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Idox Information Solutions
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14th November 2011

Dear ██████████

RE: Response to invitation to tender – Information and Library Services, Greater London Authority

Thank you for the opportunity to respond to your invitation to the above tender. IDOX Information Solutions is delighted to submit a proposal to provide the Information Service for the Greater London Authority. This tender aims to demonstrate that we are in an ideal position to offer the service, and to enable the GLA to benefit extensively from the added value and breadth of experience that we offer.

We confirm that we can supply the services as specified in our schedule of charges at a total cost of £774,767 (net of VAT).

I confirm that we accept the Contract as issued with the Invitation to Tender.

I confirm that the information supplied to you and forming part of this quotation including (for the avoidance of doubt) any information supplied to you as part of my/our initial expression of interest in quoting, was true when made and remains true and accurate in all respects.

I confirm that this Quotation will remain valid for 90 days from the date of this Form of Quotation.

In your Invitation to Tender you have asked for nominated representatives to attend the presentation stage, we can confirm that our representatives will be myself, ██████████ (Deputy Managing Director) and ██████████ (Project Director).

We believe that some of the information in the tender response is Reserved Information as it is commercially sensitive. We would be happy to complete the required form if supplied.

Yours sincerely

████████████████████
████████████████████

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Information and Library Services – Greater London Authority

ITT response from: IDOX Information Solutions

Date: 14 November 2011

Author: IDOX Information Solutions Ltd

Version: FINAL

Commercial in Confidence

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1. Executive Summary

IDOX Information Solutions is delighted to submit a proposal to provide the Information Service for the Greater London Authority (GLA). This tender aims to demonstrate that we are in an ideal position to offer the service, and to enable the GLA to benefit extensively from the added value and breadth of experience that we offer. It describes:

- ▶ Our deep **understanding** of the remit of GLA and the essential role that the Information Service will play within the intelligence function supporting evidence based decision and policy making across the capital.
- ▶ How IDOX is an **established provider** of services to Local Government across the UK with a long standing track record and a **unique spread of capabilities** as both an information and technical provider.
- ▶ That IDOX **already delivers** an Information Service **to over 140 clients** across the UK, with **over 9,000 individual members** benefiting from **enquiries, bulletins, loans and database access**, giving us demonstrable and unparalleled experience in delivering exactly what the GLA is seeking.
- ▶ How this existing service can **form the backbone** to an **innovative** and **fit-for-purpose** provision for GLA that leans on the capabilities of our key staff to deliver a cost effective and yet uniquely scalable proposition.
- ▶ How we will deliver each component of the service, drawing on already existing skills and processes, and undertaking bespoke work to ensure that the service is entirely fit for purpose. We propose a **rapid implementation phase** including a focused Needs Assessment with the GLA costing [REDACTED], and annual essential costs of [REDACTED], rising in line with a [REDACTED] indexation to give a five year total of [REDACTED]
- ▶ The **added value** we can offer, particularly in:
 - Enabling GLA to benefit from the dedicated efforts of our skilled multi-disciplinary team of qualified information professionals; journalists, copy-editors and writers; and technical support staff throughout the life of the contract delivery.
 - Access to specialist expertise and training provision through **TFPL**, our specialist provider of information professional training, recruitment, library and records management consultancy.
 - Providing a **technical backbone** and a suite of functional tools that will build efficiency and interoperability into the service delivery, helping staff engage and interact with information.
 - Developing an **interactive front end** into the service that will help build the visibility and profile of the Information Service and the Intelligence Unit that it sits within.
- ▶ Our **willingness to explore helping GLA manage its staffing issues**. This is balanced with the fact that we are confident that our service can deliver everything that GLA needs with our own in-house priorities ensuring a London-focused approach. If GLA wished IDOX **to take on all staff and rationalise the delivery team**, we propose a cost of £34.7k to manage this process, including one-on-one Outplacement support through TFPL, and we suggest provision for a potential redundancy liability of [REDACTED] with GLA.
- ▶ How we are confident that working together there is an exciting, scalable market opportunity to develop a sustainable, revenue generating model for reselling the GLA's information service across London, and that as an organisation already actively selling its own service, IDOX makes an ideal commercial partner as well as a supplier.

2. About the GLA

2.1 The policy and operational landscape

As a strategic authority the GLA is central in providing information and intelligence to help design a better future for the capital. It underpins the work of the Mayor of London, through the provision of information services to develop and deliver strategies in the interest of Londoners, and supports the London Assembly in the role of scrutinising the work of the Mayor.

The GLA is a permanent body which provides continuity in the on-going development and delivery of strategies for London, regardless of changing political background. Its staff are committed to the delivery of high quality work, to the highest standards of service, which the city deserves. The IDOX Information Service would continue this ethos and commitment on behalf of the GLA.

The procurement of an outsourced Information Service comes as part of a larger restructuring of the previously separate entities of Data Management and Analysis Group (DMAG), Opinion Research and Consultation, Information Services and GLA Economics. This has already resulted in significant restructuring, reduction in staff and streamlining of processes and teams. Further changes will require a smooth and effective transition to the new service provision, carried out with sensitivity.

This is a period of transformational change, in which significant new powers will be devolved to the GLA. This includes new roles relating to regeneration and housing investment. Provision of the GLA Information and Library Services is not an end in itself, but an essential function to help increase the organisational effectiveness of the GLA and help it meet its objectives.

2.2 The role of the GLA information service

It is our understanding that the GLA wishes to create an efficient, high quality information service which will first and foremost integrate with and strengthen the wider intelligence offer to the organisation, whilst offering value for money. It must deliver a more effective, efficient, flexible, timely and highly customer focused service, and support the Intelligence Unit. As a whole, this broader service will add significant value to policy and strategy formulation at the GLA.

The role of the information service is to provide a specialist library and enquiry service supporting the policy agenda of the GLA and London. Supporting the work of the Mayor, Assembly Members and staff of the GLA, its functional bodies, London boroughs and members. This function will provide a potentially wide-ranging enquiry service, access to and dissemination of information, and training on the use of information across all aspects of the GLA's work. The service will not provide extended research services but will work collaboratively with the wider intelligence service to ensure these requirements are appropriately responded to. The services delivered by the GLA Information and Library Services will:

- Support staff seeking information regarding a particular piece of work.
- Support staff seeking background information to improve their understanding of a policy issue or development.
- Improve efficiency by reducing duplication and targeting services at the needs of users.

- Complement the work of the wider GLA Intelligence Unit to ensure that evidence is used effectively in support of investment and policy making decisions and strategy development across the GLA.
- Support the embedding of a culture of knowledge sharing within the GLA.

Our experience in delivering information services to organisations that are similar to the GLA, suggests that users will be extremely time-pressured and facing competing demands. The work patterns, such as the weekly pressures focused around debates and activities in the Assembly, mean that the information cycle is very short. This produces a trend of people being less willing to look at information unless it is directly relevant to what they are currently working on. This is despite the fact that social and urban policy involves cross-cutting issues or so-called 'wicked problems', which involve complex interdependencies. Information and library services working in this environment need to tailor their outputs to make them as immediately useful as possible, while also having the depth of coverage and resources to allow them to meet more far reaching and complex information needs.

2.3 Understanding your requirements

We believe you need a simple, scalable solution to your information needs. A service which is fit for purpose but has capacity to expand to meet demand, should the need arise. The service must provide access to a broad range of expertise in information topic areas and themes, within a framework of continuous quality improvement and customer service excellence.

Choosing IDOX as the Information Service supplier gives you access to a unique provider. We already provide an outsourced information service to over 140 clients, with over 9,000 individual members regularly accessing enquiries, bulletins, our abstracts database, and accessing physical stock and loans.

The service we already provide is based on a commercially sustainable model, and we have a long term appreciation for the activities of the GLA Information and Library Service having participated collaboratively in revenue generating activities like the Social Policy and Practice database, in which IDOX and GLA are currently two of the five partners.

We know that provision of the Information Service for the GLA is a complex and challenging project. The end-to-end elements of service provision can be described as a series of components, but there are also a number of overarching themes that the service must succeed in providing. It must:

- Provide reassurance that policy making is evidence based.
- Demonstrate visible commitment to intelligence and communication by the GLA.
- Support staff, Assembly members, stakeholders, and partners in achieving their objective to deliver real improvements to the quality of life for all Londoners.
- Integrate with other knowledge and information management activities delivered by the GLA.
- Providing unique knowledge regarding the information sources available and how they can best be used in the specific organisational context.
- Offer assurance that you are aware of the "newest and truest" sources of information and are making that information available to the organisation.
- Utilise best practices in the most efficient use of information resources.
- Maintain and extend the specialist knowledge and skills of its staff in assessing what information should be collected, collated and disseminated.

3. About IDOX Information Solutions

IDOX Information Solutions is an experienced and specialist information provider with a substantial track record in creating content for clients across the public sector. We currently deliver a range of information services, focused on public and social policy and funding information, to policymakers in public sector agencies, local and central government. This includes our current Information Service, which serves identical functions to the current GLA Information and Library Services. We possess a unique combination of web design, specialist information management, content and editorial capabilities and are able to draw on recognised specialisms across our Group through TFPL's library and records management consultancy, recruitment and out placement skills.

We feel we are particularly well placed to fulfil GLA's requirements, because of:

- Our depth of knowledge and understanding of urban and social policy – we have been operating an Information Service in this area for over thirty years. We are experts at sourcing and using information relating to different scales of the policy environment – national, regional and local.
- Our established team have expertise in areas of policy that are of importance to the GLA: such as art and culture; business and economy; crime and community safety; employment and skills; education; environment; health, wellbeing and care; housing; planning; transport; young people; equalities; regeneration and community development.
- We already have processes and systems in place to identify, source and use the resources which are needed in order to deliver the current awareness, database and enquiry services required.
- Our experience in shaping and scoping projects aimed at meeting the needs of policymakers in particular – this includes communities of practice projects as well as identifying the expertise of individuals and connecting them to others.
- Demonstrable experience of scoping and mobilising complex and high-value projects, and working with our clients and external stakeholders to ensure that these projects are successful.
- Expertise as a technical solutions provider, especially active in database and website development, which means we can offer a solution to Urbaline, a bespoke channel for access for the GLA, and a commitment to ongoing product development.
- Our scalable team means we have the flexibility and responsiveness to adjust to the changing work priorities of our members and clients.
- A unique skill-set, combining qualified information specialists and staff with news copywriting and journalistic skills, ensures that we are able to search, select and present information in a way that is appropriate for the end-users and is engaging and relevant.
- Our empathy with the core objectives of the GLA Information and Library Services – high quality information provision to improve the evidence base for decision-making and policy design.

3.1 Knowledge of the UK and London-specific policy landscape

We believe one of our key strengths is our **breadth and depth of subject knowledge**. We provide our current Information Service on central and local government policy, policy analysis and research to over 140 clients in the UK. The **Information Service** has been operating for over thirty years and members of the service include government departments and agencies, local authorities and consultancy firms.

Our team of researchers source, abstract and publish material onto the Information Service online database on a daily basis and this means we have particular insight into trends and emerging issues relating to policy at the UK and devolved regional or local level. Our research team are also responsible for populating the **POLICYfinder** site, which houses over three thousand policy documents aimed at helping organisations in the business, third and public sectors complete funding applications, forward plan and keep track of major funders' policies.

The subject coverage of our Information Service includes **all aspects of urban and social policy** including, but not limited to, town and country planning, regeneration, economic development, education, health, social services, housing, transport and infrastructure, rural development, community safety, arts and culture, environment and sustainable development, employment and skills, local government, management, and public finances.

Our multi-disciplinary team maintain a strong understanding of the policy landscape within an England-wide and UK context:

- Our information services provide **current awareness, research and abstracting** services on all aspects of public policy. Our team of researchers monitor and track a wide range of websites and news providers, as well as an extensive collection of trade and academic press. This ensures our team are **always aware of the latest policy announcements, research findings and practice developments**. We cover developments across the UK and also seek comparative international material.
- We have a strong understanding of the **specific policy context in London** and maintain this through regular attendance at relevant events. We currently offer our Information Service to 18 organisations in London and we engage with them throughout the year to understand the policy context they operate in. This understanding feeds through into our acquisition and stock management processes.
- We have **strong relationships with public sector organisations** through both the Information Service and our consultancy and project work. Many are customers for one or more of our information services, and we regularly discuss their information needs and organisational objectives with them.

We believe that our range of work combines to give us a **thorough understanding of the social and urban policy landscape** in the UK. This includes the information needs of users within government and the place of the GLA Library and Information Services within the wider GLA strategy for improving the quality of life in London and ensuring it is a world class city. We also understand the **wider research and policy infrastructure**, including relevant sources, organisations, events and likely developments. The knowledge within our team has been a key factor in ensuring that the IDOX Information Service has been a **successful and much-valued** service for over thirty years.

3.2 Research and information skills

IDOX Information Solutions can draw on a large team of researchers, writers and information specialists who would be involved in delivery of the GLA Information and Library Services.

The majority of the team who currently answer enquiries are Chartered members of the Chartered Institute of Library and Information Professionals. They are experts at literature searching and identifying the most appropriate resources to use when answering enquiries. Central to this is both the understanding the information needs and preferences of users, and the subject areas.

Our research teams also contribute to consultancy projects and have undertaken commissioned research both as independent exercises and as part of wider projects. Our skills in literature/database searching and editing/writing up the results of research have been recognised by our selection for competitive frameworks, for example, the Audit Commission's Policy and Research Framework.

Our research officers often work on summarising the external policy environment. This might be undertaken as scoping work to inform the delivery of a project, or as research to inform horizon-scanning and training activity. In addition, we often undertake strategic analysis of a client's internal environment or carry out stakeholder analysis and consultation.

The team are experienced at collecting, reviewing and analysing existing literature and evidence (both published and unpublished) in relation to a specific area of policy development. This might include desk-based research, analysis of existing data sets, collecting and appraising documents against agreed criteria, and undertaking structured interviewing or data gathering. In addition we are commissioned by a number of clients to produce feature articles on specific social policy subjects for use in their own publications.

Our experienced researchers also write and edit material in order to disseminate it through different publication channels. For example, we support our clients to ensure that research findings are communicated in a way that is clear, concise, error-free and conveys intelligently the key messages. This can be crucial for an organisation's reputation and impact. The editorial work that we do involves taking in-house reports and maximising their impact by ensuring they are clearly written in good plain English for a non-technical audience, conforming to style guidance and are free of grammatical, typographical and other errors. It might also involve advising on style and structure in the early stages of preparation of a document, or assisting with background research and briefing for meetings.

As an information management company we also understand the legal requirements surrounding the use and sharing of data. We have company policies in place to train staff on their responsibilities and obligations in relation to protecting data on individuals, including when we are doing enquiry work.

4. Our approach to your requirements

Our approach is based on utilising the existing services we deliver to other clients, and some bespoke elements to meet your requirements.

We plan to undertake this work with existing staff based in our Glasgow and Wilmslow offices: we have specialist project management staff expert in project based client facing work, and we will include a number of these in the delivery team. The nature of the project team we employ means that we have the capacity to absorb the additional project responsibilities for the GLA contract within our existing staffing: we have also built scalability through a pool of associates who pick up certain work during periods of heavy volume.

We propose that the work would consist of an **Implementation phase** and the **service delivery** phase. Within both phases there will be continuity of staff members and leadership of the service. Key staff involved in delivering the current IDOX information service and the GLA on-going service will be heavily involved in the development of the bespoke elements and the specification of the long term service requirements.

The service structure will consist of a Service Director to provide leadership and a Project Manager to provide on-going day-to-day contact and management.

The Project Manager will be leading a number of technical leads developing specific areas of the service delivery. These leads will be supported by a team of relevant professionals for each work stream area, accountable for the relevant service delivery outputs.

There are a number of fundamental advantages to our approach:

- ▶ The GLA will benefit from the activities of an entire expert library and information services team who are already undertaking these tasks.
- ▶ The costs of delivery are significantly lower than it would be able to achieve with either a direct outsource or internal delivery team.
- ▶ It allows the GLA to take advantage of best practice already developed for previous clients.
- ▶ The GLA will have access to specialist staff and resources.
- ▶ The service can be scalable to meet demand, and potentially offer additional capacity for the intelligence services should future requirements demand it.
- ▶ We are an ideal partner for exploring commercialisation and resale options across London: as we currently already sell our Information Service across the UK.

However, whilst we are confident that we can deliver the contract from within our existing team, we recognise that for both the GLA and its staff this represents a challenging and difficult period. To this end, we are proposing two potential approaches:

Option 1:

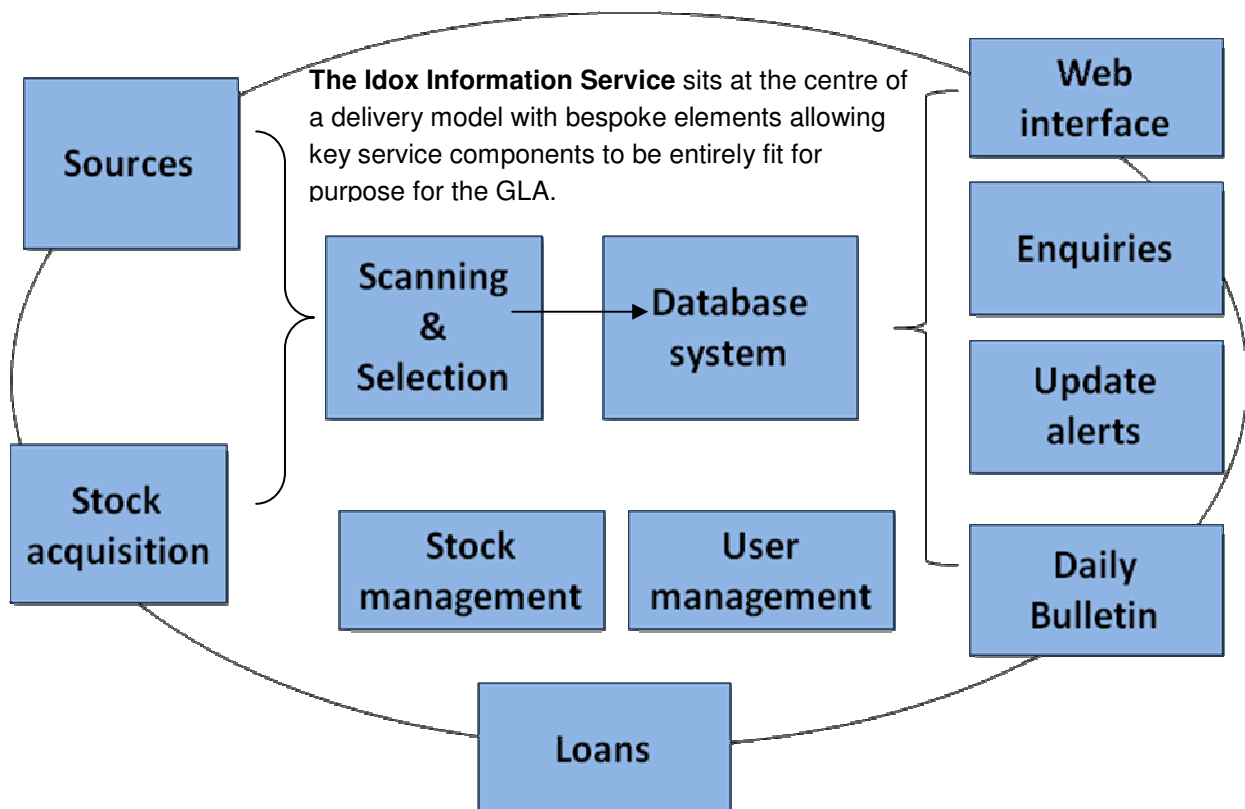
- ▶ **Direct provision of the service** with our **existing team** following a swift implementation – this would not involve taking on any GLA staff. The headline costs for the essential elements of this approach are [REDACTED]
- ▶ Using this approach we are confident that the service can be in place by the required February inception date.

Option 2:

- ▶ **Taking on all the GLA staff and managing the entire combined team through a process of rationalisation.** This would include a management cost of circa [REDACTED], and we would need to agree with GLA appropriate provision for redundancy payments, which could be in the region of [REDACTED]
- ▶ Taking this approach, service mobilisation would need to be phased, and it is likely that eventual roll out of the finalised provision would take longer as the whole team (spread across Glasgow, Wilmslow and London) would go through the due process of consultation and role review.

4.1 Project Overview

As described, we propose a **rapid project implementation** to allow us to set up and align each component of service delivery with the GLA's precise requirements. We perceive that each requirement can be considered as a modular component: demonstrated clearly in the invitation to tender and the costs structure. However, both our experience and our vision for the service is that **these components are intrinsically linked**, bound together by a holistic approach to sourcing, scanning, abstracting and disseminating information, and **an integrated technical platform** that sits right at the core of the service.



As our approach is based on leveraging our existing service, our proposition is built on **licensing** our existing service to the GLA, and then expanding our capabilities in each area of requirement. The licensing fee of [REDACTED] annually is equivalent to that paid by other clients we have of similar size, and is represented in the cost line of **access to a social/urban affairs database**.

Our current service produces a weekly bulletin: and we will need to scale up our operations across each area of the service to switch this to **daily**. Although we will utilise the whole of our ongoing operations in preparing the material to be compiled into the bulletin we intend that once compiled and edited it will be specific to the GLA, and it has been costed as such.

Our cost also take into account incremental work to deliver the service components in a way that reflects the GLA's need for the library service to fully represent the required range of London issues and knowledge sources.

4.2 Project Implementation

The **Implementation Stage** is designed to ensure that we map our current service to the very precise needs to the GLA, and includes the following stages:

WP1: Project Management

This includes the Inception meeting, setting out terms of reference, and identifying GLA staff owners for each stage of the project who can interface with Idox team members. This will be followed by the production of all project control documentation, and setting the precise mobilisation timetable. This stage will include presentation of **the Framework Implementation plan**, and a range of review meetings, including technology and systems review, and preparation for service launch.

WP1: [REDACTED]

WP2: Needs Assessment - Development of Implementation Plan

We feel this is an essential stage if we are to ensure that service provision is defined and set up to fully match the GLA's requirements. We will work with GLA to identify internal stakeholders, and communicate clearly what the objectives of the Needs assessment are. We will then examine each area of service delivery in detail, and document in each how we will deliver them. This documentation will include proposed KPIs and act as the basis for all ongoing reporting and assessment, setting the framework for the delivery phase, and including:

- Stock review and opportunities to rationalise
- Lending process development
- Enquiries process review
- Database review
- Bulletin requirements review
- Subscriptions review and opportunities to rationalise
- System requirements assessment
- Training needs assessment
- Finalise long term team structure
- Any Initial TUPE assessment

The output will be **the Framework Implementation Plan** (including training, engagement and long term staff plan)

WP2: [REDACTED]

WP3: Team Restructuring

This stage will only apply if we agree with GLA that Idox takes on the entire GLA team. It would be highly transparent, and we will ensure that communication throughout is clear, helpful and unambiguous. It is likely that the process would start with a period of consultation, dovetailing with the Needs Assessment stage finalising the long term team structure. After this, where necessary staff will be told that their roles are potentially at risk, and we will undergo another consultation period. Finally, we will confirm the situation with at risk roles, and staff will either be told that their roles are safe, or that they are being made redundant.

- We would propose a support program for redundant staff to be delivered through TFPL's specialist recruitment division, and incorporating workshops and one on one interviews exploring CV writing and interview practice, how skills can be transferred to other roles, market overview and other options open to IM professionals
- Examples of clients to whom TFPL has delivered similar sessions include Pharma, Investment Banking, and special interest groups such as CILIP, SLA, SCIP, NetIKX and LIKE.

WP3: [REDACTED] Redundancy payments to be considered separately.

WP4: Project Implementation

This stage encompasses the practical execution of the framework plan, and will include focused and intensive mobilisation of the processes for

- Stock rationalisation
- Subscriptions rationalisation
- Bulletins - development of the style, content and guidelines
- Databases - procurement and consolidation
- Wider stakeholder engagement

WP4: Days: [REDACTED]

WP5: Systems Configuration

As described above, the technical platform we use is central to the successful delivery of the service. One of the key service innovations that we propose is that the GLA Information Service is delivered through its own bespoke web interface – either stand-alone, or embedded within its existing website or intranet. This work package would include confirmation of technical requirements and specification, design, and system configuration and testing.

It would also include the work required to support automated daily bulletin production, and transfer of GLA users into the Idox user management system.

WP 5: [REDACTED]

WP6: Optional Added Value Components

The ITT asks how we might support Urbaline, and in this instance we suggest that we port the Urbaline data into our own system so that it can eventually be integrated and supported in the same interface and technical

platform. Clearly this may not be a necessary step, but we have included an indication of the costs of doing this as a basis for discussion. Key stages would include Specification, Database migration, Front end support, Permissions Management and Testing. Subsequent annual costs would cover hosting and maintenance.

Urbaline: [REDACTED]

WP6: Knowledge Base

This final stage is described in the service innovations section. Again, it is a suggestion for discussion, but could very much form part of a 'product' development if we explore the very real opportunity for a high value and integrated proposition for resale that includes mechanisms for publishing the broader intelligence output of the combined GLA and Idox capabilities. Stages are Specification, Platform configuration, Platform Integration, Front end development, and testing

Knowledge Base: [REDACTED]

4.3 Contract Management

In addition, once up and running, the service needs a distinct programme of activity centred on project governance. To that end, we have added a line for **Contract Management** within the costs, making specific provision for regular meetings, control reviews, reporting and analysis against key KPIs.

5. Meeting the requirements

IDOX Information Solutions proposes to **extend its existing service arrangements** in order to provide tailored Information and Library Services for the GLA. This will build on existing management processes and offer **unmatched value for money** compared to establishing a similar service from scratch.

While it will build on the established and **proven methods and systems** of the current Information Service we will enhance our relationships with London organisations and the London Boroughs so that we can ensure that we **capture London-based content** which can support the evidence base.

