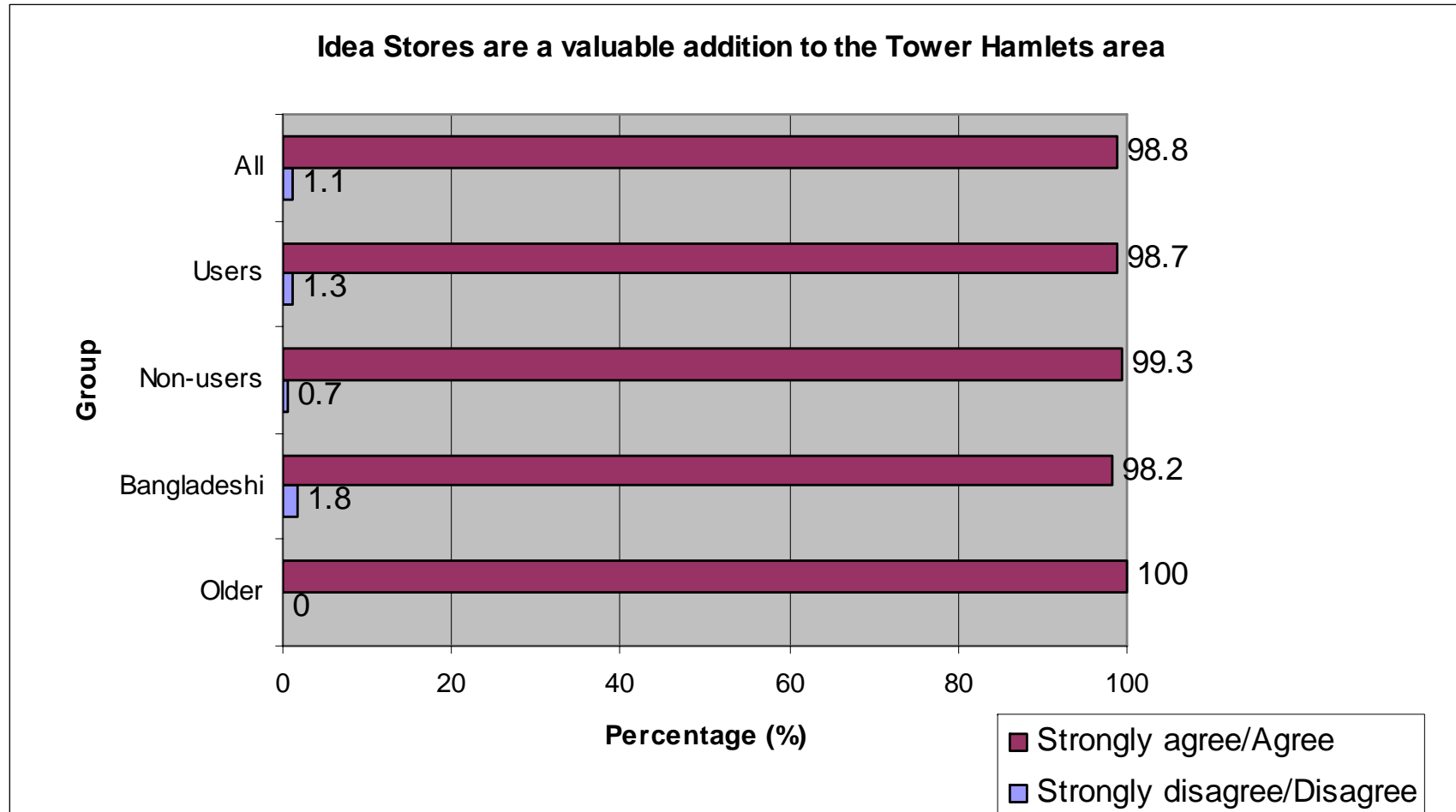
Overarching Strategic Objective	6. Strengthen inclusion and accessibility		
Key priority area	6.1 Identify opportunity sites to implement the Idea Store / Library network reconfiguration strategy		
Key initiatives	Responsibility	Key milestones	Key success measures
Work with the Planning, Corporate Property Services and Building Schools for the Futures Teams to identify opportunity sites to implement the Idea strategy – where this can be justified on cost, performance and efficiency grounds.	Robin Beattie Thorsten Dreyer Judith St John	<p>Establish BSF/Idea Store Service engagement mechanism by July 2009</p> <p>Engage with D&R on the development of the LDF suite of documents to ensure alignment by September 2009</p> <p>Engage with the Town Centre Implementation Programme to develop strategic links into economic regeneration initiatives by August 2009</p> <p>Engage with Corporate Property Services and the Asset Management and Capital Strategy Board by October 2009</p> <p>Idea Store “Local” model fully developed by October 2009</p>	LDF includes provision for library and information services to support population growth