5.1 Provision of an enquiry service

Written answers to enquiries

9.30am to 5.30pm Monday to Friday

Urgent and standard

Phone, email or the web

Full referencing

- Idox already provide this service to over 9,000 individuals
- Team based, flexible service able to cover holidays and meet demand and timescales
- Development of a bespoke GLA phone, email and web service/online customer service hub
- Team of qualified and experienced information professionals producing fully referenced quality responses
- Over 30 years of delivering high quality library and information service

The delivery of an **efficient and impartial** enquiry service is based on 'getting the right information to the right user at the right time'. It requires a service model which is **flexible and responsive**, and is based on strong, professional relationships of trust and respect with end-users.

We already have a team of qualified information professionals who **answer similar enquiries** for **similar users** to those we think would use the GLA Information and Library Services.

Examples of enquiries answered by our own research team this year

- Statistics on violent crime at UK and home nation level
- Examples of good or innovative practice in consulting young people on the design of social work services
- Numbers of student enrolments at individual FE Colleges, UK
- Literature search for material relating to older people's use of the internet
- Literature search on the use of secondments as a way for teachers to undertake continuing professional development
- Examples of named projects, programmes and approaches to preventing young people becoming involved in illicit drug use
- Literature search on best practice in complaints handling within council frontline services

Examples of enquiries answered by our own research team this year

- ▶ Literature search on the links between poverty and crime at neighbourhood level, and how it has been addressed
- ▶ Statistics on the numbers of older people with HIV in the UK
- ▶ Identify examples of councils which have reduced the size of their household waste bins, and any discussion of the costs/benefits
- ▶ Literature search on supporting the development of a local green economy
- ▶ Literature search on participatory budgeting
- ▶ Data on private sector housing stock by local authority area
- ▶ Literature search on the use of lean management principles in the public sector
- ▶ Background information on the creative industries sector in the UK (contribution to economy, numbers employed etc)
- ▶ Search on how to encourage behaviour change in relation to domestic energy efficiency – including European material
- ▶ Literature search for comment material on Universal Credit welfare reforms

5.1.1 How we would deliver the Enquiry Service

In order to meet the needs of the GLA, we propose to provide a staffed enquiry service between the hours of 9.30am-5.30pm Monday to Friday.

IDOX as a company is traditionally closed for the three days between Christmas and New Year, and on national bank holidays. We would be happy, however, to negotiate levels of access and service availability for these periods. The online database would, of course, always be available for users to search themselves or to submit enquiries.

By taking a **team approach** to the delivery of the enquiry service, rather than relying on only one or two staff, we can ensure that we can cover for staff absence and holidays and ensure that the service is always available during the specified times. Outside of the hours of the enquiry service, GLA users will still be able to carry out their own searches of our main database and the Urbaline archived database from their desk, or home.

Enquiries will be able to be **submitted by phone, email or online** – ensuring that the enquiry service is accessible and easy to use. We intend to provide a dedicated phone number for the GLA information service, going straight to the Research Team. Our team are generalists, with a variety of subject backgrounds and experience. By drawing on their **expert knowledge of available resources and search strategies**, we ensure that enquiries can be answered appropriately in the time available. In the case of more complex or in-depth enquiries, we use an allocation process to ensure that the enquiry is answered by the most appropriate member of the team.

We would be able to **answer enquiries in all the key areas of social and urban policy** laid out in Appendix 3. We also understand that the Olympics and Paralympics are a major priority and while we currently take some information relating to them, we would enhance our collection of resources in this area. All answers to enquiries will **be impartial and factual** rather than offering opinion. However, if someone wants opinion on a policy matter we may direct them to resources which provide comment, for the enquirer to look at themselves.

The scale of our research team means that we can commit to **very responsive SLAs**. We would suggest that for the different types of enquiries that are laid out in the requirements, the agreed turnaround would be:

- ▶ Quick reference enquiries: 3 hours
- ▶ Short profiles of individuals or organisations: 3 hours
- ▶ Literature search: 1 working day
- ▶ Briefing paper: 5 working days

It is our expectation that service demand for the enquiry service will remain at approximately the same level as currently. Effective promotion and marketing of the service may increase the number of enquiries we receive, but the size of our team means that we could respond to fluctuations in demand. We would review levels of use at the formal review meetings.

By drawing on multiple staff we can ensure that the service is managed in such a way that we can respond to the priorities of the GLA. We would expect **close liaison with the GLA Contract Manager** to develop effective **communication pathways**. For example, in the context of delivering our core Information Service, we can work with specific members so that we get advance warning of upcoming research projects or events so that we are aware in advance of any possible peaks in demand. It is common in parliamentary information services to have a process in place so that the library is alerted to the upcoming debates so they can prepare supporting material in advance and pre-empt enquiries where necessary. We would be happy to discuss with the GLA whether such an approach would be appropriate for this service. For example, we could create or update existing subject guides – giving a short introduction to topical subjects.

It is our experience that **setting and managing expectations** is an important element of a successful enquiry service. There will always be some types of enquiries which are outside the scope of what the GLA Information and Library Services can deal with. If an enquiry requires in-depth research or more specialist expertise then we can suggest alternative sources of help. Setting out the boundaries of what the enquiry service can deal with in our promotional materials and training will help ensure users **get the best from our skilled team**.

5.1.2 Resources we would use

The **main resources** we will use to answer enquiries are set out in Appendix 5. We will keep this under review in light of feedback from users and the types of enquiries we receive.

We suggest that during mobilisation, we discuss with the GLA its existing intelligence on the types of enquiries it receives and the sources that it has used. In particular we will explore whether there are any reference sources specific to London which we do not currently use. It would also be beneficial if during mobilisation we ‘shadowed’ the existing enquiry service – receiving notice of the subjects of enquiries coming in and how they were answered.

In order to ensure **continuity of service** we will commit to carrying out literature searches using both our own database and the Urbanline archive for the first five years.

While we have suggested that the main review meetings would be twice-yearly, we propose that at least initially we have more frequent discussion of the enquiry service delivery with the GLA Contract Manager. This will ensure that we are providing an enquiry service of suitable quality and comprehensiveness.

A monthly discussion involving the Team Lead for the enquiry service provision, the Project Director and the GLA Contract Manager may be appropriate. See Appendix 1.10 for our proposed reporting schedule.

5.1.3 Enquiry handling process

In delivering an enquiry service for the GLA we will follow an agreed process for **enquiry handling** and **quality assurance**.

In answering an enquiry we will take due account of both the scope of the enquiry and the level of detail that is required in the answer. Principles of critical appraisal will be applied, including assessing resources in terms of the credibility of authorship and publisher; the currency of the material; the methodology of research; the geographic scope and potential transferability; the user group of any interventions etc.

We recognise that in some cases users of information and library services wish to be supplied a range of source materials which they can read and assess themselves. In other cases, time constraints or user preferences mean that they want a direct answer. In all cases, we will try to be as transparent as possible about the sources used and any potential limitations. The sources used will be recorded and made explicit for the users in our answers. For more in-depth literature searching we will also record the search strategies used. The added advantage of this is that it also means that if a user follows up an initial enquiry with another related one, we know what has already been searched and how.

We will use an agreed template for presenting written answers to enquiries, to ensure a professional and consistent service.

Our QA process in-house involves **proof-checking** and **reference-level checking** of enquiry answers prior to them being signed off and sent to the end-user. This checking focuses on ensuring that: the question has actually been answered; that the answer reads well and there are no spelling mistakes; and that the Research Officer has used all the appropriate resources in order to answer the question.

In terms of monitoring the quality of responses we will take a **snapshot of enquiries** each month, which will be checked in detail in terms of the process the member of staff answering it has gone through.

We have an organisational commitment to continuous improvement (see Appendix 1.12), and we believe it is important to **follow up with the user** to check that they have received the help they needed. Sending out a link to a short feedback survey and asking users to complete it, is a way to **measure satisfaction with the service** and to **identify actual outcomes**. It can often be difficult to find out what users use the information for, once it has been sourced for them, but qualitative information such as this provides useful intelligence for performance management and shows the added value that the enquiry services brings to the GLA. Asking for feedback on every enquiry also ensures that any issues can be picked up on quickly, processes improved and disseminated amongst the team, and individual concerns addressed in person as soon as possible.

5.1.1 Ensuring awareness of policy and the GLA's needs

Our approach to stock selection and scanning of resources is **devolved** across the Research Team. This ensures that it is an integral part of an individual Research Officer's role to stay up-to-date with key developments in social and public policy. Staff are encouraged to keep up-to-date with general developments through using our own resources such as the bulletin and monitoring newspapers and news sites. We subscribe to a number of feeds and lists which any member of staff can use for their own CPD.

We use a **competency-based appraisal** system and Policy Awareness is one of the categories discussed at the six monthly meetings. In addition **CPD** is actively supported – as well as supporting staff to Charter and having mentoring relationships, staff can also attend relevant policy events and training. As well as being a way to capture emerging issues, this also allows us to **engage with key stakeholders** in the policy environment.

In terms of ensuring the Research Team are aware of the issues of interest to the GLA then we use an **enquiry tracking system** which allows all members of the team to review the subjects of enquiries that have come in. Our experience in delivering enquiry services also suggests that **handover points** are very important – both in terms of the handover of shifts and reporting what are hot topics.

We have **weekly team meetings** which all members of the team participate in and this is the channel we would use to report back generally on the management and delivery of the contract, including feedback on what the GLA is working on.

Our management approach is based on close liaison with the GLA and we would seek invitations to team meetings or wider GLA events in order to build a **two-way relationship** which would help us understand how Information and Library Services can help achieve the organisation's objectives.

5.1.1 Confidentiality

The enquiry service we would offer would be confidential. We will keep all search instructions and search results confidential, except in the context of reporting to the GLA Contract Manager and performance management. In this situation, all enquiries would be linked to the enquirer only at team level rather than individual name level.

If we were required to reveal any information under a FoI request then we will ensure that the material released was anonymised and could not be linked to any individual user.

By default, our feedback method is not anonymous in order that we can follow-up any negative feedback with an individual directly and we can also get more meaningful intelligence on who is using the service.

Staff are trained to respect confidentiality and not to reveal user details. This includes borrower information. Any user however has a right to access their own borrower or user record and view the information held on them. In running our online portals, we provide privacy statements and when registration is required, we explain how personal information will be held and for what purpose.

In responding to feedback or complaints we will endeavour to resolve the matter raised while maintaining the confidentiality of the individuals concerned.

5.1.2 Enquiry service staffing

The CVs of our research teams are set out in Appendix 2. Between them our research team have over 100 years experience of answering enquiries on urban and social policy. Quality assurance and supervision of the enquiry handling process would be the responsibility of Enquiry Team Lead.

5.1.3 Quality assurance summary

Quality assurance for enquiry service	
➤	Named lead responsible for delivery of the enquiry service
➤	Internal team includes back-up and cover arrangements
➤	During mobilisation, will benchmark sources currently used against those to be used by the enquiry team
➤	During mobilisation, we propose that we receive sight of the topics of enquiries received by the existing service to assist the enquiry team to understand the needs of the GLA
➤	Ongoing training for Research Team on sources as well as the needs and interests of the GLA, as part of continuous improvement
➤	QA of enquiry responses by senior staff, in terms of checking that query actually answered, reference sources used and style/grammar
➤	Strong process for handover of enquiry shifts
➤	Snapshot of enquiries are checked in detail to ensure that staff maintain their skills and follow full and correct process for answering
➤	Policy awareness, resources awareness and enquiry handling skills assessed as part of competency-based appraisal system
➤	Clear promotional materials to describe boundaries of the enquiry service for the users and manage expectations
➤	Agreed KPIs on delivery of the enquiry service, signed off by GLA Contract Manager
➤	Internal system for allocating and tracking enquiries to ensure response times met
➤	Users encouraged to complete feedback survey to ensure answer met their needs
➤	Reporting on KPIs and feedback to GLA Contract Manager, by Account Manager

5.1.4 Briefing papers - optional

The provision of written briefing papers is a desirable requirement for the GLA. We would like to discuss in more detail what would be required, but in principle we would be able to offer 24 briefing papers a year.

We anticipate that these briefing papers would be approximately 1,500 words max in length and would bring together key research and policy material on a particular topic of interest to the GLA. In particular, we would expect that they might aim to support Assembly Members in the scrutiny of legislation and policy, and to support the work of Committees.

The material would be summarised and contextualised, including presentation of key research findings, but we would not provide opinion or interpretation. In fact, it is our experience that one of the most useful functions of policy briefing papers is to flag up different perspectives. This includes both critical commentary on policy approaches and also identification of examples of different experiences of implementing the same policy or different solutions to similar challenges.

The supply of briefing papers would be dependent on sufficient notice of the topic required – a minimum five day turnaround. We also suggest that generally speaking we would not do more than two in any one month, although we would work with the GLA Contract Manager to plan the topics and scheduling of briefing paper writing, and with enough notice we may be able to increase production in any month to meet specific GLA information needs.

We would explore the possibility of creating a knowledge base as part of the information service portal, in order to hold briefing papers.

We have included in the supporting information three examples of briefings which we have created for other clients.

- ▶ Two briefings for the UK Commission for Employment and Skills – one on ‘A European perspective on supporting young people into employment’ and one on ‘Employee engagement and business investment in skills’.
- ▶ A briefing for the Scottish Government (Scottish Centre for Regeneration) on collaborative gain.

The cost of delivering this optional element would be [REDACTED] in the first year.

5.2 Access to full text books and journals

Web delivery available 24/7; hard copy supply available within working hours

Purchasing, management and delivery

Core reference material at City Hall

- 30 years experience in the delivery of library services, delivering full texts services to over 140 clients
- Team based, flexible service able to cover holidays and meet demand and timescales
- Development of a bespoke GLA phone, email and web service/online customer service hub
- Team of qualified and experienced information professionals and support staff

The IDOX Information Service has many years’ experience of providing a full text document delivery service to its clients, including a postal lending service and electronic delivery of reports and articles.

Our entire collection of over 170,000 journal articles, reports and books can be made available in full text – either electronically or, where this is not possible due to copyright restrictions, by postal loan.

We are therefore in a unique position to offer access to full text books and articles to the GLA. It is our understanding (page 19 of the ITT) that this service is required to be offered to GLA staff only, and not to the Functional Bodies, London Boroughs and Subscription Paying Clients. However we would be willing to discuss possible full text offerings to these bodies.

5.2.1 Relevance of stock

Our existing collection focuses on all aspects of urban, regional and local public policy, covering economic, social and environmental policy, which closely matches the needs of the GLA.

The collection comprises journal articles, policy documents, research reports, good practice, guidance, and books on all aspects of urban and social policy, gathered over a period of over thirty years. We add approximately 10,000 documents per year and purchase around 250 key lending texts per year.

The main subject areas covered in our collection are set out in Appendix 3. Our current serials holdings are set out in a supplementary document.

In selecting additions to our collection we draw on a wide range of sources, including regular scanning of relevant websites, new and forthcoming publication alerts from Dawson Books (our book supply agent), monitoring news feeds and e-bulletins from publishers, think-tanks and other research organisations, and scanning the numerous academic and professional journals to which we subscribe.

In order to keep our holdings up to date with emerging policy areas of interest to the GLA, we propose that at the start of the contract, in consultation with the GLA Contract Manager, we will review our journal subscriptions, book purchasing, and scanning of electronic information sources in order to take account of the GLA's priorities in selecting material for stock. We will then continue to do this for each year of the contract. In particular we will consider whether our stock reflects London-focused sources. The formal review meetings will be a key channel for this decision-making process.

We would also expect to review existing usage statistics for the current GLA Information and Library Service resources, in order to make decisions on taking on subscriptions for serials we do not currently hold.

Our costings are based on the assumption that we would spend up to [REDACTED] annually on additional journal subscriptions.

The holistic nature of the work carried out by our Research Officers helps them to stay up to date with our clients' needs. All our Research Officers are involved in selecting new material for the database. The knowledge and expertise they bring to this task is gained through their handling of day to day enquiries from clients, regular scanning of relevant websites (including the GLA website), and reading and summarising the material added to our database. We also closely monitor trends in the use of our resources made by our clients – which articles and books are popular, and what enquiries are being made. This helps us to select the most appropriate and useful new material.

We are confident that these processes will ensure that our own database will be able to match and exceed what is currently collected for Urbaline.

We would want to work with the London third sector and with London business organisations to garner more evidence, research and policy reports to add to the database. We would also hope to build a relationship with the London Boroughs to capture reports which can support the evidence base.

We will report on our acquisition and serials spending to the GLA Contract Manager in the scheduled review meetings. As the GLA service would be just one of our activities, we provide unbeatable efficiencies and value for money in terms of the physical holdings. We will discuss during mobilisation, the ownership principles for library materials and how this would be recorded. This will provide transparency in terms of the situation when the contract ends.

5.2.2 Document delivery service

We have an established document delivery service which has been operating for many years. Staff will be available between 9:30 and 5:30 Monday to Friday to receive requests for full text documents, and we offer a range of options for requests to be submitted – via our website, by email or by telephone.

The vast majority of the journal articles on our database are available instantly via our website, and other articles from journals in our collection can be scanned on demand and emailed within 24 hours.

Our library database is available on the web 24 hours per day, seven days per week, and in addition to a 'one click' option to obtain those items available as instant electronic copies, it offers a simple 'shopping basket'-type ordering system for hard-copy lending material.

We currently operate a turnaround time of one working day for book loans. Requests received by 1 pm are dispatched by 1st class post that day, requests received after 1 pm are dispatched the following working day by 1st class post.

We prioritise any urgent requests for loans and will always endeavour to get urgent requests received after 1 pm into that evening's postal collection.

Special delivery, recorded delivery or courier delivery would be available at extra cost.

The GLA will be responsible for the safe return of loan items. Replacements for lost items are recharged at cost, plus a £25 administration charge.

In order to support the timely return of loans we issue reminder notices. For any books which have other users waiting, we issue a reminder notice on the day it is due back. For items without any reservations, notices are issued after one week, after two weeks and after three weeks, followed by a phone call for items which have still not been returned. When supplying books we include a return address label although postage must be paid.

Users can request loan renewals or reservations by email, telephone or web form.

If documents which are not available within our own collection are needed, we can obtain them via the British Library Document Supply Service. We are happy to absorb the costs up to the approximate current level of usage.

Our proposed costs include provision for **1000** emailed documents at a cost of [REDACTED] per document, plus 60 Inter Library loans, equating to [REDACTED] in year one. In both cases IDOX will report on use and pay appropriate CLA and administration fees.

5.2.3 Provision of core journals and core text books for City Hall

The GLA has expressed an interest in the contracted information and library service offering the following desirable elements:

- Purchase of core journals to be located centrally at City Hall
- Manage the purchase, circulation and delivery of journals, etc (currently 103 subscriptions) for staff based in City Hall
- Purchase of core books selected by the GLA Contract Manager to be located at City Hall (or electronically) – up to 100.

We are happy to undertake the management and organisation of the subscriptions for internal teams and would apply a management fee of [REDACTED] of the annual subscription or purchase costs. The exact arrangements would be open to negotiation.

We would be willing to procure and updated a reference collection in the GLA, which may include core journals. Management of this collection would need to be agreed.

5.2.4 Reporting

We have set out a proposed review schedule and feedback process in the Quality Plan (Appendix 1)

The proposed KPIs will be agreed during mobilisation but we would suggest that they include figures on the number of loans, electronic reports and journal articles supplied to the GLA.

5.2.5 Staffing

The CVs of the members of staff to be involved in delivery of the document supply service are set out in Appendix 2. All are currently involved in delivering identical services. Supervision of the document delivery service will be the responsibility of our Loans Lead. They would report to the Project Manager on a regular basis and provide monitoring information and feedback for inclusion in the regular review meetings between the Account Manager and the GLA Contract Manager.

Responsibility for acquisition is devolved throughout the Research Team and monitored by our Deputy Head of the Information Service in terms of appropriateness and budget control. Engaging with the GLA on stock and collection development will be the responsibility of the Project Manager.

5.2.6 Quality assurance summary

Quality assurance for access to full text books and journals

- Named leads responsible for stock management and systems
- Internal team includes back-up and cover arrangements
- During mobilisation, will agree collection development policy with respect to the GLA contract
- During mobilisation, will review existing serials subscriptions and stock, their usage statistics and agree with GLA Contract Manager the ongoing arrangements
- Review and feedback process ensures that acquisition decisions are based on strong understanding of user needs in the GLA
- Agreed KPIs on delivery of the service for access to full text books and journals, signed off by GLA Contract Manager
- Users encouraged to complete feedback survey to ensure document supply service met their needs
- Reporting on KPIs and feedback to GLA Contract Manager, by Project Manager

5.3 Training to improve information literacy

Awareness raising – information services

Database and internet searching

Information Quality

Emerging technologies

- Already run a number of different training courses on funding and policy information with CPD accreditation for all the open courses it has launched to date
- Workshops on information gathering in the digital age and internet searching
- A training needs survey undertaken at the beginning of the project to ensure coverage of the most appropriate subject areas in the most engaging way for those involved
- A training schedule would be subsequently determined with the GLA
- E-learning tools available from December 2011

IDOX Information Solutions' training division runs a number of different training courses on funding and policy information, and information management skills. It has received immediate CPD accreditation for all the open courses it has launched to date.

5.3.1 Identifying the literacy needs of GLA staff

IDOX Information Solutions is committed to ensuring the services it offers meet the needs of its users. In October 2011, it conducted a training survey of IIS users which identified 87% of respondents have a preference for inhouse learning and the two most popular subjects for training courses over the coming year were cited as 'An Introduction to Useful Resources' and 'Advanced Search Skills'.

We would undertake a similar survey of GLA clients at the beginning of the project to ensure coverage of the most appropriate subject areas in the most engaging way for those involved.

5.3.2 Raising awareness of the Information Service amongst GLA staff

In the last year, we have provided 28 individual training sessions specifically on our database, to over 280 people. We have also attended a number of more general events, where we have demonstrated the database and presented tips on search skills generally.

We understand that staff within the GLA have different needs in terms of training. We propose offering a package of different training options which will tie in with wider engagement and marketing activities to promote the GLA (see section 5.10).

The exact schedule of training would be determined after discussion with the GLA Contract Manager and in light of ongoing feedback and the results of a training needs survey.

Generally however we would recommend the following to raise awareness of the Information Service amongst GLA staff:

Training offer	Duration/type	Level	Scheduling	Audience
Intro to the Information & Library Services	1 hour facilitated training session	Introductory	Mobilisation/service commencement [4 days of sessions over 2 weeks] 2 per year thereafter for new staff	For all GLA staff with an interest in the Information Service
Product demo	Online video	Introductory	Available online	For all GLA staff with an interest in the Information Service
Product workshop (including search skills and critical appraisal) – see section 5.3.3 for a programme agenda	Half day facilitated training session	Introductory	Mobilisation/service commencement [4 sessions of 10 people in each] 4 per year thereafter	For primary users who do their own research as well as undertaking research on behalf of others
New starter guide	Hard-copy materials	Introductory	Included in induction packs Followed up by phone call or email in their first couple of weeks to ensure they know about the services available	New starters
Lunch and Learn sessions	Drop-in sessions with tips and chance to speak to one of research team	Introductory Intermediate Advanced	Quarterly	Open house
Team focused sessions	Presence at team meetings or special events	All	Ad hoc and on request	Available to all

We would hope to be able to access meeting rooms in the GLA to deliver facilitated training. However if that was not possible then we have two training rooms available in our London office (closest Underground is Chancery Lane).

5.3.3 Format of the IIS Product Workshop

The **Information Service Product Workshop** is a half-day course which we propose would be offered to clients at their own premises.

A typical format is as follows:

- Housekeeping
- Introduction to the course and establishing learner expectations
- The process of information gathering in the digital world
- Evaluating information: understanding the differences between primary and secondary sources; and analysing source, content and location of an information source for accuracy and relevance
- Reactive searching: responding to information requests from colleagues
- *Group exercise*: Qualifying the search request – initial questions you should ask colleagues
- Proactive searching: identifying areas of interest to your organisation
- *Group exercise*: including alternative search terms and employing Boolean search terms
- Creating a bibliography
- Your final report: presenting your findings
- Quick-fire quiz

5.3.4 Support materials

Typical learning resources provided on the day are as follows:

- Getting the Most Out of Your Membership Guide.
- User Guide.
- Workbook with step-by-step guides on areas such as Boolean searching and checklist for ascertaining source relevance and authenticity – designed for the learner to work independently once they're back at their desk.
- Case study questions and answers on areas of interest (pre-determined with the delegates).
- Example IIS Topic Update.
- Copy of the IIS Weekly Bulletin.
- Current Journals List.

5.3.5 Provision of informative and engaging training

We will ensure our training is delivered in an informative and engaging way through the following:

- By issuing a pre-training questionnaire to all delegates to ensure the training **is relevant to the needs of the audience** in terms of areas of interest, current levels of information literacy and learning style
- At the start of the course, asking learners to **outline their expectations**

- At the course itself, combining a presentation style with **active group exercises**
- Encouraging delegates to **pose questions** throughout the course

We will measure the quality of the training by: testing understanding at the end of the course by running a quick-fire quiz; and requesting that learners rate the quality of the training by completing an evaluation questionnaire.

Learning outcomes

Delegates at the course will be provided with the tools they need to:

- Gain tips on effective searching
- Assess whether information sources are reliable and relevant
- Report findings in an engaging and informative way to colleagues

These training elements will be delivered **within the license component** of our costs, and will not command additional fees.

5.3.6 Other training courses in information literacy

Alongside the essential training outlined in the GLA invitation to tender and depending on the feedback from the user survey, we can offer the following desirable training to GLA staff:

Training offer	Duration/type	Level	Scheduling	Audience
'Effective Internet searching' training	Half day facilitated training session	Introductory Intermediate	2 per year according to demand	Primary users
'Effective database searching' training	Half day facilitated training session	Introductory Intermediate	2 per year according to demand	Primary users
'Social media in the workplace'/collaborative technologies training	Half day facilitated training session	Introductory	2 per year according to demand	Primary users

In November 2011, IDOX Information Solutions acquired the elearning company Interactive Dialogues in order to develop the training and support elements of our activities. We are currently undertaking a review of functionality of the Interactive Dialogues suite to determine where precisely it can add value. The needs of GLA will be included in this review and, where relevant, our new elearning tools will be used to supplement the face-to-face training offered to GLA.