		Carry out detailed feasibility and business planning work in relation to potential sites by December 2009	
Overarching Strategic Objective	6. Strengthen inclusion and accessibility		
Key priority area	6.2 Increase engagement by under 16s and their families		
Key initiatives	Responsibility	Key milestones	Key success measures
Design and implement a range of new family reading and learning activities	Karen Robinson Kate Pitman Sergio Dogliani Fiona Paterson	Re-fit of ISW children's library by March 2010 Completion of Summer Reading Challenge by September 2009 Roll-out of "Engaging Young People" Project by January 2010 Delivery of a programme of cultural activities for young people through Find Your Talent by September 2009 Review BookStart delivery mechanism, engage with partners to increase awareness of IS services for 0-3 year olds by March 2010 Ensure parents/carers and children on family learning programmes	Increase the number of under 16s who are active users of the Idea Stores and Libraries Number of people who attend the family reading / learning activities Idea Store/library resources (including outreach) organised to support skills for life programmes

		are routinely signposted to their nearest Idea Store/Library and opportunities to promote the service are created from June 2009	
Key priority area	6.3 Implement the Equalities Impact Assessment Action Plan across the service		
Implement the Equalities Impact Assessment Action Plan across all Libraries and Idea Stores	Graham Pollard	<p>Review service provision to centres for elderly & disabled people by Mar 2010</p> <p>Improve services to people with mental health problems by July 2009</p> <p>Improve services & stock for people with learning disabilities by March 2010</p>	Equalities Standard Level 5 maintained.