5.3.7 Professional qualifications/ experience of staff

The training courses are normally facilitated by members of the IIS Research team, all of whom are qualified information professionals.

5.3.8 Additional support

GLA users will have full access to our Research Team for further help on their searches or use of resources, as part of the enquiry service.

5.3.9 Quality assurance summary

Quality assurance for training requirement
➤ Named leads responsible for delivery and design of training ➤ Internal team includes back-up and cover arrangements ➤ Training materials tailored to the needs of the GLA ➤ GLA will have opportunity to review and approve marketing and training collateral ➤ During mobilisation, will discuss existing evidence on information needs of GLA staff ➤ Review and feedback process ensures that training design is responsive to needs of the GLA ➤ Agreed KPIs on delivery of the training requirement, signed off by GLA Contract Manager ➤ Users encouraged to complete feedback survey to ensure training outputs met their needs ➤ Reporting on KPIs and feedback to GLA Contract Manager, by Project Director

5.4 Alerting bulletins

Fortnightly specific bulletins

Specific to GLA

Timely and accurate

Subscriber service

- IDOX already produces a weekly bulletin for over 10,000 users
- Existing updates will be reviewed and amended to ensure they reflect the GLA's needs
- Three types of alert (the bulletins, topic updates and the daily information bulletin)
- Personalised alerts can be set up by subscribers via web interface
- Bulletins are automatically generated
- Regular liaison with the GLA looking at horizon scanning information needs

The IDOX Information Service has a well-used and popular weekly bulletin that is circulated to over 10,000 individual users each week. We also currently provide 31 Topic Updates – fortnightly bulletins alerting users to new content in particular subject areas in urban and social policy.

It is our understanding of the current bulletin outputs of the GLA Information and Library Services that they include fortnightly subject-based updates which draw on content from the Daily Information Bulletins and a monthly Urban Abstracts update which includes both the news content and database entries from Urbaline.

We believe that fortnightly outputs from our own database will meet the need to keep users up-to-date on the latest research and publications in urban and social policy. We would review whether our existing updates reflect the needs of the GLA and its users and either adjust the search strings used to generate them or add new Topic Updates to fill any gaps. For example, we could create new updates on London, the third sector and the Olympics. The bulletins would be branded for the GLA.

Current Topic Update bulletin topics

- | | | |
|---|--------------------------|-----------------------------|
| ➤ Architecture and design | ➤ Environment | ➤ Public finance |
| ➤ Business development | ➤ Equality | ➤ Rural development |
| ➤ Community involvement/community development | ➤ Health | ➤ Social exclusion |
| ➤ Children and young people | ➤ Housing | ➤ Social services |
| ➤ Crime | ➤ ICT | ➤ Sustainable development |
| ➤ Economic development | ➤ Information management | ➤ Tourism and leisure |
| ➤ Education: pre-16 | ➤ Learning and skills | ➤ Town and country planning |
| ➤ Employment | ➤ Management (general) | ➤ Transport |
| ➤ Energy | ➤ Partnership working | ➤ Urban regeneration |
| | ➤ Property development | ➤ Waste |

The Topic Updates contain only notification of newly published research and policy material. We propose that generally other information identified from scanning press releases and news sources would be flagged up in the Daily Information Bulletin although selected important material will appear in both.

This reduces the issue of duplication, which can be frustrating for users, and also ensures that the three types of alert (the bulletins, topic updates and the daily information bulletin) maintain a discrete communication function.

We can produce a consolidated version of the daily information bulletins for particular subject areas which would be generated fortnightly if that is required by the GLA in order to match the current service.

In addition to these alerts we are also able to offer users the ability to set up personalised alerts on any subject of their choosing. We find that users appreciate the flexibility of customising their alerts to reflect their specific work interests. In fact, many set up new alerts whenever they start a new piece of work which can be cancelled when the work is completed. We would propose to offer this functionality through our web interface to our database. It provides significant added value at little cost, as the alerts are generated and managed automatically.

As part of our user-journey approach to promoting our services, we normally ask users when we respond to a request for a literature search if they want an alert to be set up for them on the topic so that if anything new is published on the subject they are informed of it. We would also offer a guide or over-the-phone training on how to set up their own alerts in future. In this way, we try and guide users through the range of services that we offer and ensure they are aware of all the support they can receive to help them use information to save time or improve how they work.

Finally we could offer the option of RSS feeds of all our news material (which would populate the daily information bulletin) or new additions to the database in the main subject areas of our taxonomy.

We are committed to responding to new technological developments and changes in user expectations of how information is delivered to them. Over the course of the contract we would review user satisfaction for all the types of bulletins and alerts, and incorporate feedback into our product development process. We would also work closely with the GLA Contract Manager to adapt the outputs of the service where appropriate as the contract progresses.

Our bulletins and topic updates are normally emailed out to users and are also held online in a knowledge store, ensuring that they are accessible to all users. They are produced as pdf as standard but users can request to receive them as word versions.

5.4.1 User management

We are an experienced technical provider, and expect to batch transfer users into our own subscription management system at the appropriate point during implementation. This will be done by mapping their existing subject preferences against the most appropriate subject headings in our taxonomy, matching equivalent fields (e.g. first name, surname, title, email address) and importing them into the system. Once they are in place we will communicate with users to ensure that they understand that their preferences may have changed slightly, and we will encourage them to access and amend their preferences online –this ‘profile’ section is an important part of the GLA web front end that we propose to incorporate into our service.

We will explore any associated data protection issues with GLA.

5.4.2 Production process

Bulletins are automatically generated on a set day, based on all the content that has been tagged in the database with the relevant bulletin marker since the date of the previous bulletin. Bulletins are generally emailed out over night so they are waiting in user’s inboxes in the morning. As QA is done at the stage of database entry creation, there is no manual intervention when bulletins are created. This ensures that there are no delays.

5.4.3 Quality assurance summary

Quality assurance for alerting bulletins	
➤	Named leads responsible for content and bulletin creation
➤	Internal team includes back-up and cover arrangements
➤	Database records undergo internal QA process following entry
➤	Coverage of bulletins in terms of taxonomic headings and search strings used to create them, tailored for GLA needs
➤	Agreed KPIs on delivery of the bulletin requirement, signed off by GLA Contract Manager
➤	Annual survey to ensure alerting services meet their needs
➤	Reporting on KPIs and feedback to GLA Contract Manager, by Project Director

5.5 Daily information bulletin

Electronic 1.00pm bulletins

Broad policy areas

Wide range of sources

Subscriber control

Quality and standards

- Daily information bulletins will flag up major policy announcements and the release of significant research or think tank reports in the area of urban and social policy relevant to the work of the GLA.
- Review media and trends in daily information announcements
- A named contact will be responsible for QA and ensuring content is relevant for the GLA.
- Set and review clear priorities for information and horizon scanning

We would produce a daily information bulletin which would flag up major policy announcements and the release of significant research or think-tank reports in the area of urban and social policy. This daily bulletin would be a selective overview of information that is relevant to the work of the GLA. As we would be offering users the ability to set up customised alerts, there is no need for the daily bulletin to aim to be comprehensive. In fact it is our experience from producing other daily alerting and news monitoring services that people want things that are coming into their in-boxes every day to be short and snappy. The perception of information overload can be overcome if daily alerts are well-written but concise. It also helps if key research findings are flagged up in the news item and any relevance to organisational or London policy agendas is made explicit.

5.5.1 Production process

The daily information bulletin will be created by drawing on content written by our research teams in Glasgow and Wilmslow, with a named contact responsible for QA and for ensuring that content is relevant for the GLA. Material will be sourced as part of our daily scanning processes.

Task	Scheduling
Sourcing and selection of daily content relevant to the GLA and London; writing of news items within our database (tagged for that day's bulletin)	8.30am-11.00am
Automatic generation of the draft daily information bulletin	11.00am-11.30am
QA of the draft bulletin and sign off	11.30am-12.00pm
Email to distribution list	By 1.00pm
Daily management of distribution list (ie. removal of any requests to unsubscribe or undeliverables)	By 5.30pm
Ongoing sourcing of policy announcements, new reports, new statistics and other material and addition to our back-end database	Continuous

We produce daily information and news alerts for a number of our information services. In order to demonstrate what we would produce for the GLA however, we have mocked up a sample edition with content for the 4 November 2011. This is included as a supplementary document.

We would be willing to discuss the exact formatting and referencing of the daily information bulletin during project mobilisation.

As the team is scaleable and the production piggybacks on existing processes, we can ensure continuity of service to cover sickness and holidays.

Generation of bulletins is done automatically from within our system – either at a set time or ‘on demand’. They can then be checked over in their final format before being distributed.

5.5.2 Subject coverage and relevance

The daily bulletin will be produced using the processes and sources that are used for the wider Information Service. Our subject coverage has been described in Appendix 3, and an indication of the sources we use has been provided in Appendix 4. Our use of RSS feeds and other social media tools as part of our scanning processes means that we can pick relevant material up quickly and this will ensure the bulletin content is timely.

In writing the bulletins we will ensure that findings of relevance to London are pulled out of reports and described. The selection of material and our writing of the items will be shaped by our understanding of the GLA and its stakeholders – an understanding which will be disseminated through the research team by the Account Manager and Team Leads.

5.5.3 Accessibility

We currently produce alerts and bulletins as both pdf attachments to emails and as html emails, depending on user preferences. We would also propose to upload copies of the bulletins to the IS portal. We would discuss during mobilisation any particular concerns around accessibility.

We use fully licensed versions of authoring and content creation software. In general when producing content this means that they:

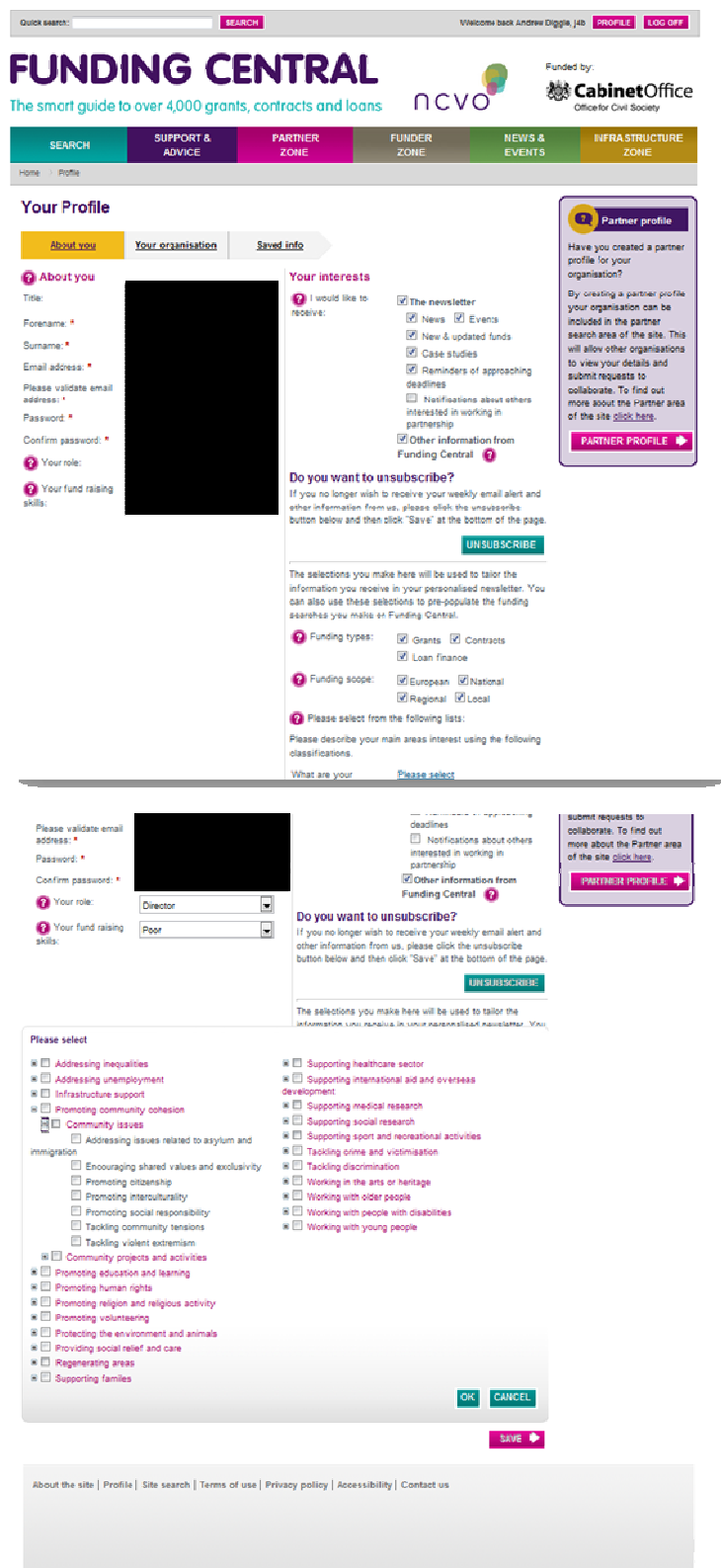
- Do not disrupt or disable Windows operating system accessibility features such as filter keys, toggle keys, sticky keys, and the on-screen keyboard;
- Support the addition of alternative text descriptions for non-text elements such as images and this alternate text description is available to assistive technology;
- Include tagging and a logical structure tree that references the contents;
- Use TrueType fonts
- Use of styling conventions rather than character formatting to indicate headings etc
- Inclusion of accessible hyperlinks.

We would discuss with the GLA whether the proposed newsletter creation and generation solution meets their accessibility requirements.

Enhancements or changes to the daily information bulletin would be considered as part of our wider product development process. In making decisions we would take account of the feedback from the GLA Contract Manager and users.

5.5.4 User management

The solution we offer will include a registration system where user information is associated with an online user profile. On the website, users will be able to access their profile at any time, update and amend any preferences (eg. setting their alert preferences against particular taxonomic themes) and the format of communications (eg. email in either HTML or plain text format).



The screenshot displays the 'Your Profile' page on the Funding Central website. The page is divided into several sections for user management:

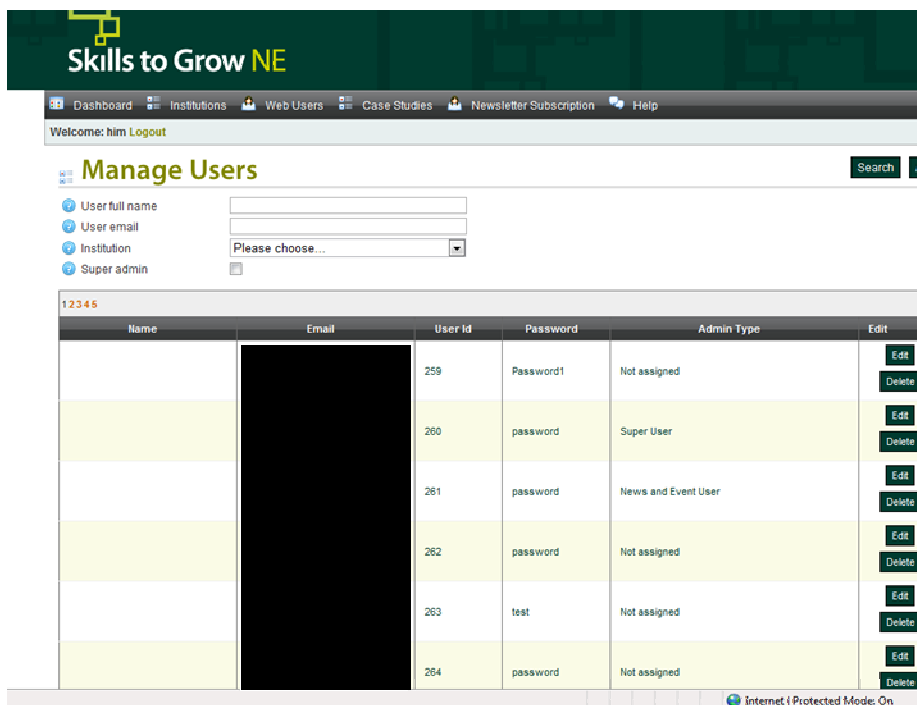
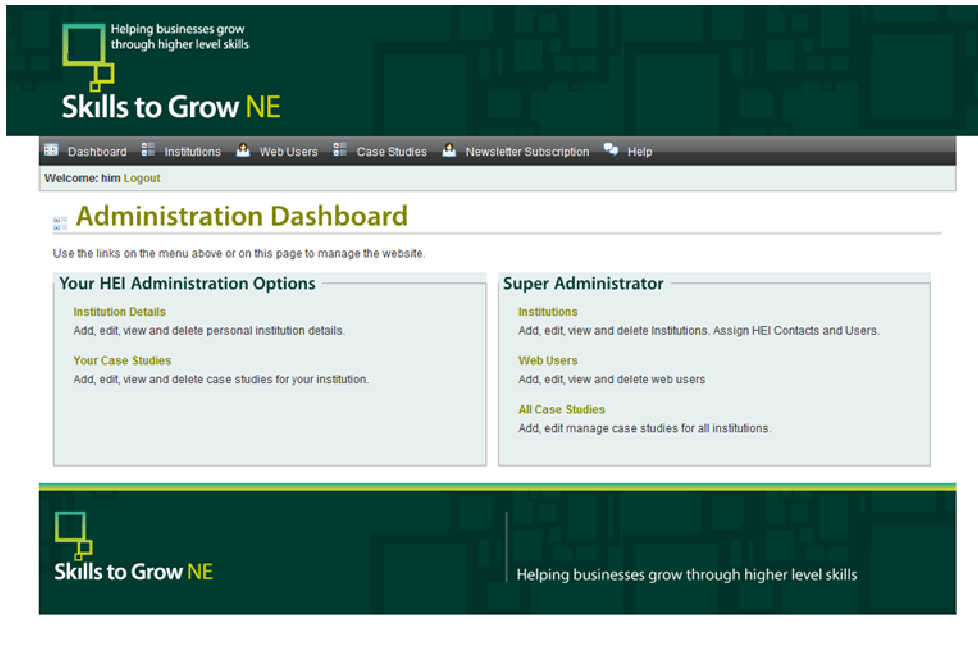
- About you:** Fields for Title, Forename, Surname, Email address, Password, and Confirm password. It also includes sections for 'Your role' and 'Your fund raising skills'.
- Your organisation:** A section for entering organisational details.
- Saved info:** A section for saving user preferences.
- Your interests:** A section for selecting interests, including:
 - The newsletter:** Checkboxes for News, Events, New & updated funds, Case studies, Reminders of approaching deadlines, Notifications about others interested in working in partnership, and Other information from Funding Central.
 - Funding types:** Checkboxes for Grants, Contracts, and Loan finance.
 - Funding scope:** Checkboxes for European, National, Regional, and Local.
 - Please select from the following lists:** A section for selecting main areas of interest using various classifications.
- Do you want to unsubscribe?:** A section for managing email alerts, with an 'UNSUBSCRIBE' button.
- Partner profile:** A section for creating a partner profile, with a 'PARTNER PROFILE' button.
- Please select:** A large section for selecting specific preferences, including:
 - Addressing inequalities:** Addressing unemployment, Infrastructure support, Promoting community cohesion, Community issues, Encouraging shared values and exclusivity, Promoting citizenship, Promoting interculturalism, Promoting social responsibility, Tackling community tensions, Tackling violent extremism, Community projects and activities, Promoting education and learning, Promoting human rights, Promoting religion and religious activity, Promoting volunteering, Protecting the environment and animals, Providing social relief and care, Regenerating areas, Supporting families.
 - Supporting healthcare sector:** Supporting international aid and overseas development, Supporting medical research, Supporting social research, Supporting sport and recreational activities, Tackling crime and victimisation, Tackling discrimination, Working in the arts or heritage, Working with older people, Working with people with disabilities, Working with young people.

The page also includes a 'SAVE' button at the bottom and a footer with links to 'About the site', 'Profile', 'Site search', 'Terms of use', 'Privacy policy', 'Accessibility', and 'Contact us'.

This example of a user profile is taken from **Funding Central** - a site we developed for the **Cabinet Office**. It shows the range of online preferences that a user can select, and is a good parallel for the degree of sophistication we intend to include within the platform we deploy to GLA. This is a web based application, so it can easily be accessed or embedded within the GLA site

This screen demonstrates how users can select very specific preferences for the information that is sent to them in alerts and bulletins. These options align directly with the underlying information taxonomy against which all information added to the system is tagged.

Our web based administration system will allow user information to be managed by our staff in a 'user section' that allows users data to be searched, edited, added or archived. Again, as an example, the screenshots below from a site in development for the North East Universities demonstrates a simple online user management system for use by a nominated administrator.



As described in the section above, we expect to **batch transfer** users into our own subscription management system at the appropriate point during implementation. This will be done by mapping their existing subject preferences against the most appropriate subject headings in our taxonomy, matching equivalent fields (e.g. first name, surname, title, email address) and importing them into the system

Quality assurance for daily information bulletin

- Named leads responsible for content and bulletin creation
- Internal team includes back-up and cover arrangements
- News items undergo internal QA process, to ensure the coverage is tailored to the London-context and highlights London-specific findings
- Agreed KPIs on delivery of the daily information bulletin, signed off by GLA Contract Manager
- Annual survey to ensure alerting services meet their needs
- Reporting on KPIs and feedback to GLA Contract Manager, by Project Director

5.6 Access to social/urban databases

Social/urban affairs database

Social policy and practice

database

Urbaline

News and information

- Idox database of 170,000 records built up over 30 years
- Focused on all aspects of urban and social policy
- A named contact will be responsible for QA and ensuring content is relevant for the GLA.
- Set and review clear priorities for information and horizon scanning

5.6.1 IDOX database

IDOX will offer access to its own social/urban affairs database to all members of staff at the GLA, FBs and LBs to permit them to carry out their own searches. Access will be by username and password, with a simple self-registration process allowing users to select their own username and password. User registrations could be approved either by a member of staff at the GLA or by staff at IDOX, depending on the preference of the GLA contract manager.

The IDOX Information Service database has been built up over a period of more than thirty years. It currently contains details of over 170,000 journal articles, policy documents, research reports, statistical publications, good practice documents, and key text books.

Its focus is on all aspects of urban, regional and local public policy, covering economic, social and environmental policy, which closely matches the needs of the GLA, FBs and LBs. The main topics covered are set out in Appendix 3.

In selecting additions to our database we draw on a wide range of sources, including regular scanning of relevant websites, new and forthcoming publication alerts from Dawson Books (our book supply agent), monitoring news feeds and e-bulletins from publishers, think-tanks and other research organisations, and scanning through the numerous academic and professional journals to which we subscribe. Please see Appendix 4 for an indication of the sources we draw on in selecting relevant material.

5.6.2 Format and content of records

The records provide bibliographic details of each item, a summary or abstract, and keywords.

Field	Description
Author	Name of person(s)/organisation(s) responsible for intellectual content of document
Title	Title of document (and, in the case of journal articles, the full reference for the journal)
Published	Year of publication of document
Date added	Exact date the record was added to the database (dd/mm/yyyy)
Pages	No of pages of document
ISBN	International standard book number (for books)
Publisher's price	Price to buy a copy from the publisher (for books)
Ref No	Our unique reference number for the document, used for document requests
Abstract	A summary of the content of the document, including its main finding/conclusion (if there is one), varying in length from 50 to 200 words depending on the nature of the document.
Keywords	Keywords drawn from our own thesaurus of index terms.

5.6.3 Keeping up to date with emerging policy areas

As previously described (for example in 5.1.4 and 5.2.1) we have established processes in place in terms of acquisition and team awareness of emerging policy areas.

Management of the database includes an annual review of the thesaurus to ensure its continued relevance. We also monitor usage of serials and books, use of the database, and the types of enquiries being made, and this monitoring information feeds into ongoing decision-making.

5.6.4 Full text access to material in the database

GLA staff will be able to obtain the full text of any item in the database as explained at 5.2 (above), either electronically at a single click or, where this is not possible due to copyright restrictions, by postal loan via the website. Many of the records in the database have links to freely available full text documents, and the rest have full bibliographic details to allow FBs, LBs and SPCs to source copies for themselves. However as indicated above, we would also be willing to discuss possible full text offerings to these bodies.

5.6.5 Other database provision

IDOX will negotiate and procure access to the *Social Policy and Practice* database on behalf of the GLA, FBs, and LBs. Cost expectations for this are set out in the Costs schedule. It is likely that the cost for the Social Policy and Practice license will be higher than currently as only the GLA staff currently have access.

IDOX is also happy to negotiate access to *Urbadoc* for GLA staff along with access to 15 licences to a comprehensive, good quality global news and information database. The choice of news solution will be agreed with the GLA contract manager.

5.6.6 Reporting

We have set out a proposed review schedule and feedback process in the Quality Plan (Appendix 1).

The proposed KPIs will be agreed during mobilisation but we would suggest that they include figures on the number and type of new documents added to the database, and searches conducted by GLA staff. For the additional databases we would agree reporting based on the management information available from them.

5.6.7 Staffing

Overall responsibility for our own database lies with Alan Gillies. Responsibility for the database provision to the GLA as part of the contract will lie with Alan as our Database Management Lead. This will include sign-off on training materials relating to database products. Engaging with the GLA on its needs regarding databases will be the responsibility of the Project Manager.

5.7 Proposal for managing Urbaline

We are fully prepared to take on and manage Urbaline.

Our proposal and costs for its management are based on our importing Urbaline data into our own platform so we can manage it in parallel with our own database. This may not be necessary, and we are happy to discuss with GLA.

We have made the following assumptions, all of which can be discussed during mobilisation but will impact on the final approach:

- Urbaline will not be updated with new records
- IDOX will not be required to substantially alter the existing record set
- Access to the static database needs to be provided to the GLA, Functional Bodies and at least initially to the London Boroughs
- Access to subscription paying clients will continue at least until the end of their current subscription period.

We would need to discuss with GLA:

- The contractual arrangement they have with OLIB, particularly in relation to support arrangements and upgrade options
- Where Urbaline is currently hosted and what contractual hosting arrangements exist.