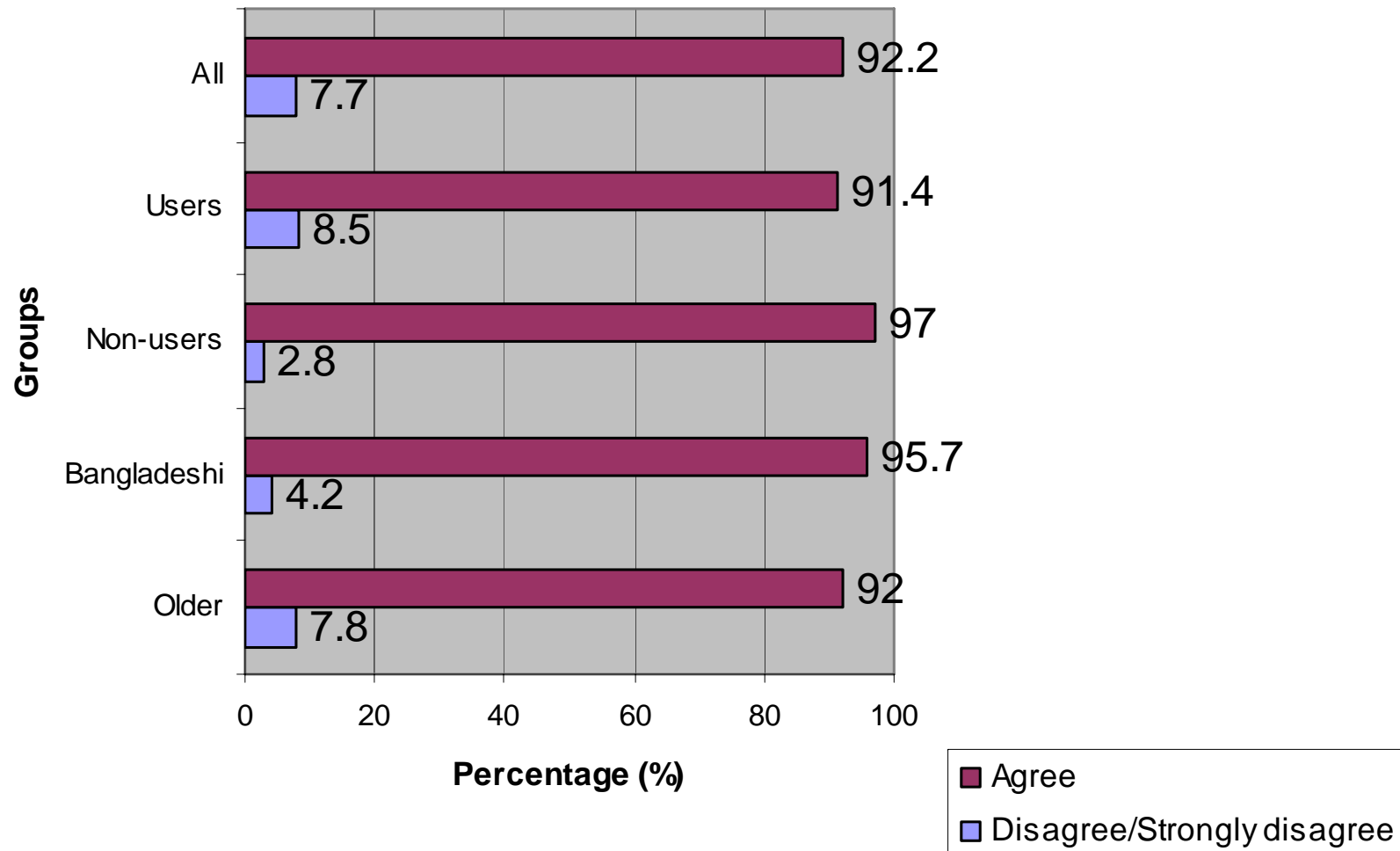
Overarching Strategic Objective	7. Co-locate cultural, leisure and other council services where this will increase efficiency, effectiveness and value for money		
Key priority area	7.1 Support the implementation of the Transforming Social Care agenda		
Key initiatives	Responsibility	Key milestones	Key success measures
Support the implementation of the Transforming Social Care agenda – details tbc	Judith St John Sarah Ford	Scope outline of universal information on social care choices	
Key priority area	7.2 Support the implementation of the Customer Access Service		
Support the implementation of the Channel Access Strategy – details tbc	Judith St John Claire Symonds	To be determined by Channel Access Strategy working group	To be determined