Subject to the above issues, we suggest the following approach:

- We would host a static version of Urbaline. The database would be integrated into the sub-hosting environment used by our information service database.
- We would provide a technical helpdesk function during standard working hours to acknowledge, track and resolve technical issues with the database such as unexpected downtime.
- Urbaline would remain deployed through a library management system, either continuing with OLIB or, as proposed, more likely imported and integrated into the same LMS as our information service database.
- Access to end users would be provided via a web interface. Access will be restricted to eligible staff and subscribers.

We would be keen to explore income generation possibilities for Urbaline and believe that this is one area where the GLA would benefit from our experience of running commercial subscription services and of implementing sustainability strategies for web portals. We acknowledge that the ITT states that Urbaline is not required to be incorporated into any external databases, but would discuss with GLA the existing relationship with Social Policy and Practice and Urbadoc databases. We note that the number of external subscribers is low and expect this to decline further if the database is no longer updated, however we suggest that access to Urbaline should be included in any examination by the GLA about charging certain organisations for access to information services. We would agree in advance the split of any income, but one option would be to continue to offer and promote subscriptions and subtract our costs from subscription income with any remainder shared with GLA. In this case we would manage subscriptions including renewals, cancellations and invoicing.

We confirm that IP of the Urbaline database and its contents shall be retained by GLA.

5.8 Technical requirements

The IDOX Information Service is accessed through a password-restricted java-based website compatible with all standard web browsers. How we will provide access to GLA staff will be determined during mobilisation though we understand that the current GLA Information Service provide GLA staff with access to electronic resources through a dedicated portal that meets all the GLA's compatibility and security requirements and one option to discuss is embedding the new service within this portal. Any new interface will be tested against and compatible with all standard web browser versions:

- Internet Explorer 6, 7, 8 & 9
- Mozilla Firefox
- Safari
- Google Chrome
- Opera (v8 and above)

We always aim to involve our customers in product development and would seek to engage with users including GLA staff if developing any mobile browser version such as Android or iPhone to inform decisions about platform and functionality.

The following third party software is required to view full content:

- Acrobat Reader

- ▶ Java (version 6.10 or higher, dependent on browser)

We are always mindful of our legal obligations regarding copyright law and anticipate that over the course of the contract we are likely to implement digital rights management to our journal article downloads. Securing documents with DRM controls will ensure end users including GLA staff use the document in ways which comply with regulatory requirements, therefore protecting against accusation of illegal use. We will consider the needs of GLA users when deciding on a solution so that any restrictions will not detract from service quality.

Our web service incorporates a registration platform and permissions system which means that only authorised users can access particular content and services. This is necessary to meet our obligations regarding dissemination of copyright material. The main aspects of the security model are:

- ▶ Access to the database and download functionality are restricted to registered users
- ▶ Registrations must be approved by an authorised member of staff ('profile manager') before they become active
- ▶ The profile manager can review registrations and suspend or delete users at any time
- ▶ The profile manager can review collective usage statistics for his/her profile's registered users
- ▶ Site administrators at IDOX can change which registered user acts as profile manager
- ▶ Profile managers are alerted by system-generated emails to new registrations
- ▶ Users select their own password which can only be changed by someone with access to that user's mailbox to click a link in a system-generated confirmation email.

Our services are managed by staff working in managed office locations with secure entry systems and logging procedures for all staff and guests.

The hosting environment is held at an independent data centre (Blue Square Milton Keynes) which is a tier 4 data centre. IDOX uses a purely virtualised environment to deliver virtual machines for hosting particular services. The data centre is an ISO-9001 certified co-location provider. It is located within secure compounds with electric entry. Entry to the buildings is via swipe card systems, with 6-layer entry and 24/7 on-site security.

We use an automatic monitoring system to check server uptime and alert us immediately to any problems with electronic service availability. Reporting on this could form part of the management information we provide to the GLA prior to the review meetings.

In terms of internal processes, we have implemented secure printing in line with current ISO accreditations and security processes. We also have an organisational Business Continuity Plan in order to minimise and manage risks to service delivery.

5.9 Service innovation

The innovative use of technology is an area where IDOX can add immense value – it is as a specialist developer of information rich portals and platforms, and its information service is already delivered through an integrated technical platform.

The provision of a service underpinned by a proven, solid and integrated platform is already a central component of our approach. This section gives us an opportunity to describe the system components, and to suggest how this has already, and will in the future, provide opportunities for enhancements in delivery, quality and costs.

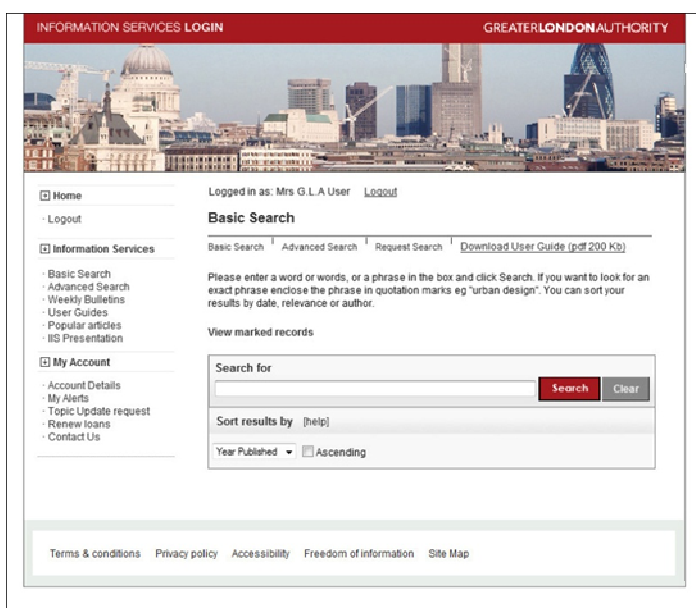
All areas of the Information Service will be managed using a technical backbone that incorporates the following:

- A database of abstracts, that allows the Information Team to and manage add structured information, align it with keywords and taxonomic terms. This also integrates directly with news and policy information content developed across IDOX.
- A Library Management System that is used for serials and loans management, and integrates with the abstracting database.
- A document management system that stores the scanned copies of full text articles, and can serve this directly when library users request items to be downloaded or emailed to them.
- A web platform that users themselves can access to:
 - Create profiles and request that bulletins reflect their personal information and delivery preferences.
 - Undertake searches of the database of abstracts to access.
 - Request to access the full text of articles, and be made aware of any restrictions on the numbers they may access due to copyright restrictions.
 - Create reading lists, interact with other users, and extract information from the website as appropriate.

All of these systems are integrated and hosted by IDOX at its data centre in Milton Keynes. They are accessed online, from anywhere and form an essential - but fully transferable toolkit for delivery of the service.

A GLA specific interface

We propose that we set up a fully branded GLA interface into the Information Service that contains some features and content specific to the GLA, as well as enabling access to everything that the core Service has to offer. We will work with the GLA to agree the design of this, and to seamlessly embed it within the existing GLA Intelligence Unit web presence.



The GLA would have its own self contained interface – either stand alone, or embedded within its existing platform.

(We frequently implement white label options)

The following screen shots show how elements of the service and its content could appear:

INFORMATION SERVICES LOGIN
GREATER LONDON AUTHORITY



Home
Logout

Information Services

- Basic Search
- Advanced Search
- Weekly Bulletins
- User Guides
- Popular articles
- IS Presentation

My Account

- Account Details
- My Alerts
- Topic Update request
- Renew loans
- Contact Us

Logged in as: Mrs G.L.A User Logout

Advanced Search

Basic Search
Advanced Search
Request Search
Download User Guide (pdf 200 Kb)

Please enter a word or words, or a phrase in the box and click Search. If you want to look for an exact phrase enclose the phrase in quotation marks eg "urban design". You can sort your results by date, relevance or author. You can also limit your results to words in a specific field such as Title, or to a specific date range to help narrow your results.

View marked records

Search for

Search for words in specific fields

Restrict to date range

Title

to

Author

to

Year of publication e.g. 2000 to 2002

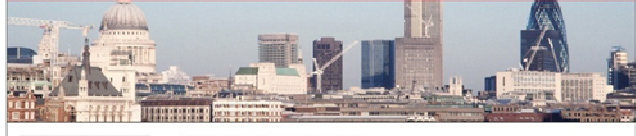
Date added to database e.g. dd/mm/yyyy

Sort results by [help]

Year Published
Ascending

Terms & conditions
Privacy policy
Accessibility
Freedom of information
Site Map

INFORMATION SERVICES LOGIN
GREATER LONDON AUTHORITY



Home
Logout

Information Services

- Basic Search
- Advanced Search
- Weekly Bulletins
- User Guides
- Popular articles
- IS Presentation

My Account

- Account Details
- My Alerts
- Topic Update request
- Renew loans
- Contact Us

Logged in as: Mrs G.L.A User Logout

Search Results

Basic Search
Advanced Search
Request Search
Download User Guide (pdf 200 Kb)

34 records have been found - click on each title to see full details, download or order from library.

You can build up your own bibliography by ticking the box by the side of each record. You can also mark the records from the full details view page. Please use the back to results link when building up your list and not your web browser's back button. If you'd like help in finding the most relevant titles for you, please phone the Information Unit on 0141 574 1920 and ask for one of our Research Officers.

Save as Alert | View marked records

- ☐
An overview of recorded crimes and arrests resulting from disorder events in August 2011 [2011]
Uses data supplied to the Home Office during September 2011 by 19 police forces to provide an analytical overview of the disorder and riots that occurred in parts of England in August 2011. Focuses on...
- ☐
Charm offensive: cultivating civility in 21st century Britain [2011]
Discusses the issue of civility in contemporary society, and what might influence standards of civility. Brings together what is known about civility from a variety of disciplines, drawing on...
- ☐
An assessment of the Tackling Knives and Serious Youth Violence Action Programme (TKAP) - Phase II (Research report 53: summary) [2011]
Explains that the Tackling Knives Action Programme (TKAP) aimed to reduce teenage knife crime in ten police force areas in England and Wales. Examines data on serious youth violence for evidence of...
- ☐
2011 Compendium of re-offending statistics and analysis [2011]
Looks at the relative effectiveness of different types of sentences building on the work of the 2010 Compendium, which showed the relative effectiveness of community sentences compared with short...
- ☐
Crime and mental wellbeing (CEP discussion paper no 1049) [2011]
Examines the impact of crime, and media reporting of crime, on the mental wellbeing of non-victims, by observing correlations between crime rates in a local area and the mental wellbeing of residents...
- ☐
The English Indices of Deprivation 2010 [2011]
Presents the results of the English Indices of Deprivation (IMD) 2010, focusing on national and sub-national patterns of multiple deprivation in England. Explains that the English IMD 2010 uses 38...
- ☐
Lessons for the Coalition: an end of term report on New Labour and criminal justice [2011]
Assesses the Labour government's approach to criminal justice during their three terms in power between 1997 and 2010. Looks at the issues of offending, behaviour and criminalisation, diversion and...
- ☐
Social indicators (Research paper 11.05) [2011]
Summarises a wide range of UK social statistics, including agriculture, crime and justice, defence, education, elections, environment and energy, health, housing, local government, population and...
- ☐
2011 Compendium of re-offending statistics and analysis [2011]
Looks at the relative effectiveness of different types of sentences building on the work of the 2010 Compendium, which showed the relative effectiveness of community sentences compared with short...
- ☐
Crime and mental wellbeing (CEP discussion paper no 1049) [2011]
Examines the impact of crime, and media reporting of crime, on the mental wellbeing of non-victims, by observing correlations between crime rates in a local area and the mental wellbeing of residents...

[< First] [1] [2] [3] [4] [Next >] [Last >]

<< Back to search page

Terms & conditions
Privacy policy
Accessibility
Freedom of information
Site Map

Delivery advantages will be

- Seamless and interactive interface for staff into the Information service – helping to enhance the profile and reputation of the service.
- It will offer a professional service to users that:
 - Allows users to set out profiles and specify alerts and updates.
 - Enables interaction with content.
 - Benefits from proven and evolving information interface.
- It could be used as a platform to access Urbaline in a consistent environment.
- The concept is extensible – additional tools and content from the Intelligence Unit could be integrated and added over time – and the platform could be used as the basis for an embedded resale proposition to other stakeholders.

Quality enhancements

This approach raises the profile of the service, adds value to users, saves time, allows contemporary information tools to be used, encourages interaction with information, and actually forces a consistent and considered approach to the abstracting, tagging and publication of information.

Service cost

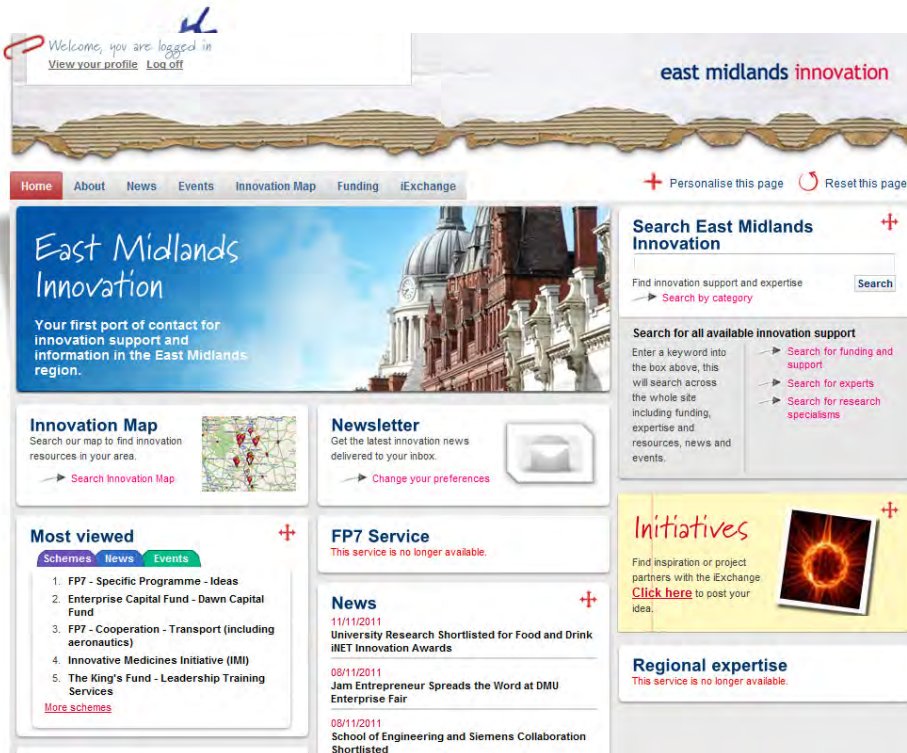
Over time this approach will help drive down costs as it allows the automation of process that:

- Build efficiency, enables self service, can help reduce number of enquiries.
- Reduces the compilation time in bulletins enormously, leaving only specific content and editorial work.
- Is scalable.

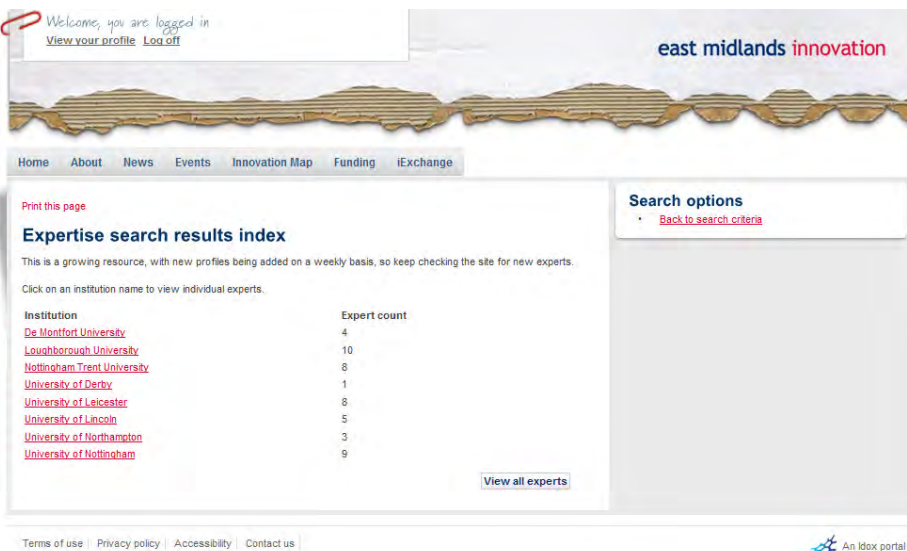
Additional technical tools

The embedded platform offers an opportunity to integrate additional tools and content around the core proposition. This potentially represents an opportunity to present material developed by the GLA Intelligence Unit alongside the Information Service, enhancing the value of the perceived offering, and supporting a scalable proposition accessed by a broader group of stakeholders.

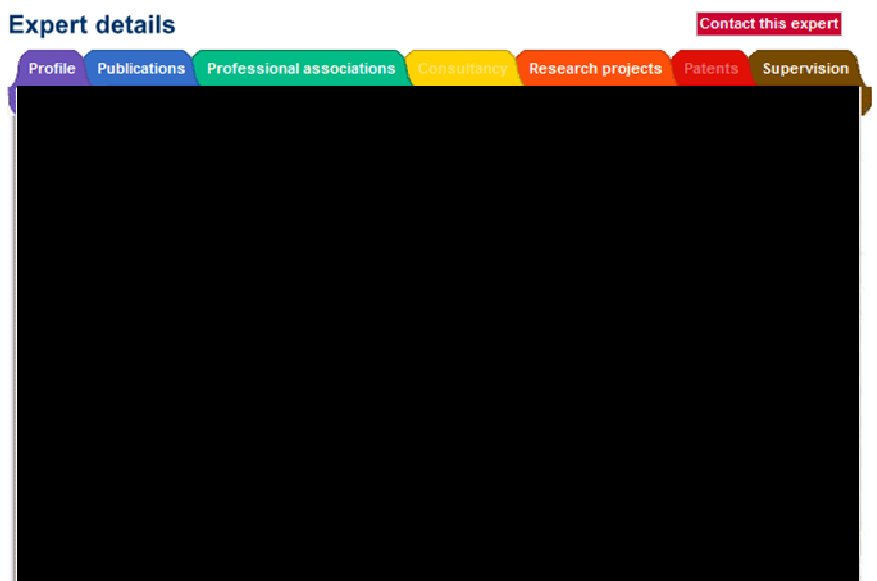
Specifically, a first step could be to integrate an integrated knowledge base, perhaps with a focus on supporting individual or organisational expertise profiles. This is an area where IDOX has considerable traction, having developed platforms such as the National Expertise and research mobility systems for the Irish Universities Association and the **Irish Government** and the **East Midlands Development Agency** – *see overleaf*:



The East Midlands Innovation Platform was developed by IDOX to support knowledge transfer within the East Midlands.



The system relates expertise to organisations



Knowledge profiles are specially written by the IDOX team and consistently structured

Integrating elements of a platform like this would offer the following:

Delivery advantages:

- Offers additional, integrated information, enhancing the use of the Information Service.
- Structured content approach means information of different types can be aligned.
- GLA staff can add content – so Intelligence Unit could add briefings and reports.
- Can support structured expert profiles (individual and organisational) - and could be used to help unlock the knowledge available within eg. Higher and Further education, think tanks and agencies across London.
- Act as store for enquiry responses that are not confidential and can be shared, reducing duplication and encouraging self service.

Quality Advantages

- Further raises profile of the service, encouraging engagement.
- Builds the perception of an integrated service, and offers a more rounded service to users.
- Encourages knowledge transfer and interoperability.

Service cost

- Increases access to broader offering.
- Building a knowledge base reduces the need for bespoke queries and may have re-sale opportunities elsewhere.
- Template for a sophisticated, scalable, integrated service to be offered to other London Boroughs on a subscription basis.
- Leverages deeper expertise of IDOX in technical delivery.

5.10 Marketing and relationship building

Through our experience of delivering similar services for other public sector organisations we recognise that there are a number of elements to effective marketing of information and library services. These include:

- Understanding users
- Creating targeted messages
- Providing examples and case studies of how the library provides value to each target group

We would want to work closely with the in-house marketing officer to ensure that users engage with the full range of services offered through the following approaches:

5.10.1 Marketing and Publicity

The **major activities** we will undertake to encourage use of the services are outlined in **Section 5.3 Training to Improve Information Literacy** and include: product demonstrations; workshops; lunch and learn sessions; and team-focused sessions.

Added to that, we would work with the in-house marketing officer to identify existing forms of internal communication (eg. internal newsletters, Intranet, team meetings and updates through LinkedIn and Twitter) and, wherever possible, provide content. The identification of existing channels of communication and any new channels required will allow us to create an internal communications plan for GLA's Information Service.

As a publishing company, we have significant experience of putting together professional documents using InDesign software. We would use the expertise of our own inhouse Marketing department to make the following **materials available to the GLA at project launch to promote the service and ensure understanding amongst users**: fliers; online user guides and FAQs; and materials for corporate induction packs (a one-page flier that describes the services, resources, services, and contact information), all of which will be tailored to the needs of the GLA. GLA would be afforded the opportunity of approving/signing off any promotional material.

This marketing support work will be included within the license fee (which is represented as database subscription costs in the costs table)

5.10.2 Relationship building

We recognise that interests within the GLA will evolve and change, and will undertake an ongoing programme of market research to ensure that we have a **detailed knowledge of the current interests** of GLA staff and that we are **proactive in satisfying information needs**. Using online surveys, we would capture feedback from the following two user groups:

- Divisions, departments or individuals already use the GLA Information and Library Services to identify which particular resources/services they do/don't use and which unused resources/services could be helpful to them.
- GLA staff not currently using Information and Library Services to identify what the service would need to offer in order for them to find it valuable.

The knowledge of the IDOX team would be **kept up-to-date** in two key ways:

- By conducting annual follow-up surveys of all users, the results of which will be made available to key GLA staff.
- Structured conversations with key department managers, starting with those in departments that are most strategic to the GLA. At these interviews, we would capture the following information: find out about their major upcoming and ongoing initiatives; ask what types of information they spend (and waste) significant time searching for; what their biggest information-related "pains" are; and what would encourage them to use the Information Service more.

Findings would be fed back to the enquiry and bulletin teams by putting together contact reports and verbally at IDOX Information Service's weekly team meetings.

To ensure continuity throughout the life of the project and to avoid duplication of activity, we would propose one lead contact within the IDOX Information Solutions Marketing team who will furnish the Project Director with a quarterly marketing report to be discussed at the review meetings.

We will also work with the GLA Contract Manager to provide reassurance to end users about the continuity of service and the quality of what we will deliver, as well as communicate clearly about any differences in the services to be provided (including added value). We will also come to an agreement on how best to engage with the other Functional Bodies and the London Boroughs about the new services.

5.10.3 Service transition

We recognise that the actual service transition will need careful planning in terms of communication and engagement. We will work with the GLA Contract Manager to provide reassurance to end-users about the continuity of service and the quality of what we will deliver, as well as communicate clearly about any differences in the services to be provided, including enhancements.

We will also ensure that the communication pathways are clearly explained in terms of how we will deal with feedback or any issues, and who is the first point of call for end-users in terms of feedback, see Appendix 1.11.1.

We also recognise that it will be important to engage with the other Functional Bodies and the London Boroughs about the new service and we would agree with the GLA Contract Manager the best way to approach this.

5.10.4 Supporting information

We have included as supporting information a number of examples of existing marketing materials.

6. Management approach

As a part of the IDOX ISO 9001 accredited Quality Management System, we have adopted PRINCE2 as our project management methodology and implement projects using techniques based on PRINCE2, scaled to the size of the project. We will employ this approach on this project.

6.1 Project Board

The strategic management structure for this project will consist of the establishment of a client project board, consisting of the IDOX account team of: [REDACTED] (Project Lead) and [REDACTED] (Account Manager) and the GLA account team consisting of the senior responsible owner (SRO) and the GLA contract manager. This Board should meet initially at key start up phases as identified in the project approach, and in the long term throughout the contract for six month reviews.

This Project Board will:

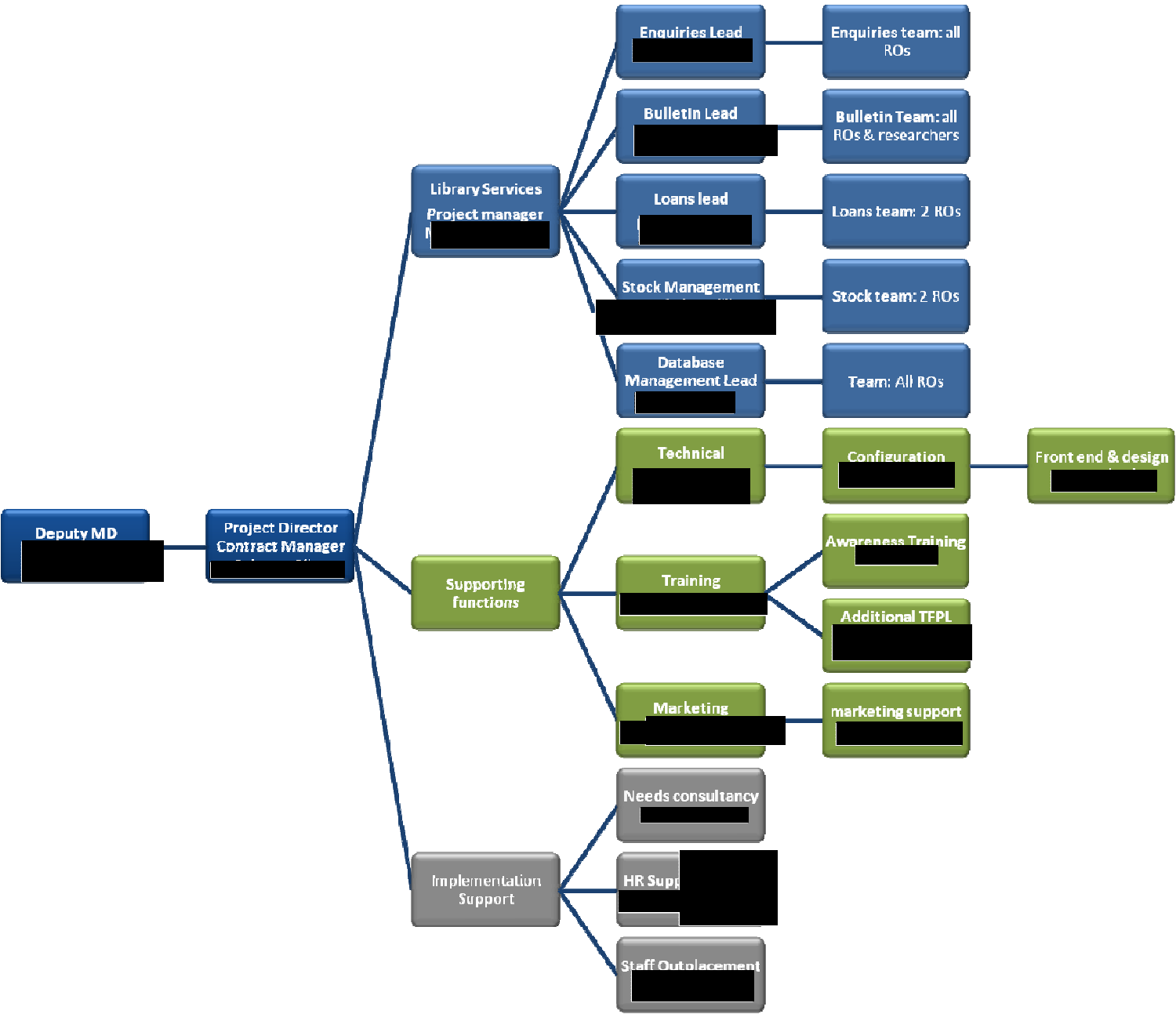
- Provide the strategic steer for the service.
- Agree and sign off the project initiation document.
- Have the responsibility of agreeing key performance indicators (KPIs).
- Monitor and ensure delivery of KPIs.
- Receive, resolve and approve management reports and products such as highlight reports, end stage reports, risk logs, issue and exception reports, communication products and technical development.

6.2 Management structure and project team

The diagram overleaf illustrates the proposed IDOX team structure for the service. The structure is designed to provide a clear line of management accountability within the project team, clear responsibility for day-to-day activities and highlight the proposed broader support capacity offered by IDOX.

In the initial set up phase, management activity will be front loaded to the account team, to implement the establishment of the service, an agreed service level agreement (SLA) and the monitoring and performance management for the entire contract. Post implementation, service delivery in subsequent years will be through this SLA, and the day to day management will be carried out by Library Services Project Manager, with continued strategic management from the Account Manager.

Figure 2: Organagram of team structure



6.3 Roles and responsibilities

Within this project there are three roles which are key to the successful delivery of the contract:

The Project Director (see Appendix 1.3 for full details) will:

- ▶ Take responsibility for the strategic operation of the account. Directing and monitoring the performance of leads from each of the key teams with specific responsibilities.
- ▶ Operating under the overall direction of the Deputy MD, they will have specific responsibility for the co-ordination, quality and delivery of all elements of the project.
- ▶ The Project Director will fulfill the Account Management role for the GLA contract

The Project Manager – Library Services (see Appendix 1.7) will:

- ▶ Manage and deliver the total service on a day-to-day basis.
- ▶ Monitor and deliver the plans and report to the Project Director on issues and changes.
- ▶ Deliver the day to day service to achieve SLA requirements and performance indicators.

The GLA Contract Manager, it is our expectation that they will:

- ▶ Be a champion for the service internally at the GLA.
- ▶ Implement any requirements of the GLA, in a timely manner for the successful delivery of the service.
- ▶ Ensure any issues are raised appropriately with the IDOX management structure.

6.4 Contract review

The contract will be reviewed through the agreed SLA and performance managed via agreed KPIs. This process will be carried out:

- ▶ On a six monthly basis by the Project Board.
- ▶ Initially through implementation phase, on a weekly basis by the IDOX Project Team, moving to monthly under the SLA.

This review process will be carried out on the basis of management information (see Appendix 1.9), such as:

- ▶ Highlight reports.
- ▶ End stage reports.
- ▶ Risk logs.
- ▶ Issue and exception reports.
- ▶ KPI reporting.

7. Staffing arrangements

IDOX's approach is conditioned by the fact that it already provides its Information Service to members across the UK. Whilst confident that this can be expanded to suit the needs of the GLA without additional staff, we recognise that this outsource is a situation that is difficult for the GLA and its staff, and we are keen to help GLA find a solution.

Our proposal is therefore designed to offer two potential approaches to the GLA, and we have provided two variations in how we would approach service implementation.

To facilitate this outcome, we are prepared to discuss with GLA an option where IDOX takes on its whole team. This would mean an immediate review of all roles and the locations involved in information service provision within IDOX, and a period of consultation and then consolidation as we settle on the right shape of team. Based on the size of team we think is required to deliver the Information Service to all of our users, we expect that this could result in seven to nine redundancies across the group. The exact shape of the team could only be confirmed after the period of needs assessment that we have suggested in our implementation plan.

➤ **Option 1: Delivery using our existing team: no staff transfer**

The service is delivered by the existing IDOX team based in Wilmslow and Glasgow. We can mobilise extremely rapidly and undergo an intensive implementation period resulting in service launch in February. The implementation costs, as described earlier in the document, will be [REDACTED]

➤ **Option 2: Taking on GLA staff, reviewing and reorganising the team make up and structure.**

We take on the GLA team and review the entire nature of our service provision. This will slow down mobilisation, as we will take a fair, transparent and equitable approach to reviewing all roles and capabilities. We will support any individuals whose roles are made redundant, and offer advice and coaching and support in finding new placements through TFPL.

In this option implementation costs could be up to [REDACTED]. This includes provision for [REDACTED] to manage the team restructuring, and provision for up to [REDACTED] redundancy costs. Mobilisation of the core service would still take place in parallel, but given the circumstances would inevitably slow down by, we expect, two months.

IDOX is not a member of the Local Government pension scheme- although it operates a personal pension scheme for its employees, based on a [REDACTED] annual contribution, regardless of employee match. In addition, it is worth noting that IDOX terms of contract offer one week salary per year of employment when an individual is made redundant. The provision above is based on one month of salary per year for the highest earning staff across a theoretically combined group of GLA and IDOX team members.

The IDOX Staffing structure is set out below:

- We currently employ 13 full time Information Services staff in Glasgow, and a further 13 information and editorial staff in Wilmslow.
- All 13 Information staff in Glasgow are dedicated to delivering IDOX's Information Service, and in addition, each member of the 13 strong editorial team in Wilmslow researches and writes news and policy articles daily that we expect to become part of the content considered for inclusion in the daily and fortnightly bulletins.
- Our system is based on a technical platform managed by three staff in Wilmslow within a team of eight.
- At a senior managerial level two staff would be involved in core contract provision.

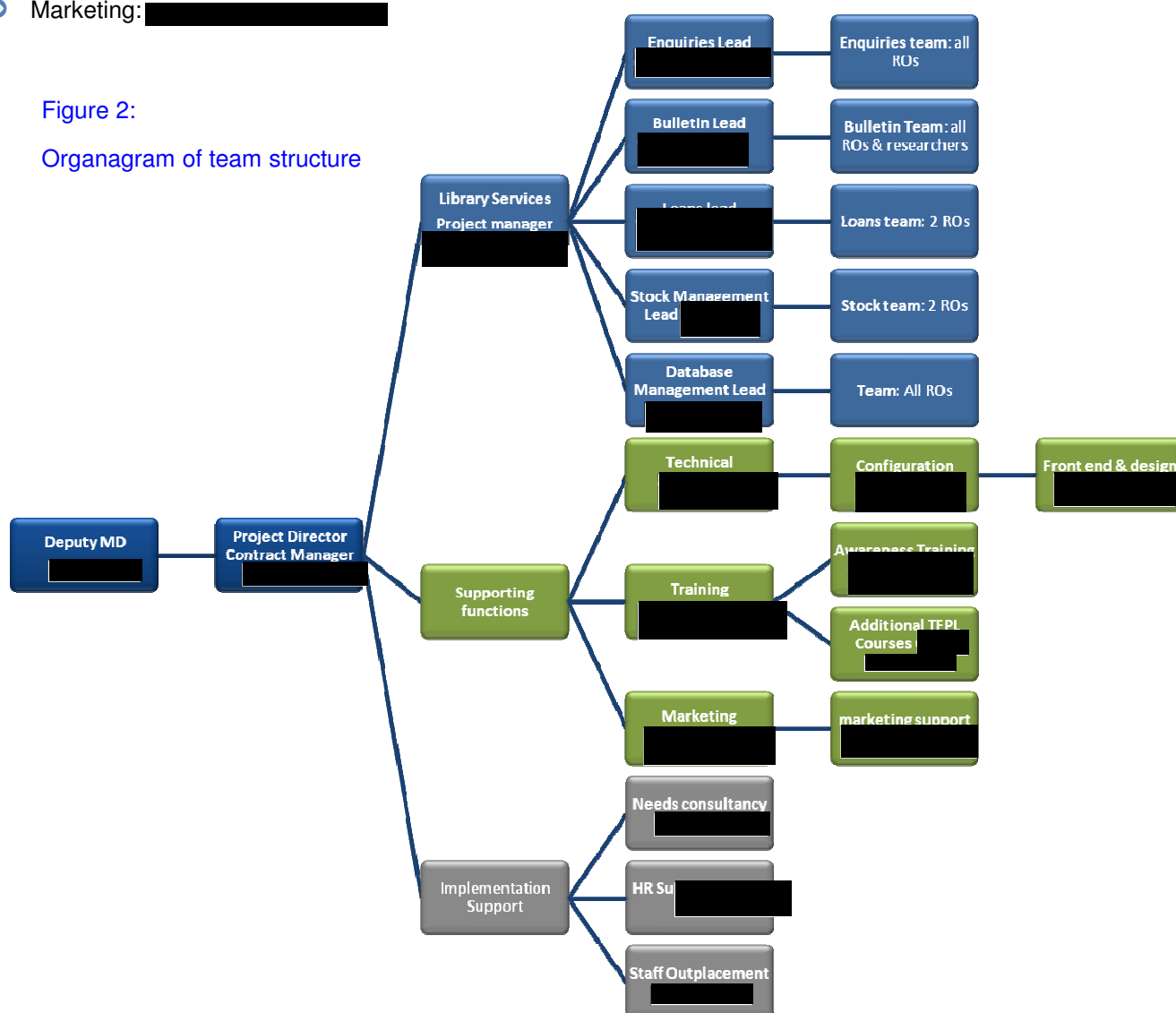
Our approach is unusual in that all of the full time work of our Glasgow staff would directly benefit the GLA, so they could all be said to be dedicated to delivering the service.

However, named members of staff will be responsible for overseeing delivery of key areas of the project, and we have estimated after implementation, that work dedicated to the delivery the GLA specific aspects of the service will take the following proportions of their time. This is possible because of restructuring of our wider project teams across the division.

- [REDACTED]: Contract Manager: [REDACTED]
- [REDACTED] Library Services Project Manager: [REDACTED]
- Enquiries Lead: [REDACTED]
- Bulletin Lead: [REDACTED]
- Loan Lead: [REDACTED]
- Stock Management: [REDACTED]
- Database Management: [REDACTED]
- Marketing: [REDACTED]

Figure 2:

Organogram of team structure



The staffing structure is designed to ensure quality by creating clear lines of responsibility and accountability. This is described more fully in the management section, but in essence the following will apply:

- ▶ For the duration of the contract each key member of staff will have specific objectives that focus on the delivery of the project for GLA.
- ▶ Those objectives will be SMART, and dovetail directly with the KPIs we agree in each area of the service.
- ▶ In addition, these staff will be responsible for reporting and communicating progress in their area against the KPIs.
- ▶ They will be answerable to the Project and Contract managers, and sit within the Project team created to deliver the project.
- ▶ Performance assessment of these objectives will form part of their ongoing review.
- ▶ They are based across different locations, and fully expected to be mobile so that they can attend meetings within GLA when required.

Professional Qualifications and CVs for key Information Staff are provided in Appendix 2

8. Income generation

We firmly believe that there is considerable market opportunity for the GLA to develop an income-generating model based on extending access to elements of the service to its current stakeholders and beyond.

IDOX is in the position to say this with some certainty, as the basis of our submission to GLA is centred on our own, fully sustainable and commercially viable Information Service. This is a mature business supported with dedicated sales effort, and subject to an exciting program of product development and evolution. It is also unique – no other providers or outsource organisations do what we do.

This contract represents an exciting opportunity for GLA and IDOX to jointly explore the development of a high value and scalable service that builds on IP and expertise from both parties. With the resources and experience of IDOX coupled with the brand position that GLA can command, there is actually an extremely attractive market opportunity. As the ITT suggests, the GLA's London remit points to a geographically refined offering as the initial focus, but the opportunity may spread further.

We propose the following:

From the outset we plan to maintain provision of those elements of the GLA service currently available on subscription under commercial terms. We will pick up and manage sales, account fulfilment and all client support, training and implementation, under a tightly defined agreement.

During mobilisation we will then work with GLA to develop a joint commercial roadmap that carefully defines how the product proposition could be structured and priced. We would suggest consideration is given to:

- Offering London Boroughs their own version of the service, available in a branded interface and each with their own organisational membership model. This would include the elements considered in the ITT (bulletin and database access) but should go further. We see an opportunity for a relatively high value proposition that offers a powerful combination of library services, online information, technical tools and expert access, is sold face to face, and commands a premium subscription.
- Exploring how the GLA Intelligence Service may integrate some of its own knowledge and insight into the offering, in order to better position the service as a high value, high end suite of tools and information to inform localised policy making.
- The technical platform is already capable of supporting additional content, and one of the outcomes of the implementation stages of the GLA service delivery will be to extend the scalability of the system to support this on a lightly configurable basis, as well as to add additional tools.
- The proposition could be sold and fulfilled by IDOX and fully supported by its delivery team and staff with service standards at the same level as the GLA. These propositions may not, however, necessarily offer the same degree of specific or bespoke service to client members as our overall proposal does to GLA.
- We review those elements of the service that are made available for 'free', and those that are available on subscription, and rationalise the model so that tiered levels of access are available. It may be advantageous to view a certain degree of free information dissemination as both fulfilling some of the broader objectives of the GLA in supporting evidence based policy making at a city wide level, whilst building the profile of high value elements of the service and acting as 'lead generation'

- As suggested earlier in the document, we should actually revisit whether Urbaline should be properly continued and its content further developed – as well as exploring whether IDOX can help GLA maintain its input into Social Policy and Practice. Along with potential content or services developed by the Intelligence Unit, these represent revenue generating streams that sit neatly within or alongside the Information Service

Once the roadmap is agreed we will ensure that the service implementation will result not only in the GLA's core service being set up and delivered entirely to specification, but that the configuration and set-up stages result in a scalable product that can be taken to market as soon as the GLA Information Service is bedded down and fully accepted.

The **key stages** would be:

Agreement in principle at contract negotiation that we could jointly develop a proposition that draws on IP from both parties, and will be available on a revenue share basis.

Develop a planning roadmap that will have the following outputs:

- Development of an initial, phased **Business Plan** within **four weeks** that includes:
 - Proposition definition
 - Pricing models
 - Product descriptions
 - Requirements for product configuration and presentation
 - Marketing plan
 - Sales forecast
 - Projected sales, income and revenue share
 - Roles and responsibilities
 - Rules of engagement
- Development of a **detailed plan** after **eight weeks** for ongoing review by the commercial team we put together. To avoid distraction, we will introduce different staff members to drive this element of the project.
- Market research, to test and validate some of the assumptions we make in initial business planning
- Heads of Agreement.
- Commercial contract.
- Activity plan.

As a very rough guide, we think it is not unrealistic to plan that over a period of time a commercial approach will allow the GLA to generate income that exceeds the contract costs.

It is also worth mentioning that we have acted as both supplier and commercial partner for a number of organisations in the charitable or non profit sectors, including the **Directory of Social Change** and **CO2 Sense**, and recently took on the rights for the East Midlands innovation platform from *emda* to develop a commercially sustainable model.

9. Added value

The added value elements of our approach are described throughout the tender, so to some extent this section is a brief summary of those.

Product development and innovation

IDOX is committed to the ongoing development of its Information Service as part of its suite of commercially available information tools. As GLA will be using the platform, it will benefit from continual technical upgrades, and the opportunity to integrate with new functionality and content, particularly in:

- Expanding the range of full text access tools (link resolution, open access harvesting, direct to author access).
- Integration with related content (in public policy and funding).
- Integration with economic analysis and expertise tools.
- Continual development of personalisation tools for users to continually refine and adjust information they access and store.
- Integration with news tracking, social media and contemporary web tools as part of a concerted strategy to develop user communities in policy areas across the public sector.

Range of capabilities

IDOX is both an information and technical provider. This means that it can undertake technical work in an integrated and holistic way, and it does so from a perspective of deep understanding of the nature of information service provision. This is especially important in considering potential enhancements to support a commercial proposition.

Scalability

GLA will fully benefit from the activities of the whole of IDOX's Information Service team and its extended research and editorial team. As described, this is all staff, not just those with elements of their roles dedicated to the GLA service. This means that GLA will benefit from the activities of those staff undertaking projects scanning, reviewing and publishing material in areas like Evaluations, Labour Market Intelligence, Learning and Skills bulletins, IAG, as well as ongoing work for all of the 180 organisations in membership.

Sustainable commercial modeling

The IDOX Information Service is a successful, sustainable business. Working together, there is a genuine and exciting opportunity to make the GLA's Information Service provision not only sustainable, but even positively income generative. The IDOX team is commercially astute, experienced and highly collaborative. Whilst there may be some competitive issues to explore, it is likely that any benefits of working together will far outweigh these. And a genuinely innovative private/public partnership would command an attractive profile within the city and beyond.

10. Completed form of tender

To The Mayor of London: *I/We the undersigned confirm and accept that:*

1. The information provided in the Invitation to Tender document (ITT) GLA/80113 was prepared by Transport for London ("TfL") on behalf of the Greater London Authority (GLA) in good faith. It does not purport to be comprehensive or to have been independently verified. Neither the GLA nor TfL has any liability or responsibility for the adequacy, accuracy, or completeness of, and makes no representation or warranty, express or implied, with respect to, the information contained in the ITT document or on which such documents are based or with respect to any written or oral information made or to be made available to any interested supplier or its professional advisers, and any liability therefore is excluded.
2. The provision of the Instructions to Tenderers has been complied with.
3. Nothing in the ITT document or provided subsequently has been relied on as a promise or representation as to the future. TfL (on behalf of the GLA and itself) has the right, without prior notice, to change the procedure for the Services competition or to terminate discussions and the delivery of information at any time before the signing of any agreement relating to the Services.
4. The GLA reserves the right to award the Contract for which tenders are being invited in whole, or in part and does not bind itself to accept the lowest priced, or any tender.
5. Any other terms or conditions of contract or any general reservations which may be printed on any other of my/our correspondence or documents in connection with this tender or any contract resulting from this tender shall not form any part of the tender or contract. I/We understand that any tender that is qualified in this way may not be considered.
6. I/We further agree that this tender, together with your written acceptance of it, shall constitute a binding contract between us.
7. I/We acknowledge and agree that the GLA/TfL will in no circumstances be responsible for any costs or expenses incurred in connection with this tender, whether or not our tender is successful.
8. This tender shall remain open for the acceptance by GLA/TfL and will not be withdrawn by us for a period of three calendar months from the date fixed for return.
9. Having made due allowance for the full requirements in the ITT document we hereby offer to deliver Information and Library Services to the GLA in accordance with the terms and conditions and Special Conditions stated therein for the initial contract period of 5 years for the estimated price of:

[REDACTED] as
detailed in the Schedule of Charges - Schedule 2.

Signed: **[REDACTED]**

For and on behalf of IDOX Information Solutions Ltd

Name: **[REDACTED]**

Position: Deputy Managing Director

Date: 11 November 2011

Tel: **[REDACTED]**

Fax: **[REDACTED]**

11. Schedule 2: Charges

Table A - Annual Charging	2012	2013	2014	2015	2016
	Cost p.a.	Cost p.a.	Cost p.a.	Cost p.a.	Cost p.a.
ESSENTIAL - Enquiry Service					
Provision of a service that can respond to a range of enquiries, covering a wide array of policy issues.	■	■	■	■	■
DESIRABLE - Enquiry service					
Written briefing papers in response to requests for desk research.	■	■	■	■	■
ESSENTIAL - Access to full text books and journals					
Provision of a remote loans/document delivery service	■	■	■	■	■
DESIRABLE - Access to full text books and journals					
Purchase of core journals	■	■	■	■	■
Purchase, circulation and delivery of journals, ejournals and related resources	■	■	■	■	■
Purchase of core books	■	■	■	■	■
ESSENTIAL - Training to strengthen information literacy					
Provision of training services that raises awareness of your services among GLA staff.	■	■	■	■	■
DESIRABLE - Training to strengthen information literacy					

Table A - Annual Charging	2012	2013	2014	2015	2016
	Cost p.a.	Cost p.a.	Cost p.a.	Cost p.a.	Cost p.a.
Effective Internet searching training	████	████	████	████	████
Effective database searching training	████	████	████	████	████
Information quality training	████	████	████	████	████
Emerging technologies for collaboration and knowledge sharing training	████	████	████	████	████
ESSENTIAL - Alerting bulletins					
Provision of fortnightly electronic subject specific bulletins	████	████	████	████	████
ESSENTIAL - Daily information bulletins					
Provision of a daily electronic information bulletin.	████	████	████	████	████
ESSENTIAL - Access to social/urban affairs databases					
Access to social/urban affairs database	████	████	████	████	████
Access to social policy and practice database	████	████	████	████	████
DESIRABLE - Access to social/urban affairs databases					
Access to a global news and information database	████	████	████	████	████
Access to Urbadoc	████	████	████	████	████
DESIRABLE - Future management of Urbaline					
Assuming management of the Urbaline database	████	████	████	████	████

Table A - Annual Charging	2012	2013	2014	2015	2016
	Cost p.a.	Cost p.a.	Cost p.a.	Cost p.a.	Cost p.a.
ADDITIONAL - Marketing					
Costs for promotion and marketing	██████	██████	██████	██████	██████
ESSENTIAL - Contract Management					
Costs for mobilisation and implementation	██████				
Annual contract management*	██████	██████	██████	██████	██████
ADDITIONAL – Staff Transfer					
Costs for managing staff transfer	██████				
Potential redundancy costs	██████				
ADDITIONAL - Service Innovations					
Knowledge Base	██████				

Notes on Costs

Where possible we have followed the desired format. However, this does not easily allow us to make provision within the costs for the **Service Implementation Stage**, and for ongoing **Annual Contract Management** costs. To that end we have added additional rows highlighted in grey.

Within the grey section we have also illustrated the additional costs if GLA were to take on our Option 2, where we will absorb the GLA team and then manage a team rationalisation within Idox.

Commentary

- ▶ Indexation at ██████ annually has been added
- ▶ As far as possible we have constructed a model that allows us to provide a service that is both cost effective and entirely fit for purpose. One of the major variations from our existing service is that the GLA requires a daily bulletin – ours is currently weekly.