APPENDIX 1: DETAILED CONSULTATION RESULTS



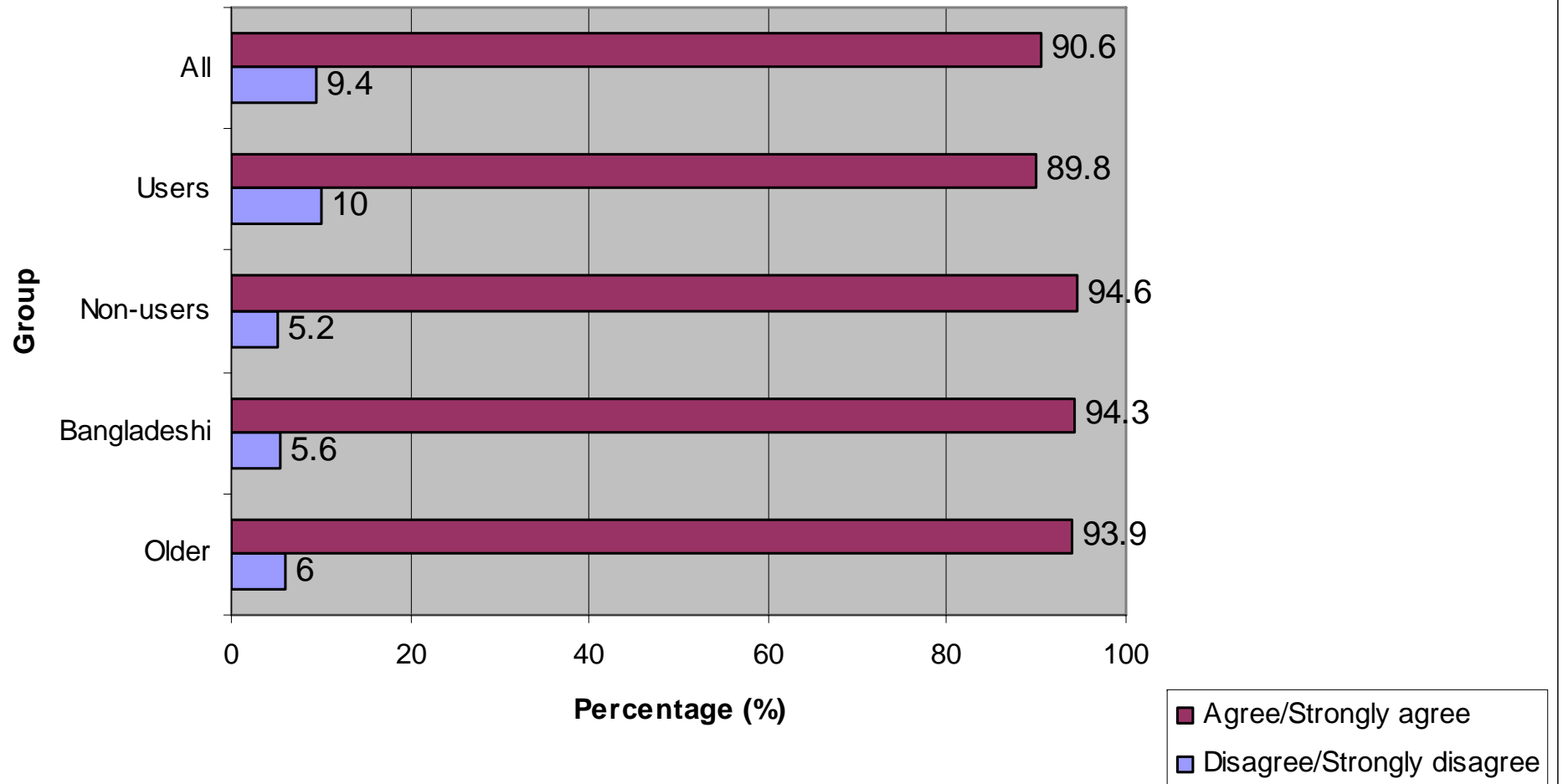
Based on those who expressed an opinion

Libraries and Idea Stores help bring people of different backgrounds together