In summary, our cost breakdown is as follows:

Totals						Totals
Essential * including contract management, and implementation	██████	██████	██████	██████	██████	██████
Desirable	██████	██████	██████	██████	██████	██████
Additional	██████	██████	██████	██████	██████	██████

Key points:

- Essential costs include everything listed as essential in the GLA table, plus **Costs for mobilisation and implementation**, plus **Annual Contract Management**
- Phasing: Year 1 is assumed to start from **Service Commencement, once mobilisation is complete**. So it will in effect be a longer contract year

As described in section 4, we propose **Costs for mobilisation and implementation** that include the following:

Workpackage	Days	Cost ex VAT
WP1: Project Management	████	████
WP2: Needs Assessment - Development of Implementation Plan	████	██████
WP4: Project Implementation	████	████
WP5: Systems Configuration	████	██████
Option 1 Implementation Plan		██████

And could include the following should Idox take on GLA staff

WP3: Team Restructuring	■	■■■■■
Redundancy Payments potential		■■■■■

Table B - Unit Charges	Unit*	Cost
ESSENTIAL - Enquiry Service		
Provision of a service that can respond to a range of enquiries, covering a wide array of policy issues.	■	■
DESIRABLE - Enquiry service		
Written briefing papers in response to requests for desk research.	■	■■■
ESSENTIAL - Access to full text books and journals		
Provision of a remote loans/document delivery service	■■■	■
DESIRABLE - Access to full text books and journals		
Purchase of core journals	■	■
Purchase, circulation and delivery of journals, ejournals and related resources	■	■■■■■
Purchase of core books	■■■	■
ESSENTIAL - Training to strengthen information literacy		
Provision of training services that raises awareness of your services among GLA staff.	■	■
DESIRABLE - Training to strengthen information literacy		
Effective Internet searching training	■	■■■■■
Effective database searching training	■	■■■■■

Table B - Unit Charges	Unit*	Cost
Information quality training	■	■
Emerging technologies for collaboration and knowledge sharing training	■	■
ESSENTIAL - Alerting bulletins		
Provision of fortnightly electronic subject specific bulletins	■	■
ESSENTIAL - Daily information bulletins		
Provision of a daily electronic information bulletin.	■	■
ESSENTIAL - Access to social/urban affairs databases		
Access to social/urban affairs database	■	■
Access to social policy and practice database	■	■
DESIRABLE - Access to social/urban affairs databases		
Access to a global news and information database	■	■
Access to Urbadoc	■	■
DESIRABLE - Future management of Urbaline		
Assuming management of the Urbaline database	■	■
ADDITIONAL - Marketing		
Costs for promotion and marketing	■	■

12. Schedule 3: Service provider's key personnel

Name & position	Contact details	Area of responsibility
██████████ Deputy Managing Director	██████████ ██	Project Lead
██████████ Project Director	██████████ ██	Project Director / Contract Lead
██████████ Product Project Manager	██████████ ██	Library Services Project Manager Enquiries Lead
██████████ Head of Research	██████████ ██	Bulletin Lead
██████████ Journals Manager / Research Officer	██████████ ██	Loans Lead
██████████ Deputy Head of IDOX Information Service	██████████ ██	Stock Management Lead Database Management Lead
██████████ Technical Director	██████████ ██	Technical Lead
██████████ Web Developer	██████████ ██	Configuration developer
██████████ Web Developer	██████████ ██	Interface/front end developer Design
██████████ Head of Marketing & Training	██████████ ██	Training Lead Marketing Lead
██████████ Training Officer	██████████ ██	Awareness training
██████████ Training Officer	██████████ ██	Additional TFPL courses
██████████	██████████	Marketing support

Name & position	Contact details	Area of responsibility
Marketing Coordinator	E-mail: [REDACTED]@IDOXgroup.com	
[REDACTED] Head of Consultancy	Tel: [REDACTED] E-mail: [REDACTED]@IDOXgroup.com	Needs consultancy
[REDACTED] HR Manager	Tel: [REDACTED] E-mail: [REDACTED]@IDOXgroup.com	HR support
[REDACTED] Director of Recruitment	Tel: [REDACTED] E-mail: [REDACTED]@tfpl.com	Staff outplacement

13. Schedule 4: Insurance questionnaire

We confirm that we hold insurance cover as follows:

Professional Indemnity: Yes

Limit of Indemnity: £10 million (per occurrence and aggregate)

Renewal date: 11 November 2012

Insurer: Chubb Insurance Co. of Europe Policy No: 35772534

Product Liability: Yes

Limit of Indemnity: £10 million (per occurrence and aggregate)

Renewal date: 11 November 2012

Insurer: Chubb Insurance Co. of Europe Policy No: 35772534

Public Liability: Yes

Limit of Indemnity: £10 million (per occurrence and aggregate)

Renewal date: 11 November 2012

Insurer: Chubb Insurance Co. of Europe Policy No: 35772534

For all or any of the above insurances, is cover provided for the following:

Indemnity to Principal Clause	Yes
Financial Loss Extension	No
Pollution Cover	Yes, £10 million
Liability assumed under Contract	No
Is there a Care, Custody or Control Exclusion?	Yes

If yes, is the policy endorsed to make it perfectly clear that the premises and their contents where the Insured is temporarily performing work shall not be deemed to be in the Insured's custody and control. **Yes**

Signed:



Name: 
Position: Deputy Managing Director

Company: IDOX Information Solutions Ltd
Date: 14 November 2011

Information and Library Services – Greater London Authority

APPENDICES

ITT response from: IDOX Information Solutions

Date: 14 November 2011

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1. Appendix 1: Quality plan

1.1 Quality standards

IDOX operates a **Quality Management System** that has gained BS EN ISO 9001:2000 certification, including aspects specific to its business activities. IDOX also operates an **Environmental Management system** that has gained BS EN ISO 14001:2004 accreditation. In addition to all English and EU commercial legislation and regulations, IDOX complies with all legislation and regulations specifically related to its business activities. IDOX adheres to a number of other organisational policies, including its Customer Care Policy Statement; and Security and Confidentiality Policy Statements. To better support public sector organisations, the IDOX group has also adopted the standards required of local/public authorities for its policies on Health and Safety, Equal Opportunities and Human Rights. The group's policy documents are all available on the group website:

<http://investors.idoxgroup.com/company/policies.cfm>

In terms of ensuring our systems and websites are developed to the highest possible standards we employ a number of in-house procedures to maximise quality:

- ▶ Testing– unit, usability, guerrilla 'white box' (structural) and 'black box' (functional) testing.
- ▶ Accessibility compliance – to W3C WAI A, AA and AAA levels.
- ▶ Coding style – ASP, ASP.Net, Access SQL, COM/DCOM, CSS, DHTML, HTML, JavaScript, VB Script, Visual Basic, Visual C++ and XML.

IDOX is a Microsoft Certified Partner and controls the versioning of all proprietary software using Microsoft Visual Source Safe. All project developments are backed up on a daily basis.

We have evolved a full set of software development and coding standards which are strictly adhered to for all projects. These standards cover issues such as adopted naming conventions, .Net and XHTML code layout guidelines, SQL formatting conventions, project structure, SourceSafe usage guidelines, component building conventions, and many more. This documentation, which is in excess of 30 pages, can be supplied if required.

1.2 Company-level quality statement

IDOX group plc (the 'Organisation') aims to provide defect free goods and services to its clients on time and within budget. The Organisation operates a Quality Management System that has gained BS EN ISO 9001:2000 certification, including aspects specific to its business activities.

The management is committed to develop and improve the Quality Management System:

- ▶ Continually improve the effectiveness of the Quality Management System.
- ▶ The enhancement of client satisfaction.

The management has a continuing commitment to:

- ▶ Ensure that client needs and expectations are determined and fulfilled with the aim of achieving client satisfaction.

- Communicate throughout the Organisation the importance of meeting client needs and legal requirements.
- Establish the Quality Policy and its objectives.
- Conduct Management Reviews of the effectiveness of the implementation of the Quality Management System.
- Ensure the availability of resources.

The structure of the Quality Management System is defined in the Organisation's Quality Manual. All personnel understand the requirements of this Quality Policy and abide with the contents of the Quality Manual.

In addition to all English and EU commercial legislation and regulations, the Organisation complies with all legislation and regulations specifically related to its business activities.

This Quality Policy is regularly reviewed in order to ensure its continuing suitability.

The Group also ensures that quality assurance is built into all activities through robust project management. This includes monitoring of costs, risks, and communication with clients. See below for more detail on our approach to project management, monitoring and evaluation.

In addition IDOX TFPL has adopted the Institute of Management consultancy's Code of Professional Conduct.

1.3 Our approach to account management

We aim to offer outstanding Account Management for all our members and clients. Our approach is based upon understanding our customers business, the context in which they operate and a determination to work closely and pro-actively in order to meet the project objectives and deliver insightful, high quality services.

We pride ourselves on providing account management that upholds and reinforces our organisational commitment to quality. Our account management approach is focused around:

- The development of a key account plan based on a detailed understanding of each client's needs and operating environment.
- Clear understanding of individual project objectives.
- Agreement of service level guarantees (e.g. response times for particular aspects of the service or project; delivery of outputs; and dealing with questions from the client).
- Implementation of our quality controlled procedures such as project management processes (described further below).
- Consistency and continuity of service delivery.
- Reporting of pre-determined and mutually agreed project management information.
- Cooperative, professional and effective partnership working.
- Close contact and regular communication.
- High quality customer care and provision of a well defined complaints or issues procedure.
- Providing clients with the opportunity to give feedback on our performance.

The team structure within which the account manager would sit is set out in Section 7 of the main tender response. Our named Project Director will ensure that delivery of each aspect of the service for the GLA is managed by team leads with appropriate skills and expertise.

In addition we ensure we offer constant and programmed communication with clients through:

- Inception meetings.
- Close liaison in development of tailored aspects of the service, including marketing and training materials.
- Regular debriefs following any training events.
- Regular meetings and/or teleconferencing during the ongoing project delivery phase.
- Regular updates by email and telephone.
- Provision of project management progress reports (in format and frequency agreed with client as appropriate to each project).
- Comprehensive project debrief upon completion.

We regard this as our core level of liaison in servicing projects of the nature of the GLA contract. However, we are flexible in terms of providing more regular updates if these would benefit the smooth running of the project.

We would agree during project mobilisation what level and method of contact would be most appropriate and effective. It is likely that there will be critical points both during setup and the ongoing delivery stages where other pre-defined levels of contact would be advisable.

1.4 Monitoring

We have a range of monitoring techniques we apply to aid the account/project management process. The techniques draw on internal processes and systems for tracking and reporting of activities.

We would suggest that for the GLA contract the monitoring activities would include:

- The use of our bespoke project monitoring system which is designed to provide a series of alerts at key stages throughout the duration of the contract. The alerts provide a pre-determined interface with all our internal departments to ensure they are constantly made aware of the timelines of new projects; key delivery milestones and key management milestones (e.g. reporting delivery dates; invoicing requirements etc).
- The project monitoring system requires that a quality assurance checklist is followed for key steps in the project management process. This includes points at which client approvals/sign offs must be obtained. This acts as a prompt for the Project Manager and must be completed to allow the project to progress. The prompts will trigger requisite client contacts for steps such as confirming project requirements; set up/ inception meetings; deadlines for reporting; delivery schedules for outputs.
- The Project Director monitors the progress on the project by running status reports from the project monitoring system which allows them to check that service delivery procedures and processes are being implemented and /or take early remedial action should there be any concerns.
- The system also generates audit reports so that the actions of all project team members at any stage in the process are transparent and can be monitored.

- It is our normal procedure to ensure that client and user feedback on the services are gathered and fed back to both the delivery and management team. The Project Director will ensure that feedback is also disseminated and recommendations for action communicated to all the team through the weekly team project review meetings.
- The Project Manager will also monitor the delivery of project management progress reports to ensure the client is receiving these according to the agreement at inception and in the agreed format. The Project Director will follow up the provision of the quarterly report with a telephone call (unless otherwise agreed) to talk through progress and discuss the up to date position.
- Management of projects is also subject to a formal monitoring review at senior level in the company. The Executive Management Team Group (involving IDOX Information Solutions' Managing Director, Deputy Managing Director, Operational Director, Head of Research, Head of Projects, Project Director, IT Director, and Head of Marketing and Training) review an internal management report on the status of all projects on a monthly basis and will initiate any additional client service considered necessary to improve the running of a project or otherwise resolve any issues that may have arisen that have not been resolved to the satisfaction of the client.

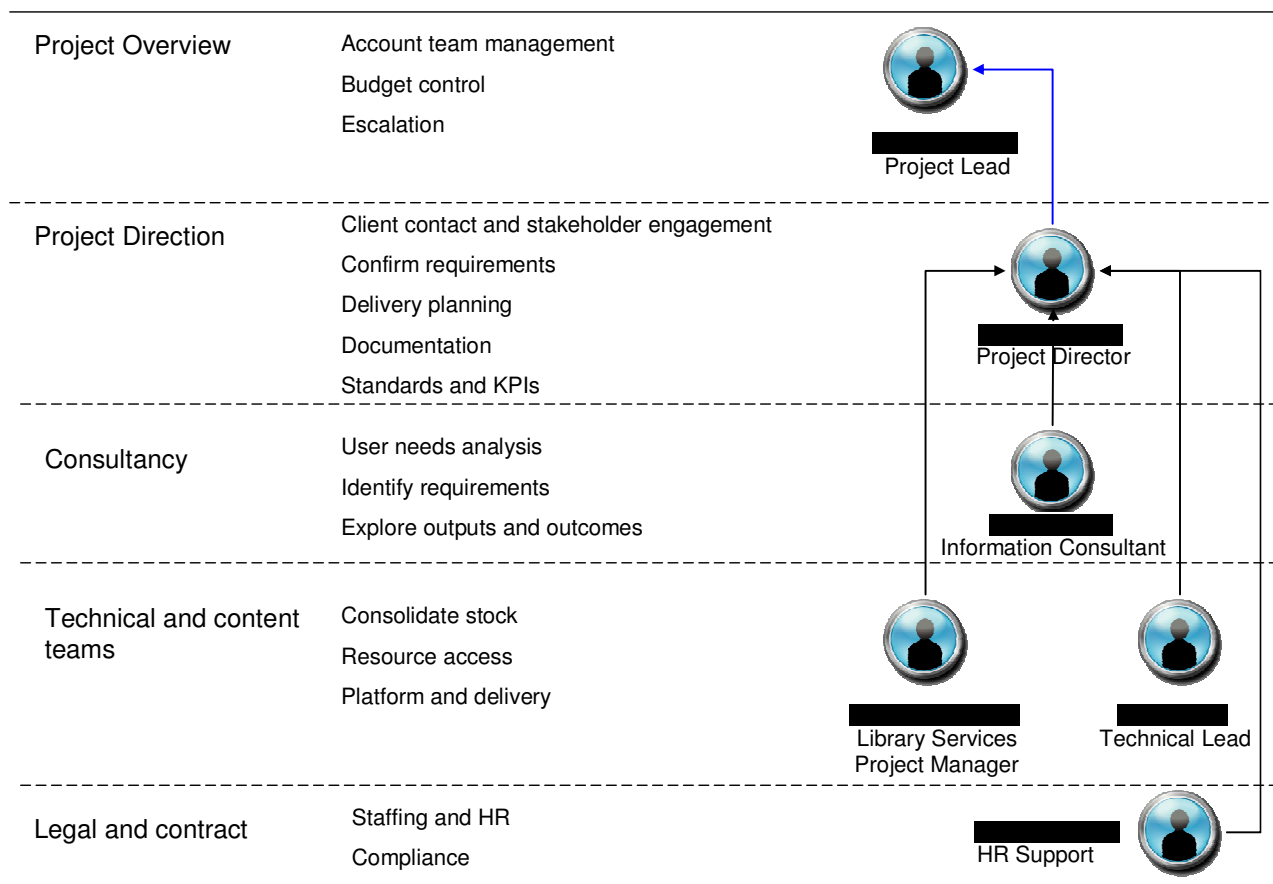
1.5 Internal Interfaces

We have a series of internal team interface mechanisms to ensure the effective development and ongoing management of projects. In particular these involve:

- Internal project inception meetings involving the Project Manager and the delivery team with input from the Project Director. This will ensure the Project Manager can brief our internal teams of the project objectives; what has been agreed for delivery (although they would also have been consulted during the mobilisation phase); project structure; time lines; any specific service delivery requirements and outputs that must be delivered. Information for management reports will also be determined at this stage along with the process for collecting that information.
- The application of our project monitoring system internal alerts and the use of the system to provide clear requests for input/action to the various internal teams.
- Internal project review meetings between the Library Services Project Manager, Project Director, and Project Lead to discuss progress and any project management issues (these are scheduled in accordance with project duration).
- Regular (often daily) informal communications by personal discussion and email.
- Weekly teleconference of all the project team leads.
- Formal monthly meetings involving the Project Lead and Project Director.
- Quarterly review meetings chaired by the Managing Director with all the senior team.

The diagram below sets out the project role against key responsibilities during mobilisation.

Mobilisation team structure



After mobilisation, the proposed team structure and reporting lines are as set out in Section 7 of the main tender response.

1.6 Internal Standards and Monitoring

IDOX Information Solutions has a detailed procedures manual which is audited to ensure full compliance with our ISO 9001:200 quality assurance accreditation.

A key function of the procedures manual is to provide quality assurance through the consistent application of high service standards across the company. The application and implementation of our service standards are subject to an ongoing programme of internal audits as well as an overall annual audit.

Our quality assured procedures therefore underpin our account management ethos; project based risk management and the provision of a high-quality and responsive level of service to our clients.

The procedures also provide transparency in service standards and can be evaluated by clients at the project mobilisation stage. They are used for the key purpose of internal management and monitoring, by setting out the steps that must be followed in the management and delivery of projects. These steps include the need for internal; external and collaborative communication and liaison incorporating the requirement to obtain client approvals at key points in the project management process.

We would suggest that for the GLA project we would seek approvals and sign off for the project plan and description of project deliverables and outputs. We would also expect that mobilisation will seek GLA approval to key output documents such as the final proposed project approach (inclusive of timescale; method; costs; project team and timeline); sample structure and provision requirements for particular elements of the service; data protection issues; and reporting template.

1.7 Project management

IDOX Information Solutions strives to achieve high standards in Project and Account Management. We recognise how the principles of PRINCE2 project management have developed from its origins (InformationIT-driven) to wider application. In view of this, although our project managers are qualified in PRINCE2 methodology and documentation, we adopt a light-touch version of PRINCE2 which is adapted and modified to meet the needs of particular projects.

Our project management approach sets out the essential components which must be applied throughout the duration of a project. For example, we will demonstrate how a project is divided into manageable stages thus allowing transparent forward planning (particularly in terms of managing resource requirements).

We recognise the close relationship between PRINCE2 and the effective delivery of projects such as the GLA contract especially in the context of:

- More efficient co-ordination and control of the often complex range of activities by clearly defining roles and responsibilities for managing the project elements.
- Achieving a consistent system of new or amended policies, standards, and working practices through a process for defining, planning, delivering and quality assurance of initial requirements and any required changes over the course of the contract.

Our project reviews are intended to ensure the quality of delivery but to also ensure that all the potential benefits for the clients are realised. They also contribute to the process of continuous improvement within IDOX Information Solutions – we use feedback to consider whether we should do things differently, do different things, or to do things that will influence others to do things differently. We recognise that the outcomes and benefits for the GLA of delivering the contracted Information and Library Services are different from the actual outputs.

We employ a structured and process based project management method based on PRINCE2 to ensure:

- A flexible and adaptable approach to suit all projects.
- A clear quality assurance framework is applied.
- All key components of the project are identified.
- The roles/responsibilities of individuals involved are clear.
- Controls are in place.
- There is demonstrable resource planning to meet the needs of the GLA.

In turn our process then ensures:

- That the end deliverables is met.
- We meet (or exceed) the quality criteria.
- We remain within budget.

- We deliver on schedule.
- An overall logical and organised approach.

We define the key steps in the management of a project during its lifecycle. These can be summarised as:

- Our project philosophy is that sound project management is built around the activities required to deliver a project output combined with a series of controls to cover planning, quality, schedule and cost dimensions.
- Our mobilisation and initiation phase will determine the approach to the project in terms of the detailed organisation, the planning and control. We will also ensure that all the information required is available to the project team. Project objectives will be reviewed so that desired outputs can be measured against those objectives. All projects have a risk assessment undertaken at this stage to make sure that risk is mitigated prior to project initiation.

Effective project management will be a key aspect of successful delivery of any project. In order to ensure this success we have assembled an experienced multi disciplinary team to deliver the GLA contract operating with the following approach:

- A senior Director will take responsibility for the strategic operation of the account.
- The Director will assign a Project Director and individuals from each of our key teams to assume specific responsibilities within each project.
- Operating under the overall direction of the Director, the Project Director will have specific responsibility for the co-ordination, quality and delivery of all elements of the project.
- The core Project team will be supported by the wider operational teams.
- The Project Director will co-ordinate all activities with an agreed programme of regular structured client meetings and internal cross company project meetings. These will include face to face meetings, web enabled conferencing and telephone conferencing in addition to email and one to one telephone calls as frequently as appropriate.
- Named individuals and named backups will have Gantt chart action plans, date specific tasks and specific responsibilities which will be produced, circulated and updated by our Project Director. These Gantt charts will fit around the already defined milestone dates. The project team Gantts will be monitored weekly with progress reporting detailing completed tasks within the week and tasks to be undertaken next week. Our Gantt management includes automating dependencies and assessing the impact of change on future dependent work. The Contract Manager will manage the plans, issues and change control for the project.
- To assist internal communications all project activities are entered into our bespoke project management system which alerts the internal project team automatically via email when activities are added, modified or deleted. All these activities are under the control of the Account Manager/ Project Director.
- A detailed composite plan will also be monitored weekly by the Project Director to manage dependencies across delivery teams. This degree of monitoring will ensure that any dedicated ring fenced staff or teams have zero distractions and that any necessary corrective action can be authorised and taken.

The project management process ensures we also exercise a controlled closure to any project through a client debrief; measurement of deliverables against objectives; reporting; making appropriate recommendations;

obtaining formal client acceptance and notice of formal closure. A final component would be to invite the client to provide feedback on satisfaction with the deliverables and conduct of the project.

In applying our Project Management Process we use a number of bespoke documents for any project. These will include for the GLA project: information needs assessment; mobilisation plan; project plan; SLAs.

1.8 Standards for performance measurement

IDOX provide services primarily to public sector clients and as such our quality assurance and project management processes ensure that we are compliant with key performance measurement requirements of our clients.

Generally this means that we have processes in place to manage performance at three levels:

- Pre-controls – agreeing project plans and project monitoring arrangements in advance of work beginning, incorporating if necessary any targets linked to national or local outcomes for public services
- Concurrent controls - in the form of a system which allows for internal and external communication of progress against targets. Project-specific reporting arrangements are agreed with clients. We will report performance in either quantitative terms or using an enhanced 'traffic lights' system, showing performance against target and performance trajectories.
- Post-controls - including agreed levels of formal reporting, and summarising highlights and exceptions to planned performance. We are also happy to assist in the independent evaluation of any projects we have been involved with.

In agreeing outputs and reporting mechanisms for projects we will ensure that we adhere to any common datasets for performance information required by our client or our client's scrutiny bodies.

1.9 Quality Assurance

Our quality assurance accreditation covers all aspects of our work from initial contact with clients through to project completion, including the processes of content creation and dissemination.

Our quality assurance system is made up of four main components:

- Our Quality System Procedures Manual
- Internal audit process
- Our project management tool and client relations management database
- Our project management documentation standards

1.9.1 Quality System Procedures Manual

A key requirement of accreditation is to have in place a documented quality system that sets out all of the procedures and processes that are applicable to our work. An up-to-date version of our manual (which is subject to a minimum of an annual review) is available to all staff via the company Intranet.

Our Quality System Procedures Manual is audited and meets all of the requirements of BS 9001:2000. It describes the processes that must be undertaken by staff within all divisions of the company for every stage of a project.

The steps that are normally expected to be applied to providing our services including:

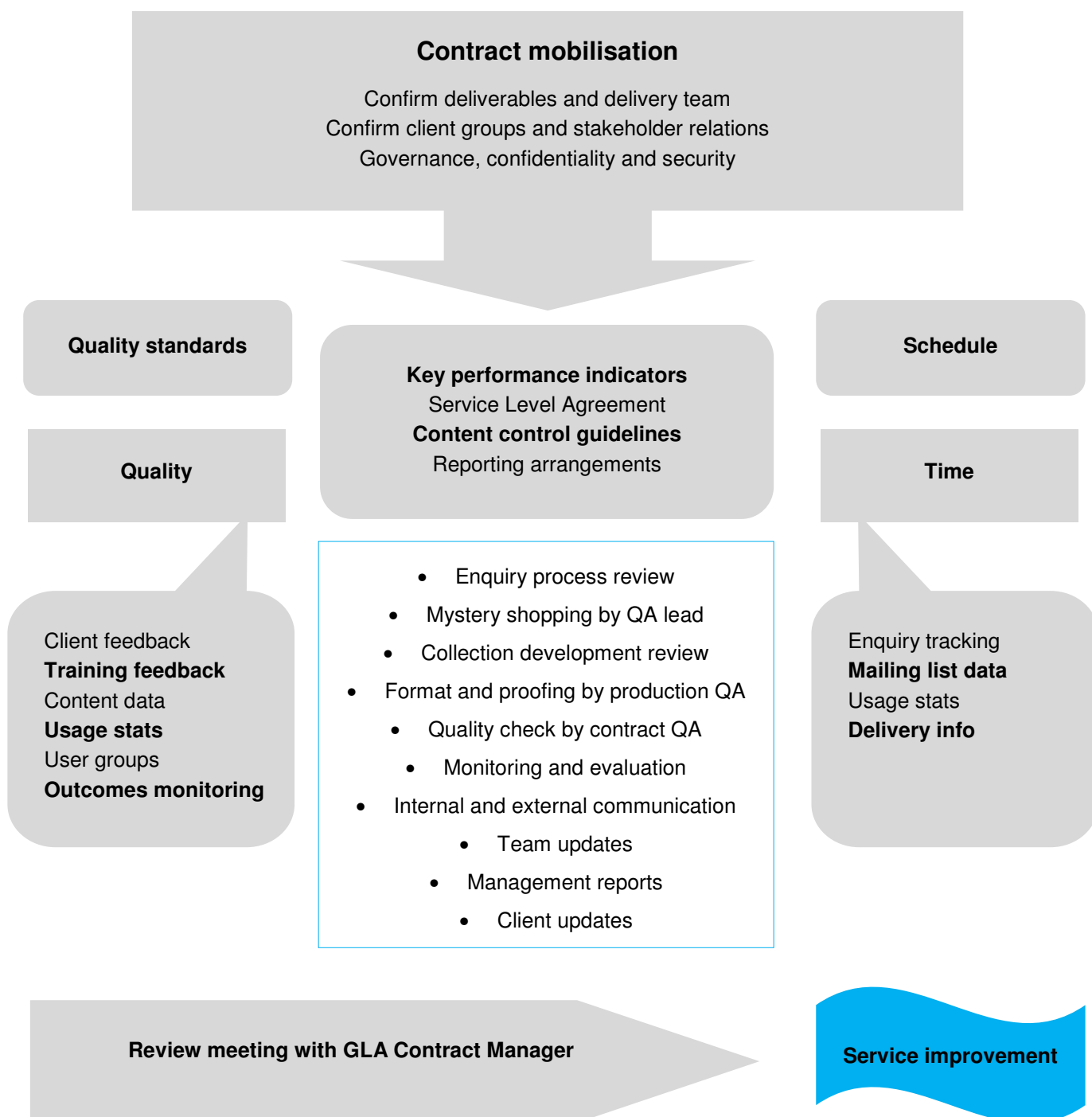
- Starting up projects
- Agreeing the stages of the project management process
- Communication with clients
- Risk assessment
- Application of internal procedures
- Internal “sign offs” of project documents
- Internal quality checks of service delivery
- Ensuring external “sign offs” by the client
- Notifications and client approvals for any variances during a project (i.e. change in service delivery outputs; change in project team; level of reporting output required etc)
- Regular reviews and monitoring of the project
- Provision of project management information
- Completing a project and issuing formal notification of completion
- Client debrief/ feedback monitor

The manual is subject to regular updates and this is formally communicated to staff as and when new or revised procedures are introduced.

A key part of our Quality Assurance is the implementation of an internal audit process whereby projects across the company are subject to audit checks to ensure procedures are being implemented in accordance with the manual. Our project monitoring system provides a clearly defined audit trail which permits regular audit reports on each project to be checked and included in the overall audit process.

Our Executive Management group receives and evaluates the internal audit reports. Any corrective action considered necessary is agreed and implemented.

The overall expected quality schema for the GLA project is shown overleaf:



1.9.2 KPIs and expected quality standards

In order to manage the performance of the contract and ensure that the service is meeting the needs and requirements of the GLA, we will agree during the project mobilisation phase appropriate KPIs.