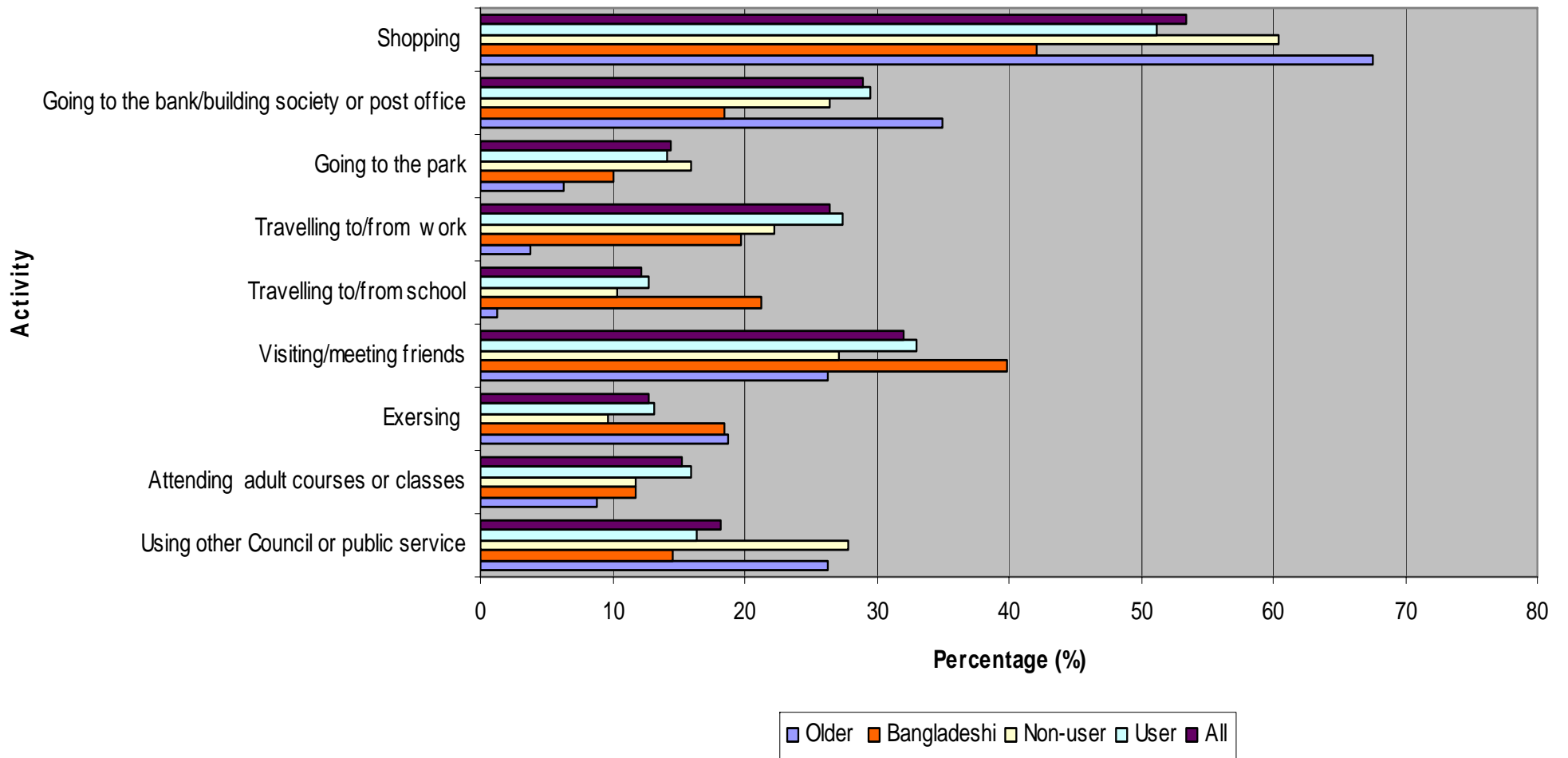
Based on those who expressed an opinion

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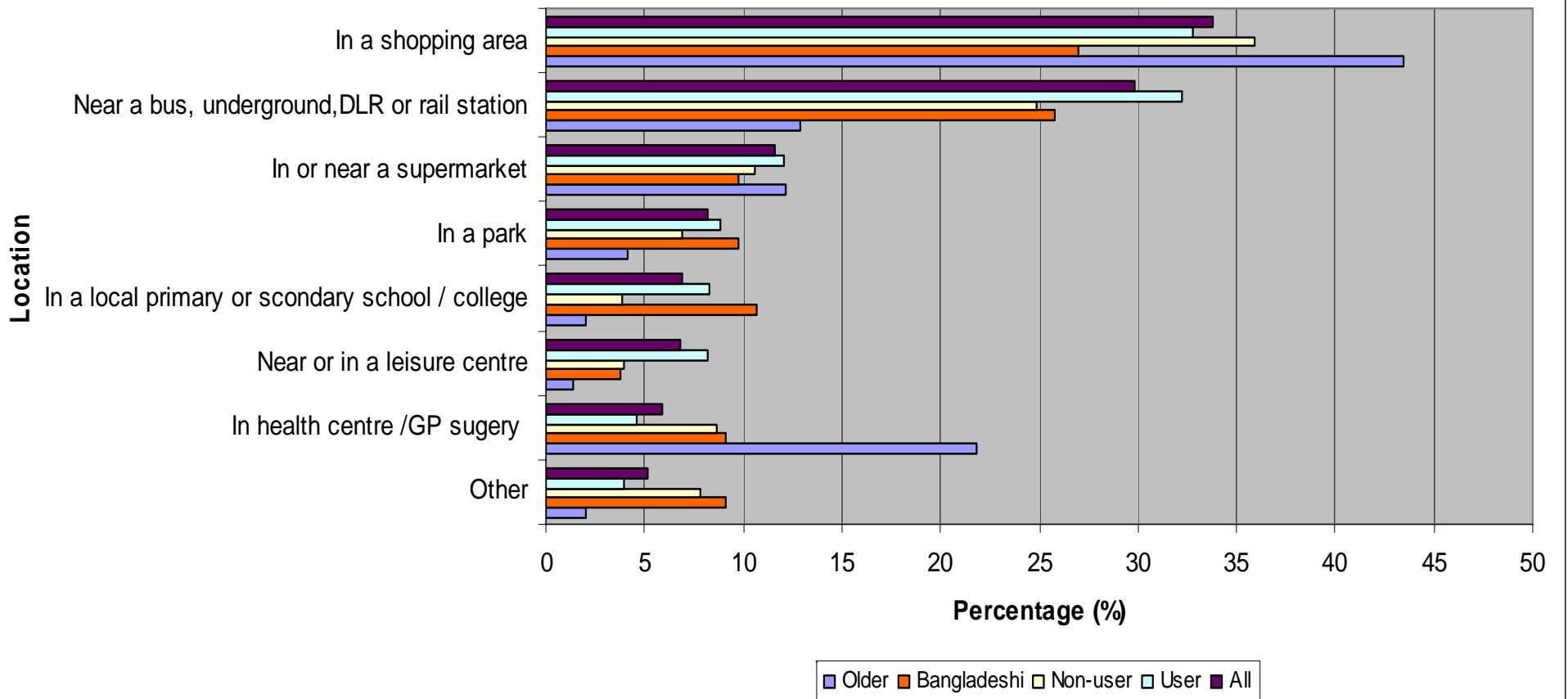
Based on those who expressed an opinion

Which two or three of the following would you most likely combine with a visit to a Library or Idea Store?



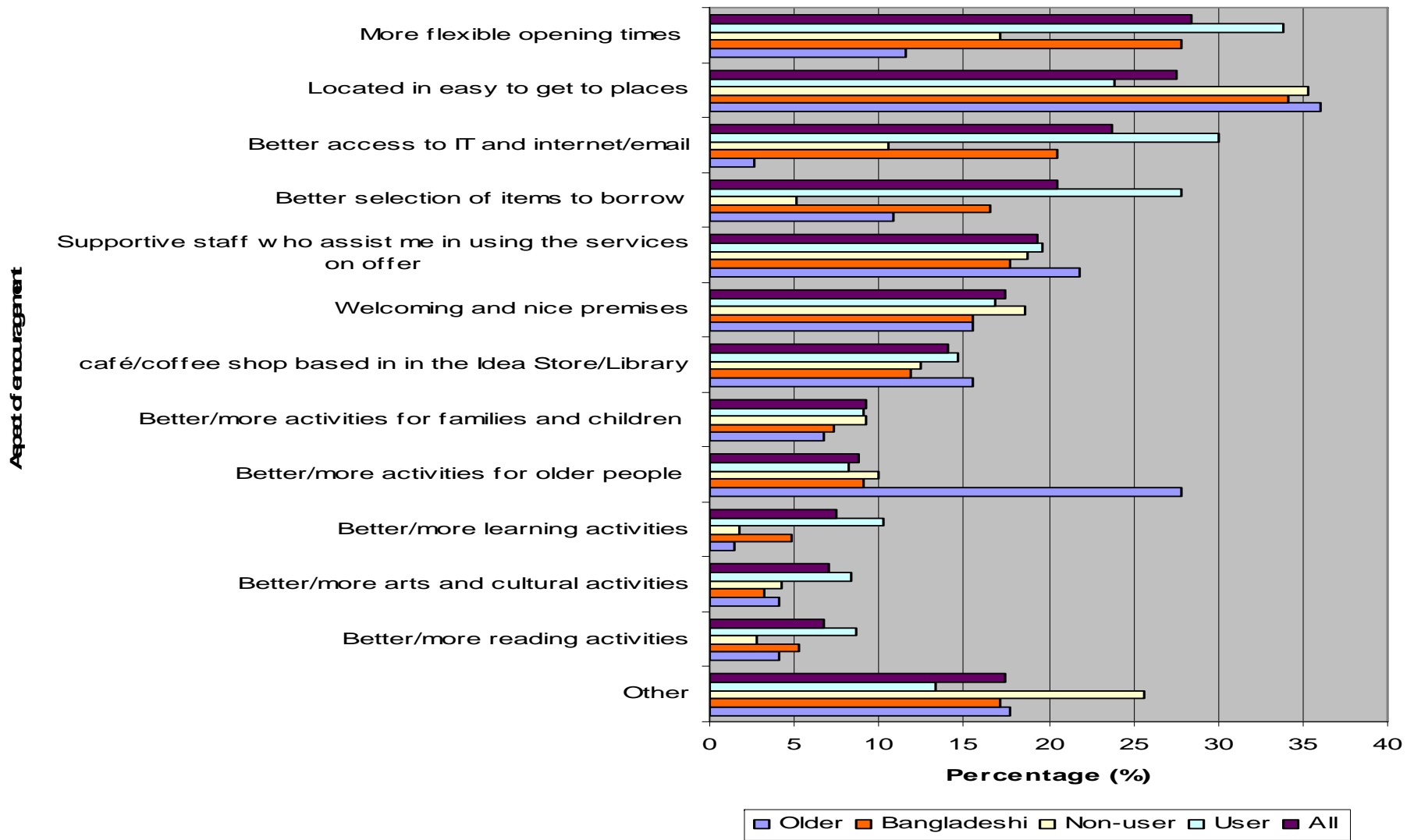
Based on those who expressed an opinion

Which one would be the type of location that would encourage you most to use libraries or Idea Stores?



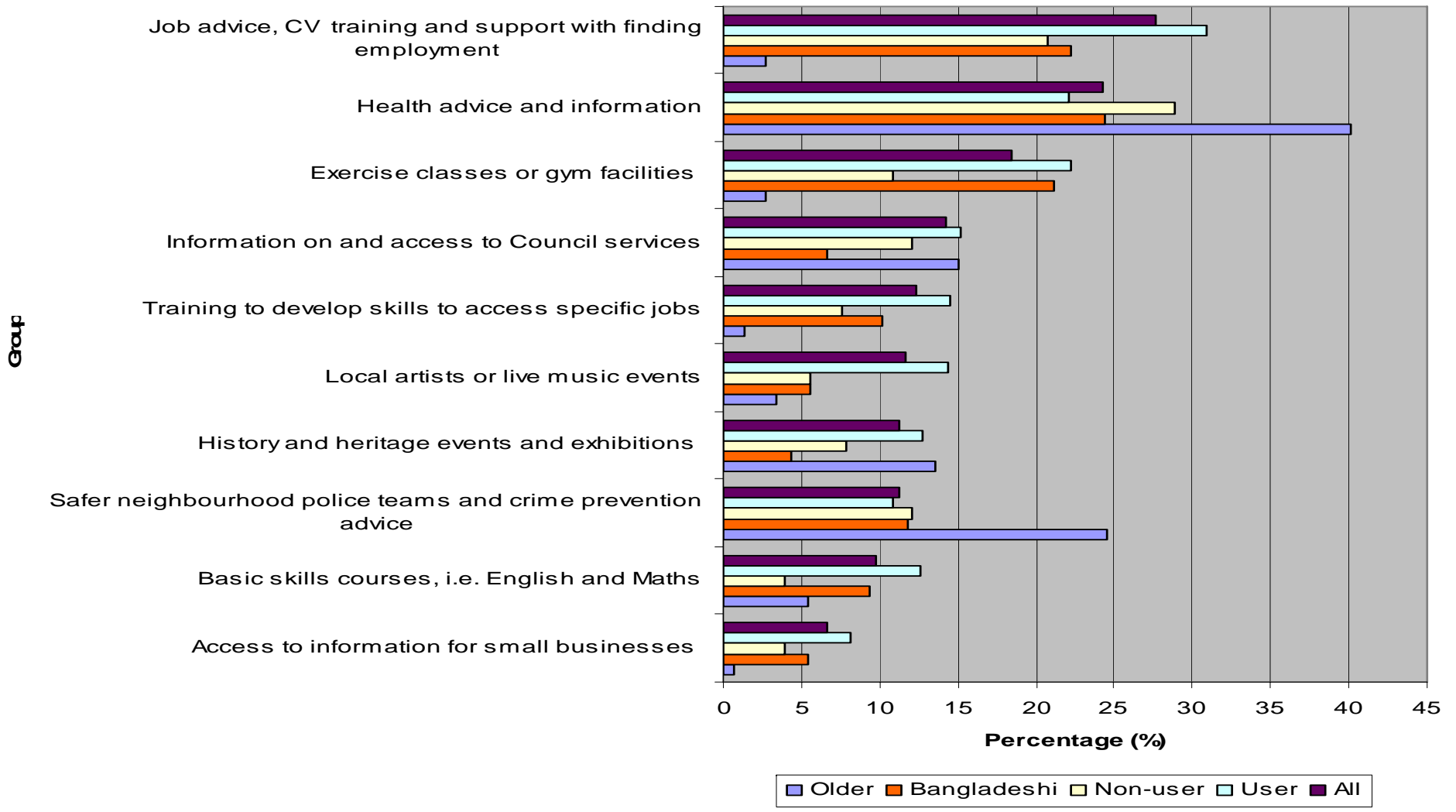
Based on all respondents

What would encourage you to use Idea Stores or Libraries (more often)?



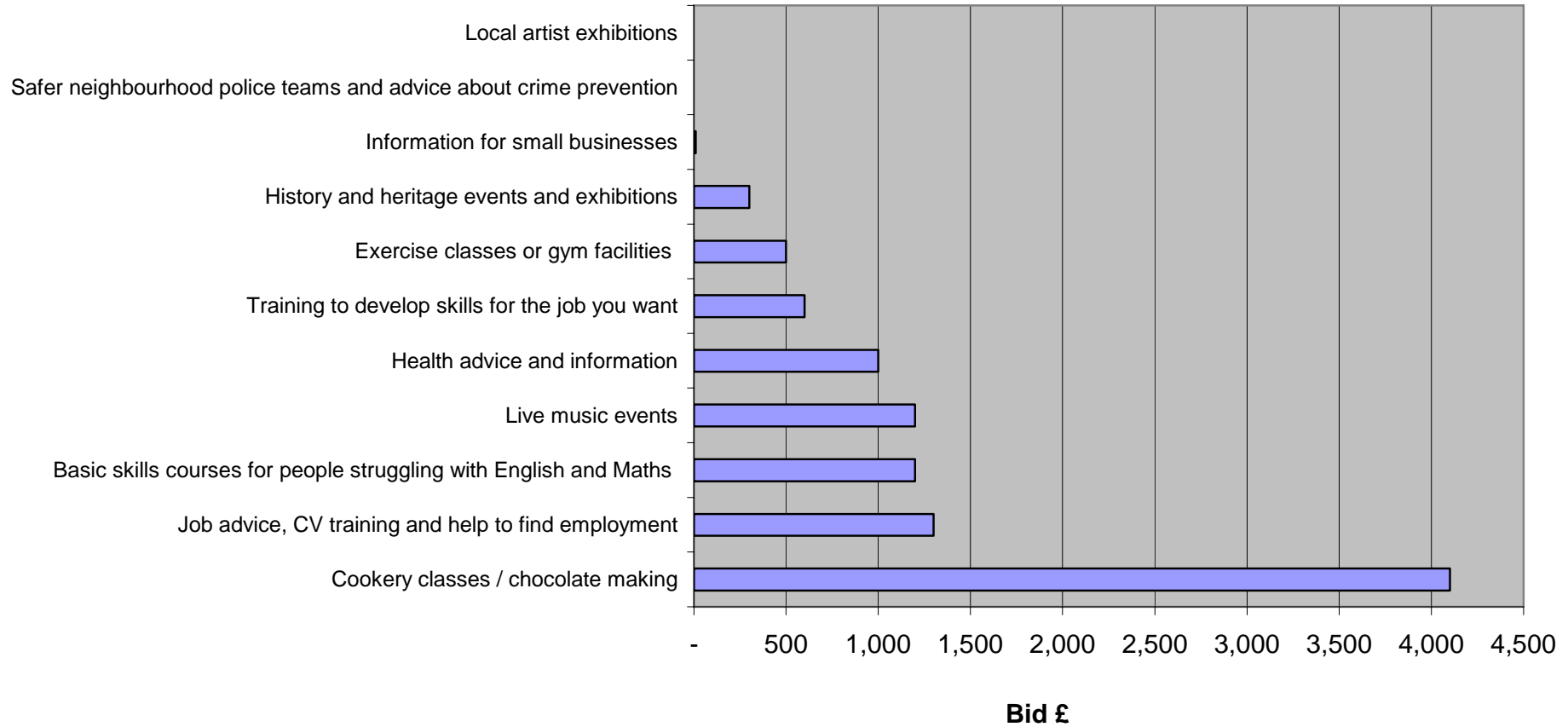
Based on all respondents

Future Services



Based on all respondents

In the future, what additional services would you most like to see in Idea Stores?



Results from the young people's consultation event