These will:

- Reflect, and relate directly to, the GLA's goals and the goals of the GLA Information and Library Services;
- Be quantitative and quantifiable;
- Be linked directly to the measurement of the contracted service's success.

In order to ensure this, we will work with the GLA Contract Manager to define suitable KPIs. It may be that we use existing KPIs for the GLA Information and Library Services. Importantly however, we will:

- Agree the appropriate metrics to measure as KPIs;
- Setting up all the measuring, monitoring, and tracking systems in advance of service commencement;
- Establish a formal process for the ongoing collection of key performance data and information, and the format and timing of reporting on the KPIs.

We would expect that the Account Manager will be responsible for collating and reporting KPIs and would present these to the GLA Contract Manager in advance of scheduled review meetings.

While we would agree KPIs during project mobilisation, our experience suggests that typically we might measure performance of the contract using indicators such as:

Possible KPIs for the provision of Information & Library Services to the GLA	
➤ Number of training sessions delivered ➤ Number of users receiving training ➤ Number of users visiting the portal ➤ Number of user searches ➤ Number of Daily Information Bulletin subscribers ➤ Number of alerting bulletin subscribers ➤ Number of personalised alerts ➤ Number of enquiries submitted ➤ Percentage of enquiries completed within the SLA ➤ Percentage of ILLs (external supplier) processed within 1 working day of receipt ➤ Percentage availability of library controlled systems (eg. systems will be available 98% of time during standard service operating hours) ➤ Percentage of daily information bulletins distributed on time (before 1pm)	➤ Percentage of broken links on the database ➤ Number of click-throughs from the bulletins ➤ Numbers of items acquired (monographs, edocs) ➤ Number of catalogue records created ➤ Document supply fulfilment rate ➤ Percentage of hard-copy material held in stock delivered within 2 working days ➤ Numbers of downloads from journals available electronically ➤ Percentage of comments submitted, receiving acknowledgement or response within one working day ➤ Percentage of days in which service was available during agreed hours ➤ Book processing time from arrival to addition to database ➤ User satisfaction with different services

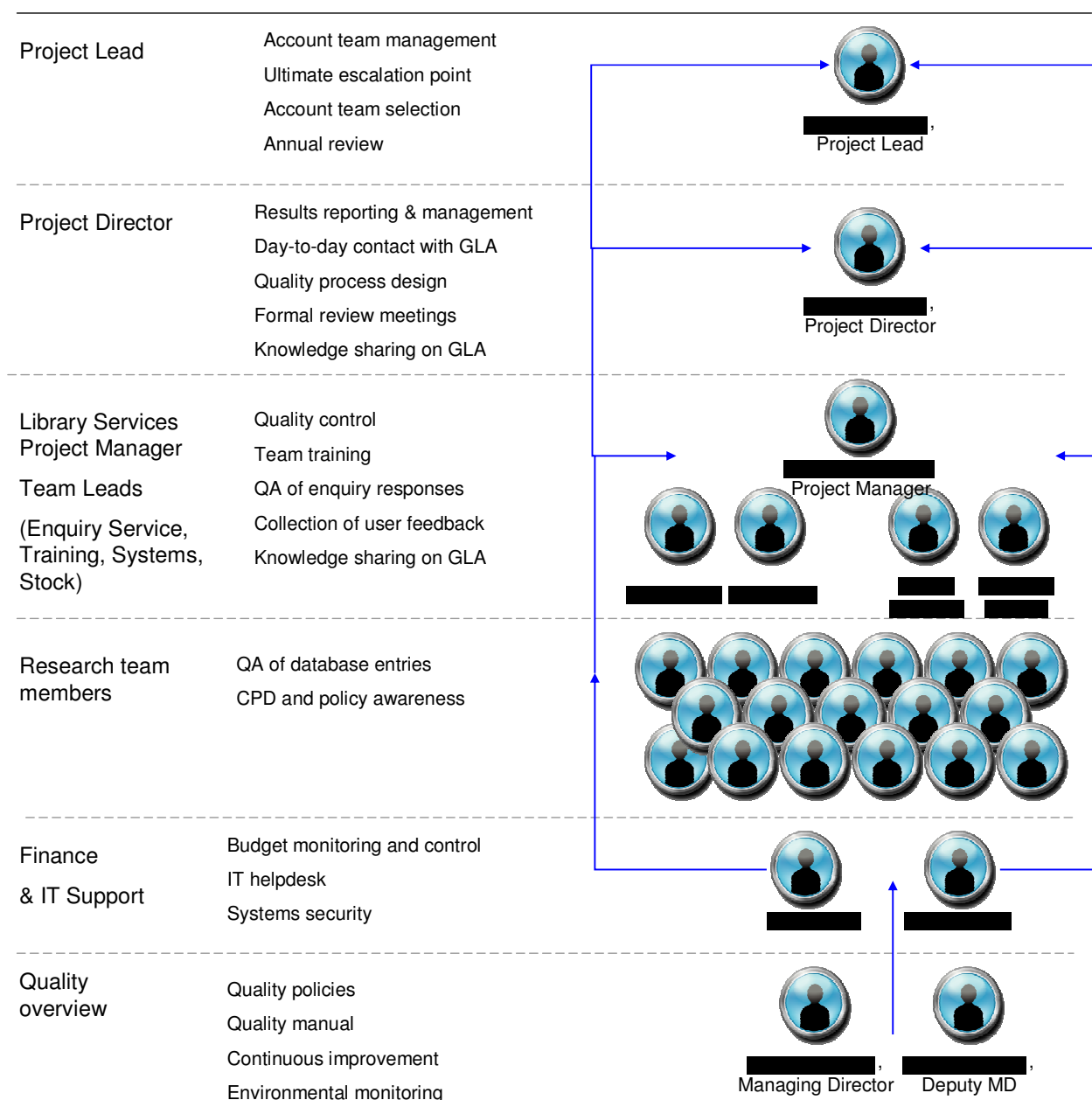
In addition we will agree SLAs for specific aspects of the service.

1.9.3 Quality assurance for specific project elements

Details of the proposed staff teams and their CVs are set out in Section 7 of the main tender response and Appendix 2. All staff will be allocated to work on particular aspects of the GLA service based on our understanding of the requirements and the best match of skills that is needed to meet these.

In overall terms, the responsibility for quality assurance for different elements of the project will be the responsibility of named individuals. The project team organogram (Section 7) and staff CVs (Appendix 2) provides more information, however quality control and quality review can be seen here.

Quality responsibilities



In addition we have summarised below the quality assurance processes for each element of the contract delivery. These would be discussed during project mobilisation and signed off in conjunction with the GLA Contract Manager.

Quality assurance for enquiry service

- Named lead responsible for delivery of the enquiry service
- Internal team includes back-up and cover arrangements
- During mobilisation, will benchmark sources currently used against those to be used by the enquiry team
- During mobilisation, we propose that we receive sight of the topics of enquiries received by the existing service to assist the enquiry team to understand the needs of the GLA
- Ongoing training for Research Team on sources as well as the needs and interests of the GLA, as part of continuous improvement
- QA of enquiry responses by senior staff, in terms of checking that query actually answered, reference sources used and style/grammar
- Strong process for handover of enquiry shifts
- Snapshot of enquiries are checked in detail to ensure that staff maintain their skills and follow full and correct process for answering
- Policy awareness, resources awareness and enquiry handling skills assessed as part of competency-based appraisal system
- Clear promotional materials to describe boundaries of the enquiry service for the users and manage expectations
- Agreed KPIs on delivery of the enquiry service, signed off by GLA Contract Manager
- Internal system for allocating and tracking enquiries to ensure response times met
- Users encouraged to complete feedback survey to ensure answer met their needs
- Reporting on KPIs and feedback to GLA Contract Manager, by Project Director

Quality assurance for access to full text books and journals

- Named leads responsible for stock management and systems
- Internal team includes back-up and cover arrangements
- During mobilisation, will agree collection development policy with respect to the GLA contract
- During mobilisation, will review existing serials subscriptions and stock, their usage statistics and agree with GLA Contract Manager the ongoing arrangements
- Review and feedback process ensures that acquisition decisions are based on strong understanding of user needs in the GLA
- Agreed KPIs on delivery of the service for access to full text books and journals, signed off by GLA Contract Manager
- Users encouraged to complete feedback survey to ensure document supply service met their needs
- Reporting on KPIs and feedback to GLA Contract Manager, by Project Director

Quality assurance for training requirement

- Named leads responsible for delivery and design of training
- Internal team includes back-up and cover arrangements
- Training materials tailored to the needs of the GLA
- GLA will have opportunity to review and approve marketing and training collateral
- During mobilisation, will discuss existing evidence on information needs of GLA staff
- Review and feedback process ensures that training design is responsive to needs of the GLA
- Agreed KPIs on delivery of the training requirement, signed off by GLA Contract Manager
- Users encouraged to complete feedback survey to ensure training outputs met their needs
- Reporting on KPIs and feedback to GLA Contract Manager, by Project Director

Quality assurance for alerting bulletins

- Named leads responsible for content and bulletin creation
- Internal team includes back-up and cover arrangements
- Database records undergo internal QA process following entry
- Coverage of bulletins in terms of taxonomic headings and search strings used to create them, tailored for GLA needs
- Agreed KPIs on delivery of the bulletin requirement, signed off by GLA Contract Manager
- Annual survey to ensure alerting services meet their needs
- Reporting on KPIs and feedback to GLA Contract Manager, by Project Director

Quality assurance for daily information bulletin

- Named leads responsible for content and bulletin creation
- Internal team includes back-up and cover arrangements
- News items undergo internal QA process, to ensure the coverage is tailored to the London-context and highlights London-specific findings
- Agreed KPIs on delivery of the daily information bulletin, signed off by GLA Contract Manager
- Annual survey to ensure alerting services meet their needs
- Reporting on KPIs and feedback to GLA Contract Manager, by Project Director

Quality assurance for database and linkchecking

- Named lead responsible for systems, which covers data quality
- Internal team includes back-up and cover arrangements
- We have an ongoing internal process for automatically reporting broken links in the database records for edocs and manually updating them if they are up to four years old
- For material relating to publications older than 4 years old we delete the broken link
- Any link that is clicked on in our online database which is reported broken by the system, is dealt with as soon as possible
- Users can also report links which redirect (but are not producing 404 errors) via our online portal – again these will be checked and dealt with as soon as possible
- Current KPI target is 95% of links on database working
- All links in bulletins and the daily information bulletin are checked as part of the QA stage in the production process
- All links to external content or websites sent out as part of enquiry responses will be checked at the QA stage of the enquiry handling process

1.10 Proposed reporting schedule

The proposed review meetings will allow both sides to review what has happened with delivery of the contract. They will offer an opportunity to review:

- What was supposed to happen; What actually happened; Anything that needs to change

We described the overall approach for the Implementation/mobilisation period in section 4. We have also described our account management and project management processes (see above) which include regular liaison and communication with the GLA. In terms of formal review meetings we would expect that following service commencement the schedule would be for quarterly review meetings:

Schedule of review meetings

Monthly	Review meeting GLA Contract Manager IDOX Project Manager IDOX Project Director	Review operational issues Schedule and review marketing and training activities
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Schedule of review meetings		
6 month point	Formal review meeting GLA Contract Manager IDOX Project Director IDOX Project Lead	Review of KPIs Review of qualitative feedback from training sessions and enquiry service
12 month point	Formal review meeting GLA Contract Manager IDOX Project Director IDOX Project Lead	Review of KPIs Review of qualitative feedback, including user survey results Review of strategic relationship Review of wider objectives of the service

This schedule would be followed for the duration of the contract, subject to review.

We would expect that at these meetings we would review whether objectives and deliverables had been met. We would discuss the quality of deliverables and user satisfaction. We would also identify any actions to address issues or improve the service delivery.

Prior to the monthly meetings, the Project Manager would compile a summary of management information for the GLA Contract Manager.

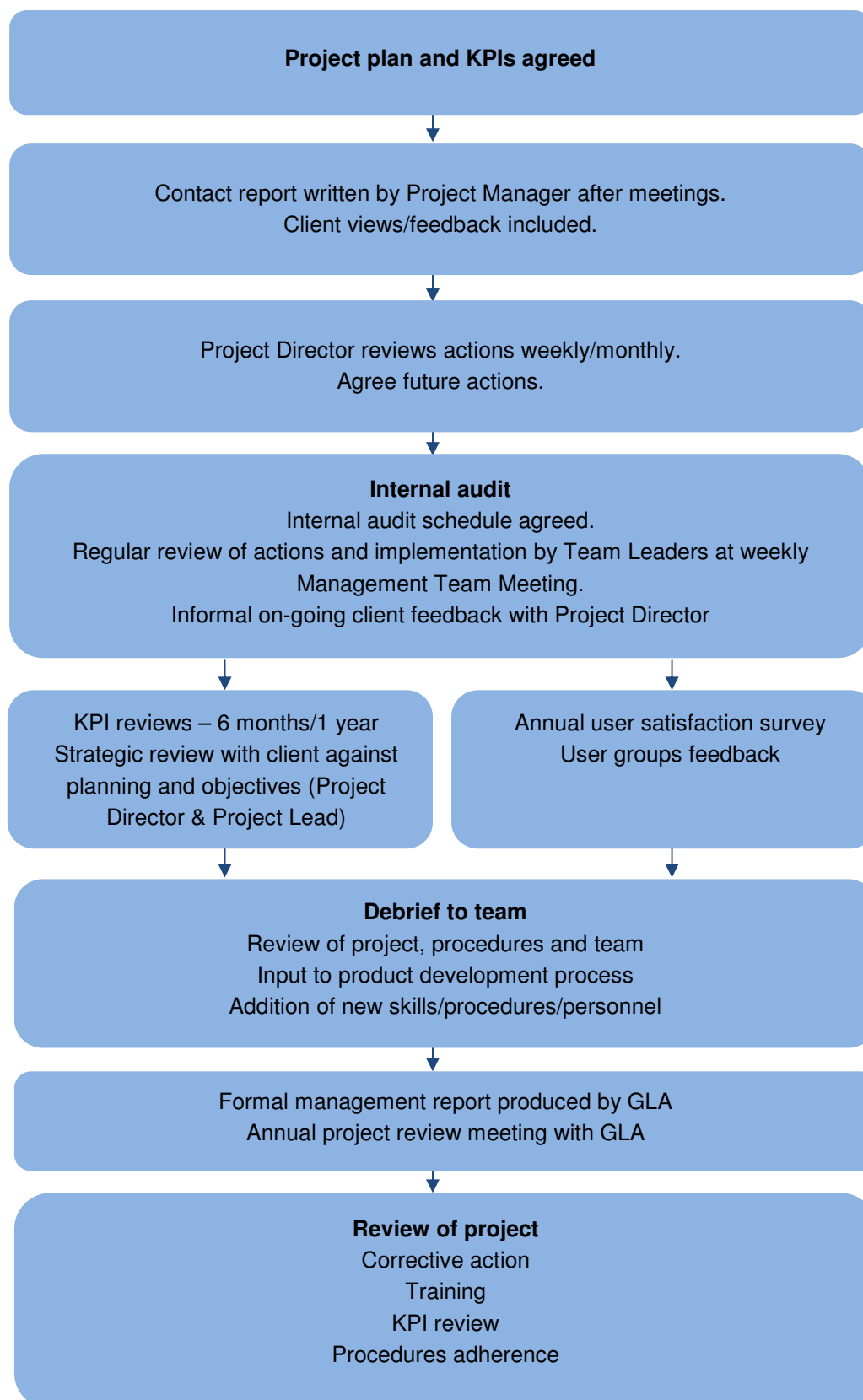
Prior to the 6 month meeting, the Project Manager would provide a written summary report to the GLA Contract Manager.

Prior to the 12 month meeting we would conduct a survey of users. We would then provide a written report on the delivery of the service. This would draw on input from all the named team leads for the different elements of the service delivery. It would also include a range of qualitative and quantitative data gathered during the course of service delivery.

We would expect that the GLA Contract Manager would input into the 12 month meeting by flagging up emerging priorities for the GLA and how these may impact on the service in the medium term.

1.11 Feedback and review

The formal reporting meetings will fit into a wider feedback and review process.



In terms of dealing with issues and escalation, IDOX use an internal incident reporting and tracking system to log complaints and problems, and their status. The Quality Plan and project management procedures allow for the raising of issues and sign off based on agreed acceptance criteria. We pride ourselves on developing close co-operative relationships with our clients. The Deputy Director of IDOX Information Solutions will be ultimately responsible for the delivery and quality of the project, and is the person to whom any issues can be ultimately directed.

1.11.1 Customer service and complaints handling

Our approach to customer service is set out in the internal business plan for the Information Service. This is agreed by the Senior Management Team and new staff receive induction on the standards expected in terms of customer service. We currently have two member-facing Customer Development Managers who work to ensure that the needs of members of the existing Information Service are met. As the staff delivering the GLA contract are also delivering other products within Idox Information Solutions, the general customer service standards would also apply to this contract.

Customer Service within the Information Service is based on the following core principles:

- Staff are, first and foremost, helpful, welcoming and approachable.
- The primary aim of staff is to be efficient and effective in all that they do.
- A consistent approach is taken by all staff in dealing with users, so that rules and systems are applied in a consistent, friendly manner.
- Users are given every possible support to learn how to use all the services and then encouraged to help themselves as appropriate.
- If an issue or complaint cannot be resolved by the first point of contact, then users are referred to a supervisor or other specialist in a timely and appropriate way.
- All problems are noted and communicated verbally or in writing to the appropriate people so that they can be resolved or an appropriate response can be made.
- Feedback from users is encouraged and actively sought.
- Complaints are perceived as useful feedback.

It is our experience that the perception of good customer service is predicated on good communication about the service itself. In this respect, the marketing, relationship building and training elements of the contract will be crucial channels for both presenting the public face of the service and setting expectations for what is being offered.

In terms of handling feedback we will ensure that all members of the delivery team have appropriate training on customer service and complaints handling. We will also ensure that the formal procedures for capturing and resolving complaints, queries and other issues from end-users under the GLA contract are clearly understood. This will involve a staged approach based on the levels of quality responsibility and escalation set out in the quality plan (section 1.9.3).

We would expect that one important element of customer service will be ensuring that the delivery team knows when to refer an enquiry back to the GLA. This may be to the GLA Contract Manager or to the wider Intelligence Unit.

Management information on issues handling will feed into the review between the GLA Contract Manager and Idox Account Director for action on specific issues and to input into service and product development

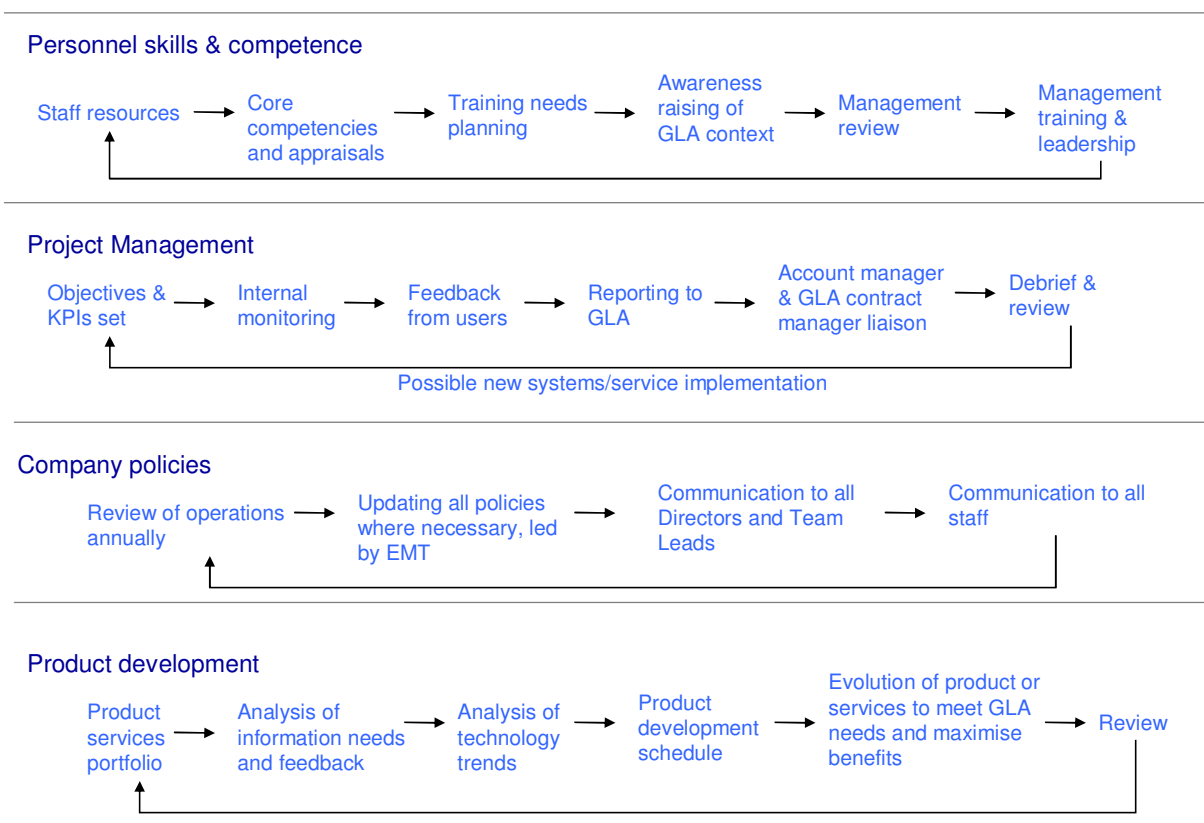
Ultimately, complaints about service quality including failure to respond adequately and appropriately to complaints and other issues, can be raised with our Deputy MD.

1.12 Continuous improvement

Our approach to account management, project management and quality assurance combine to support us in continuous improvement of our services and products.

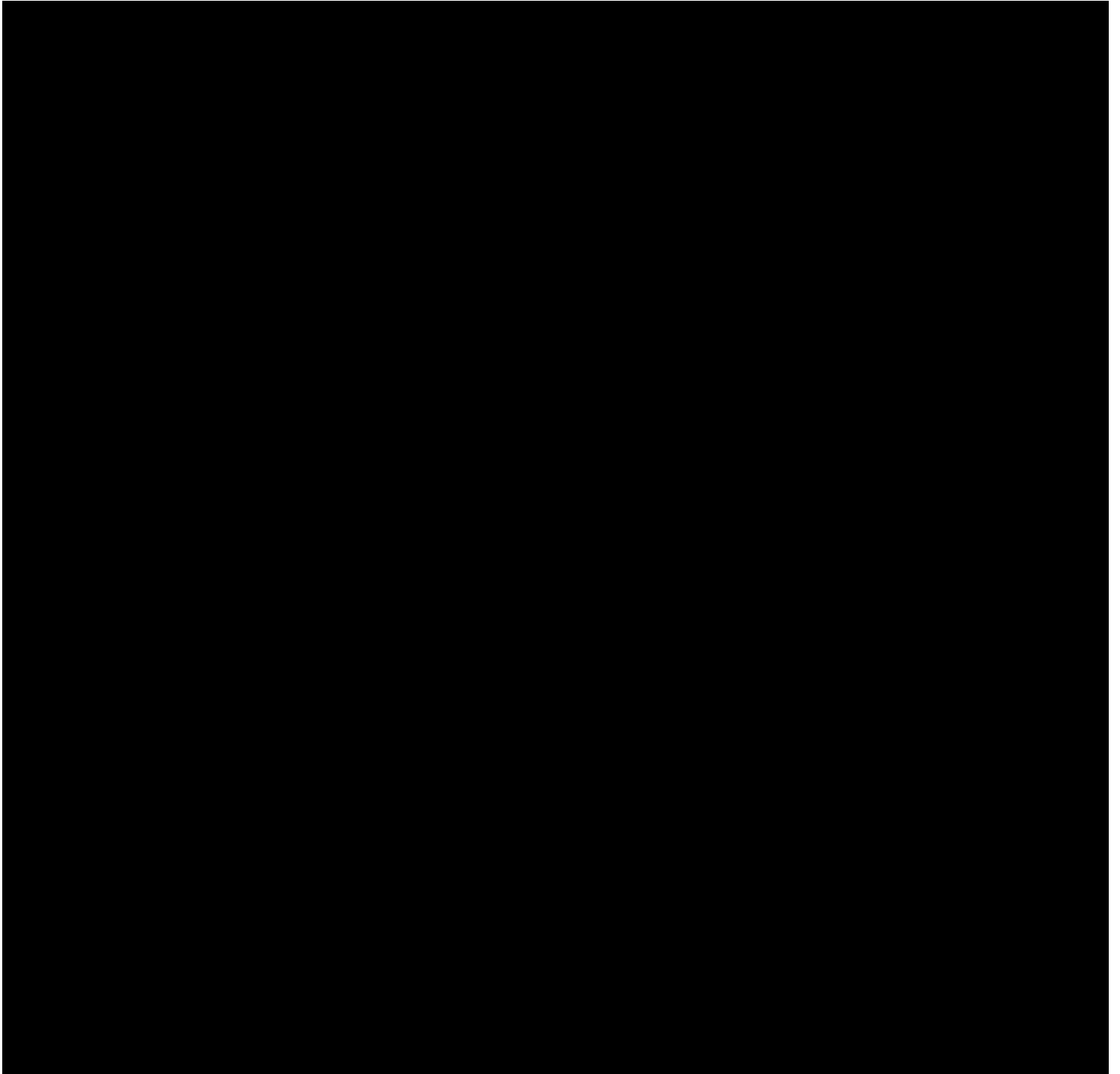
For the GLA contract this would be represented by:

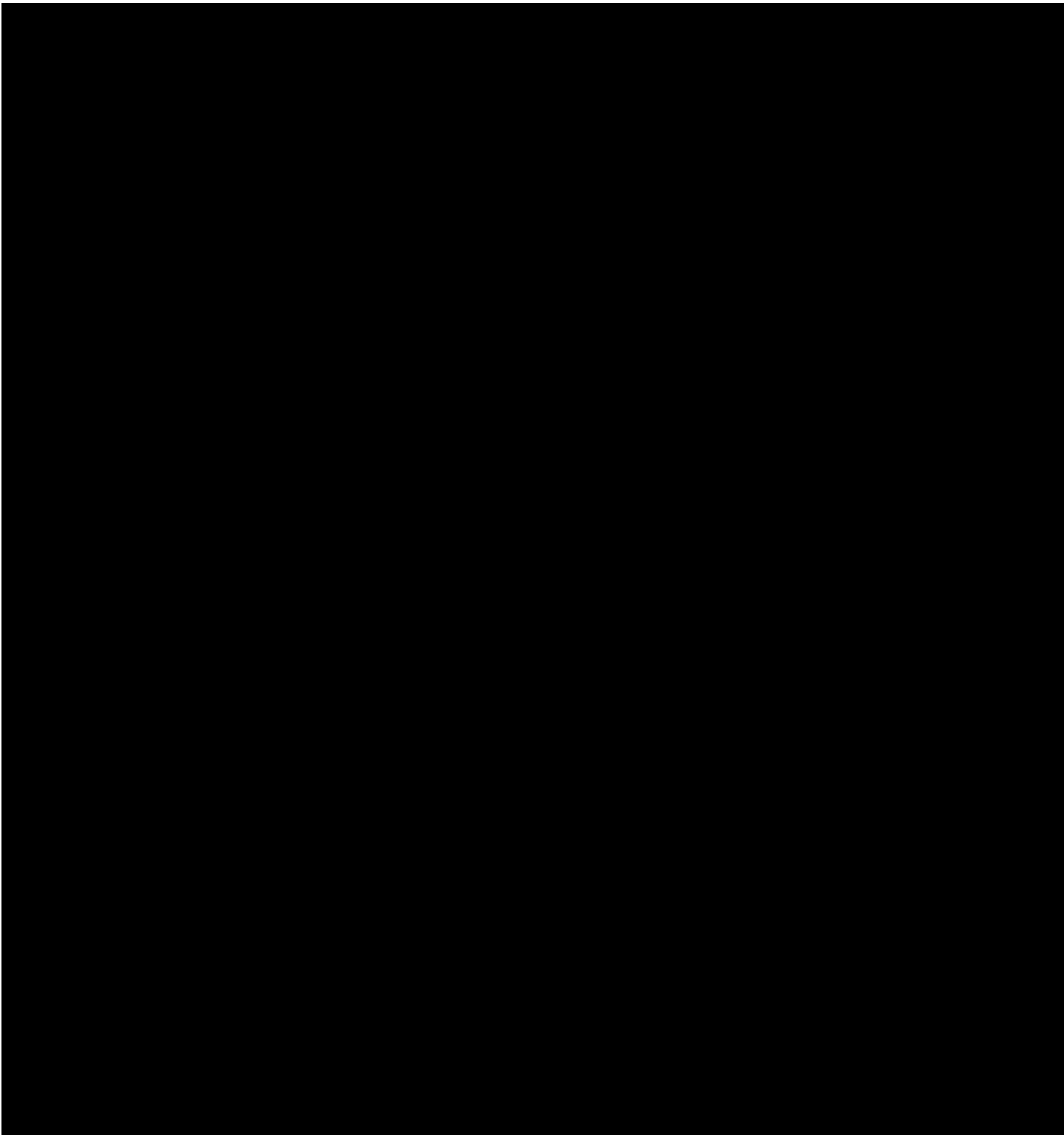
Continuous improvement process

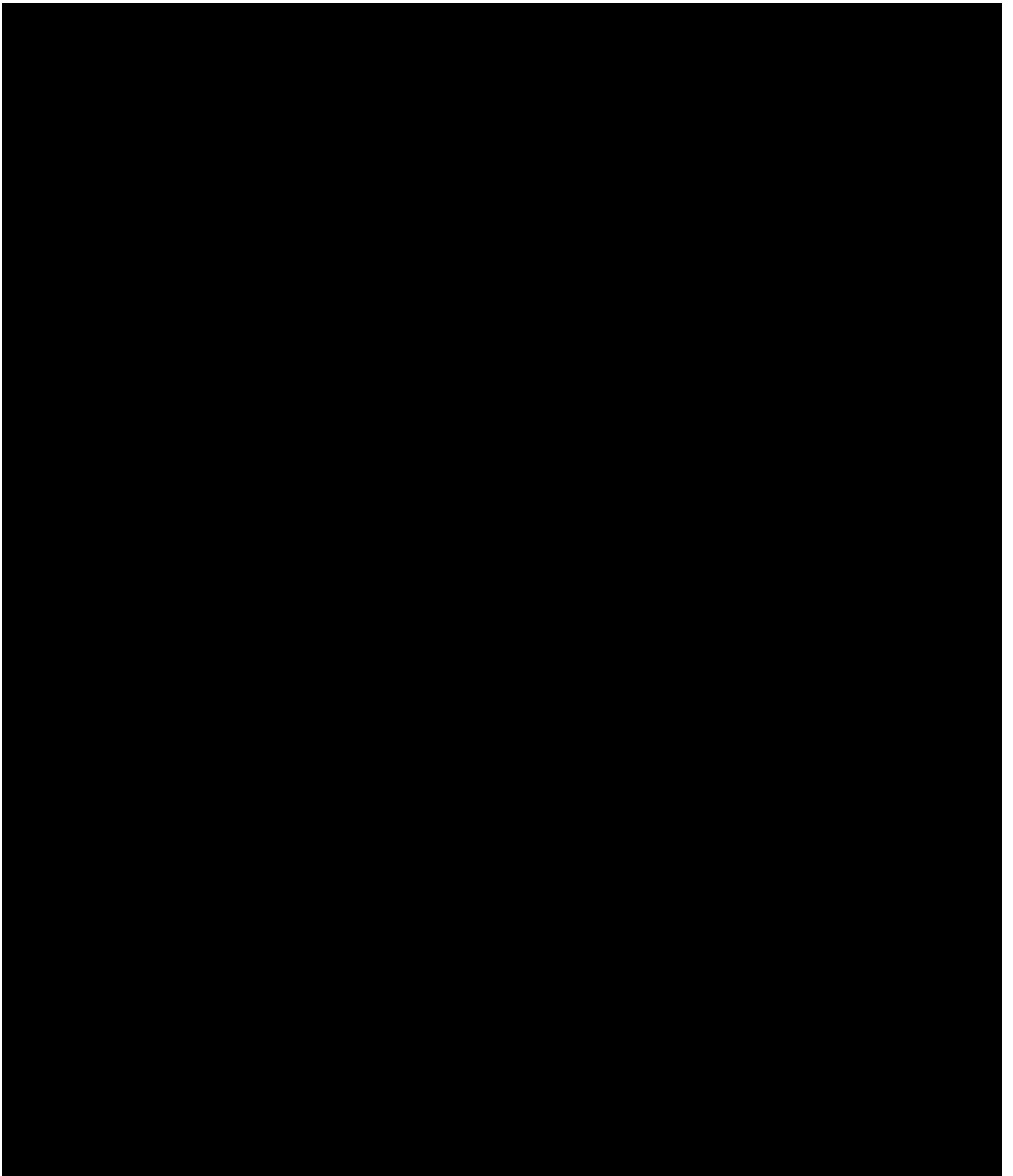


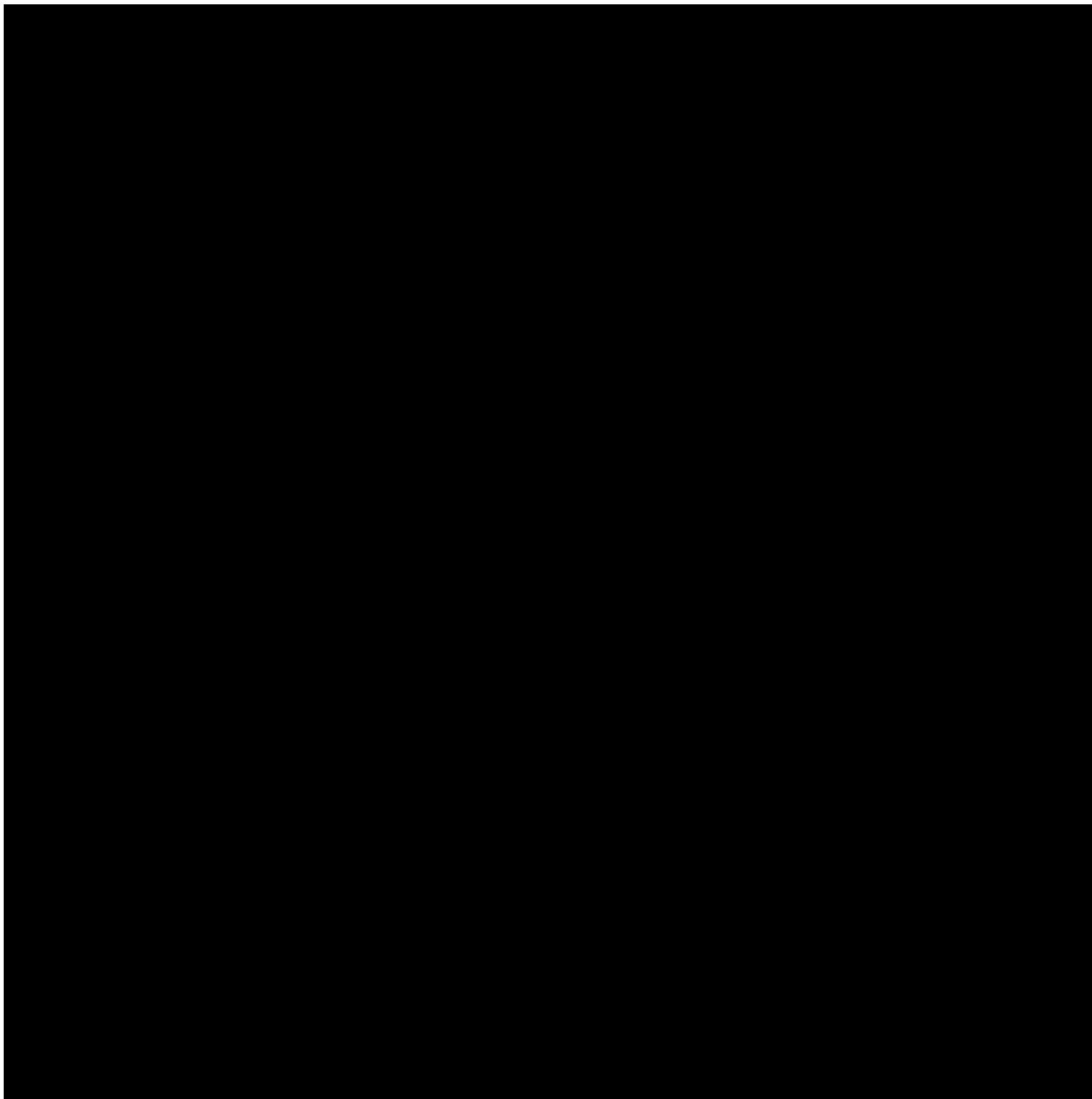
2. Appendix 2: CVs

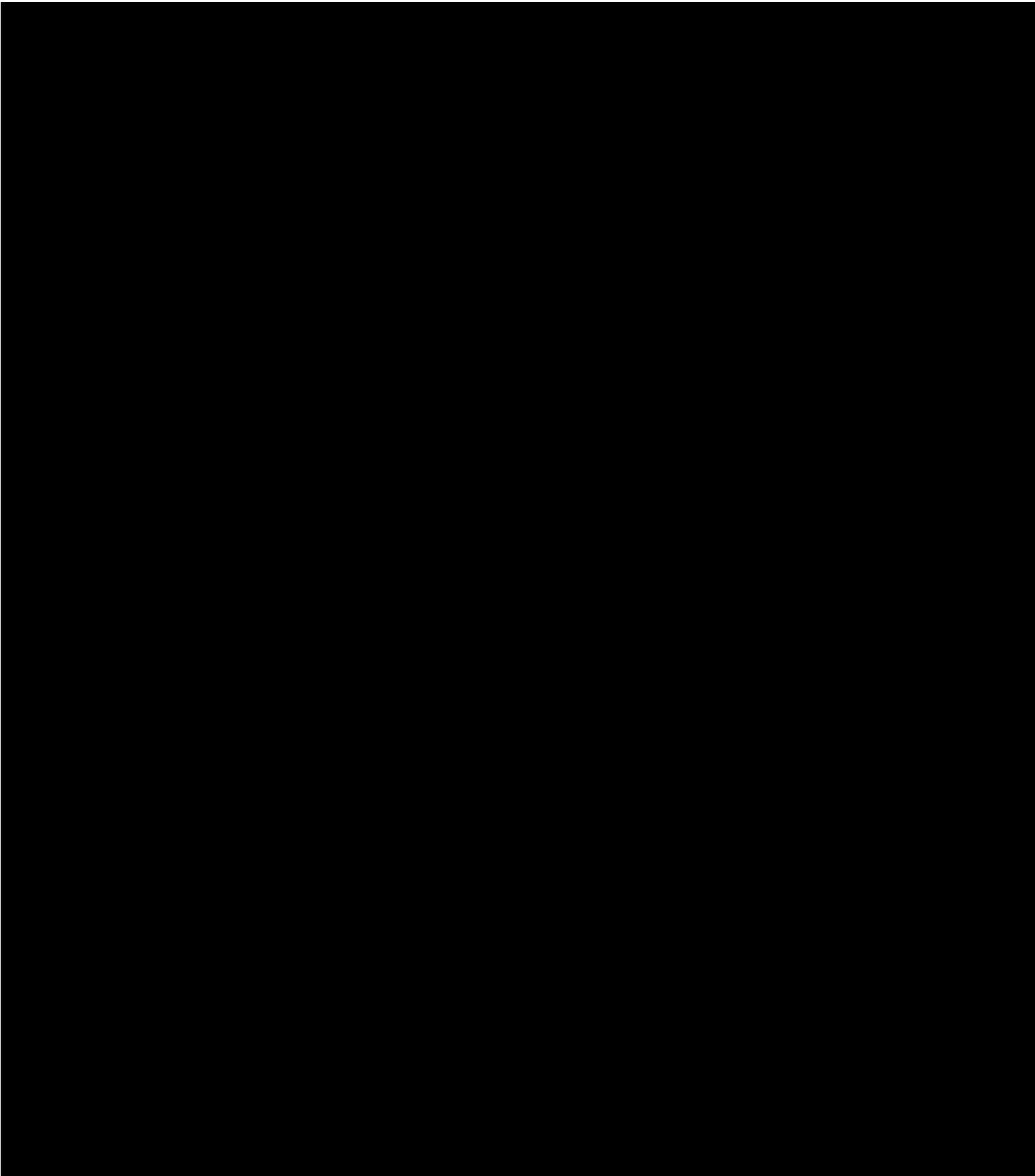
2.1 CVs for your core team

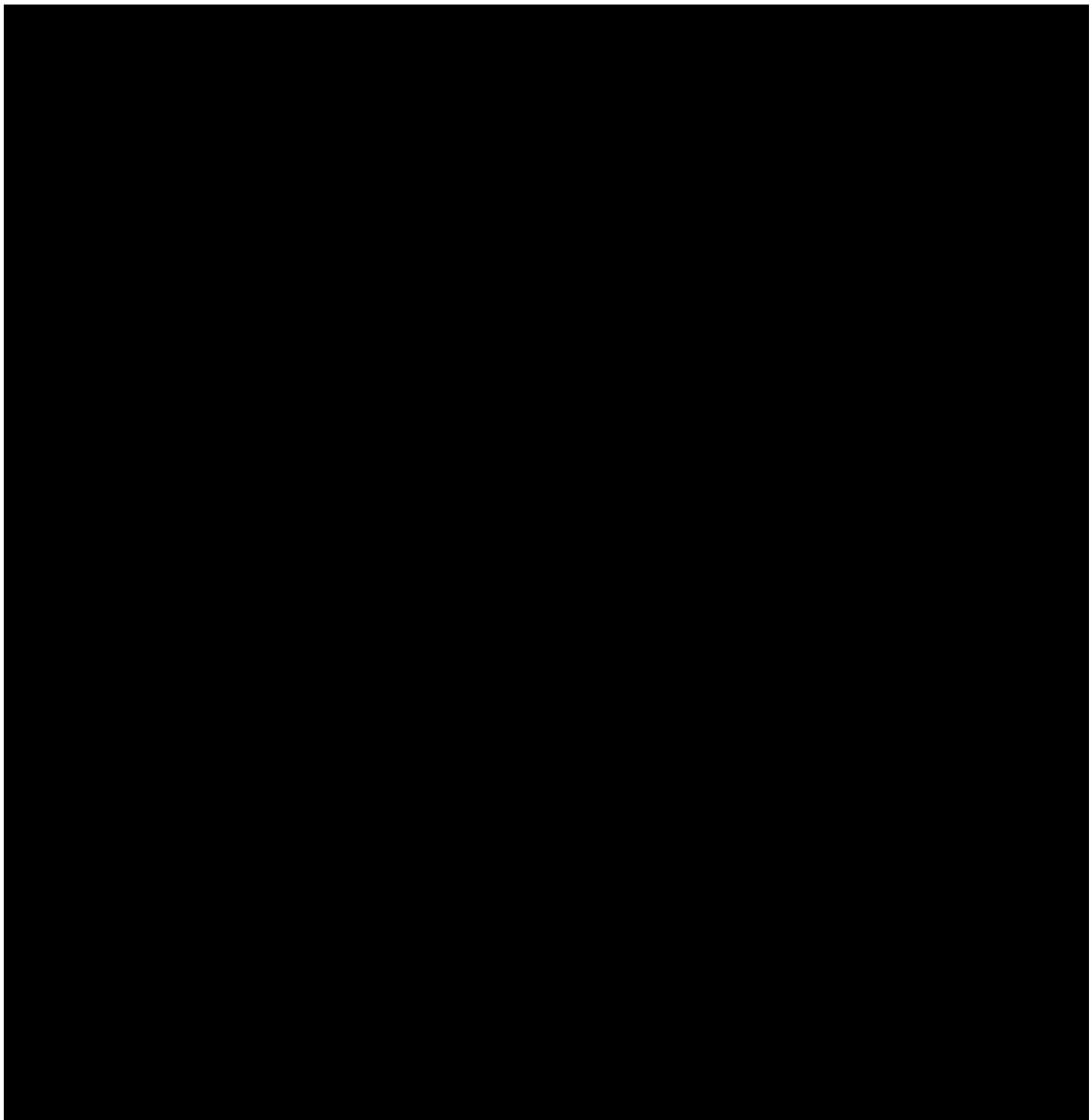




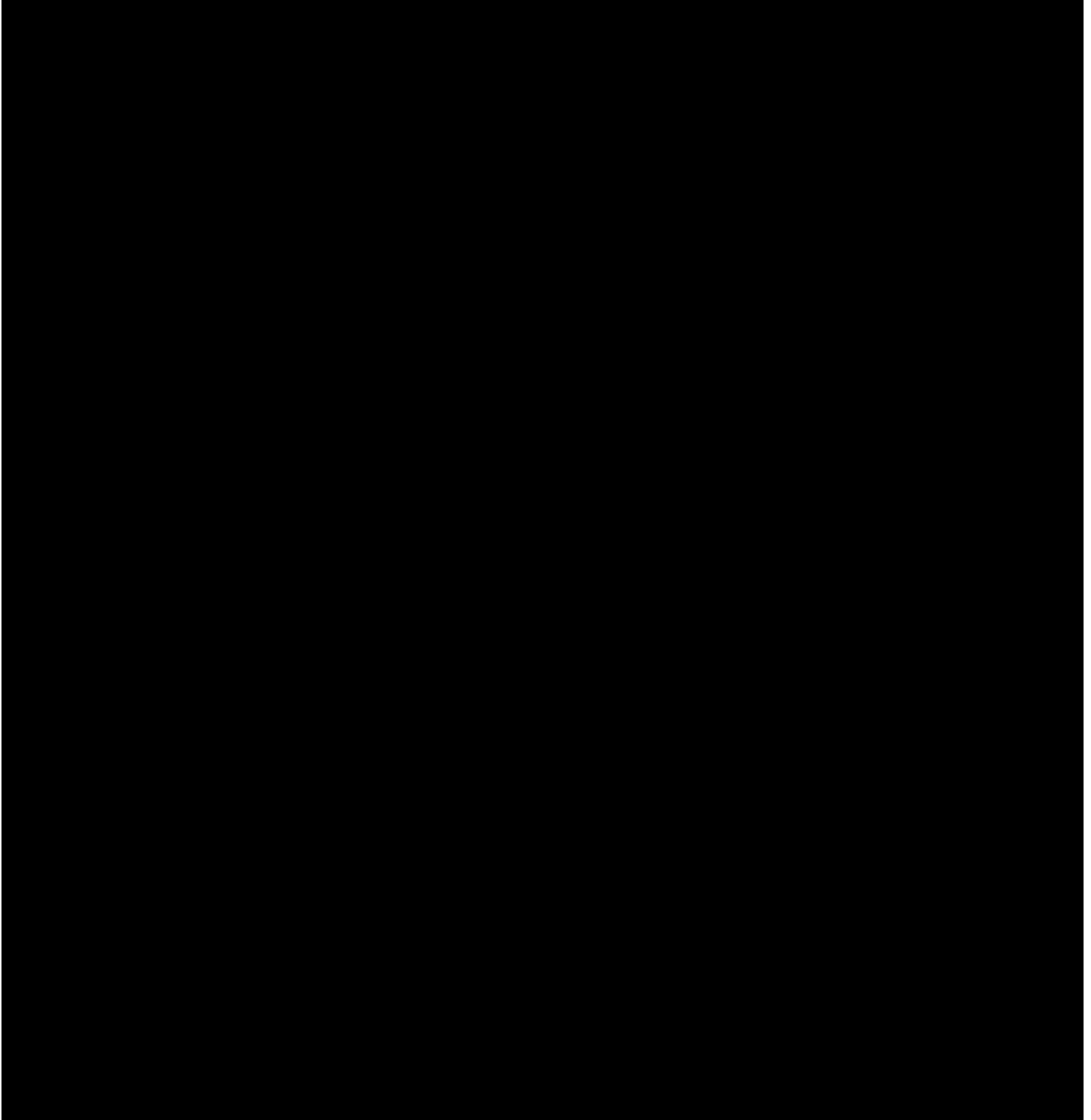


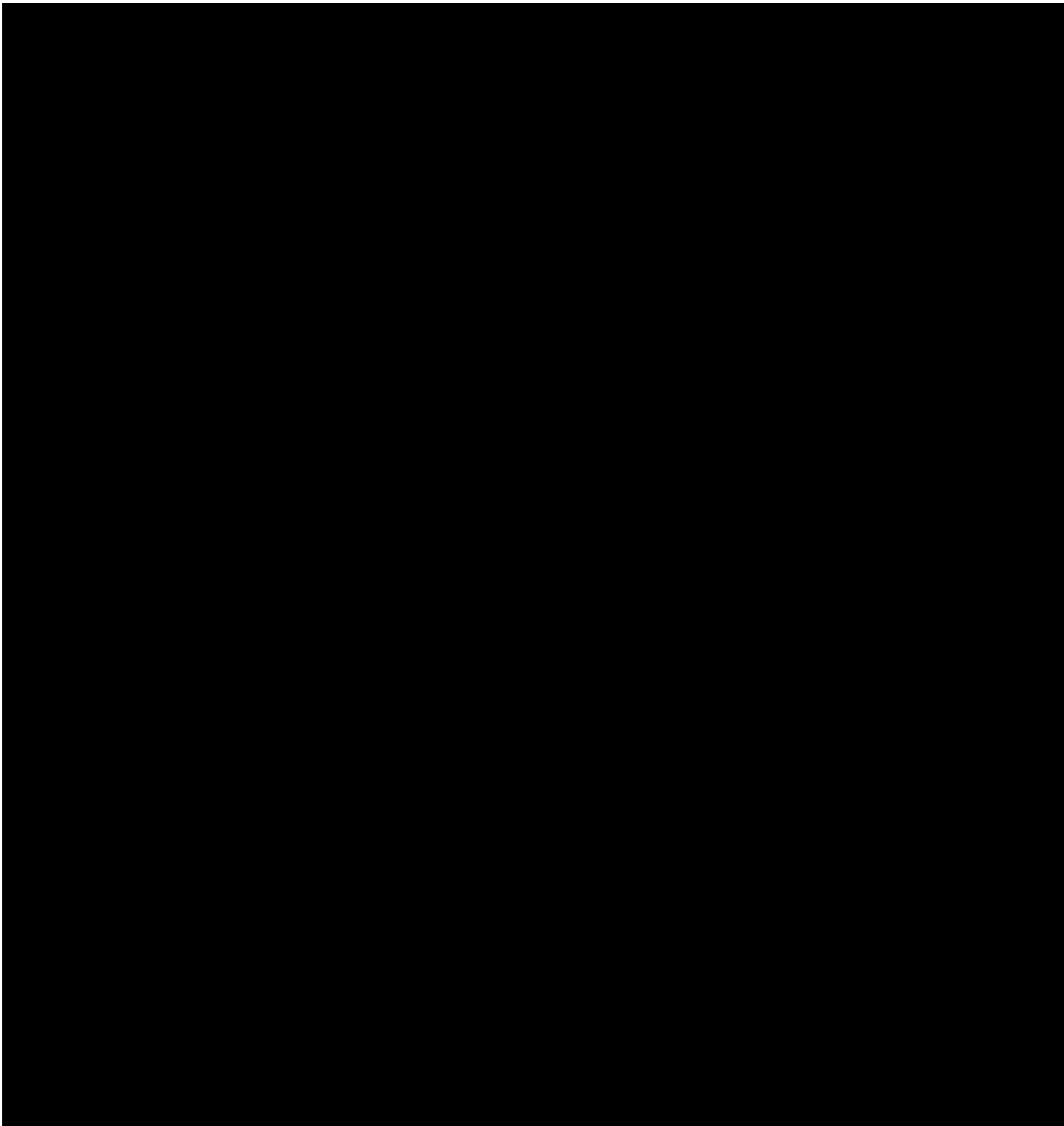


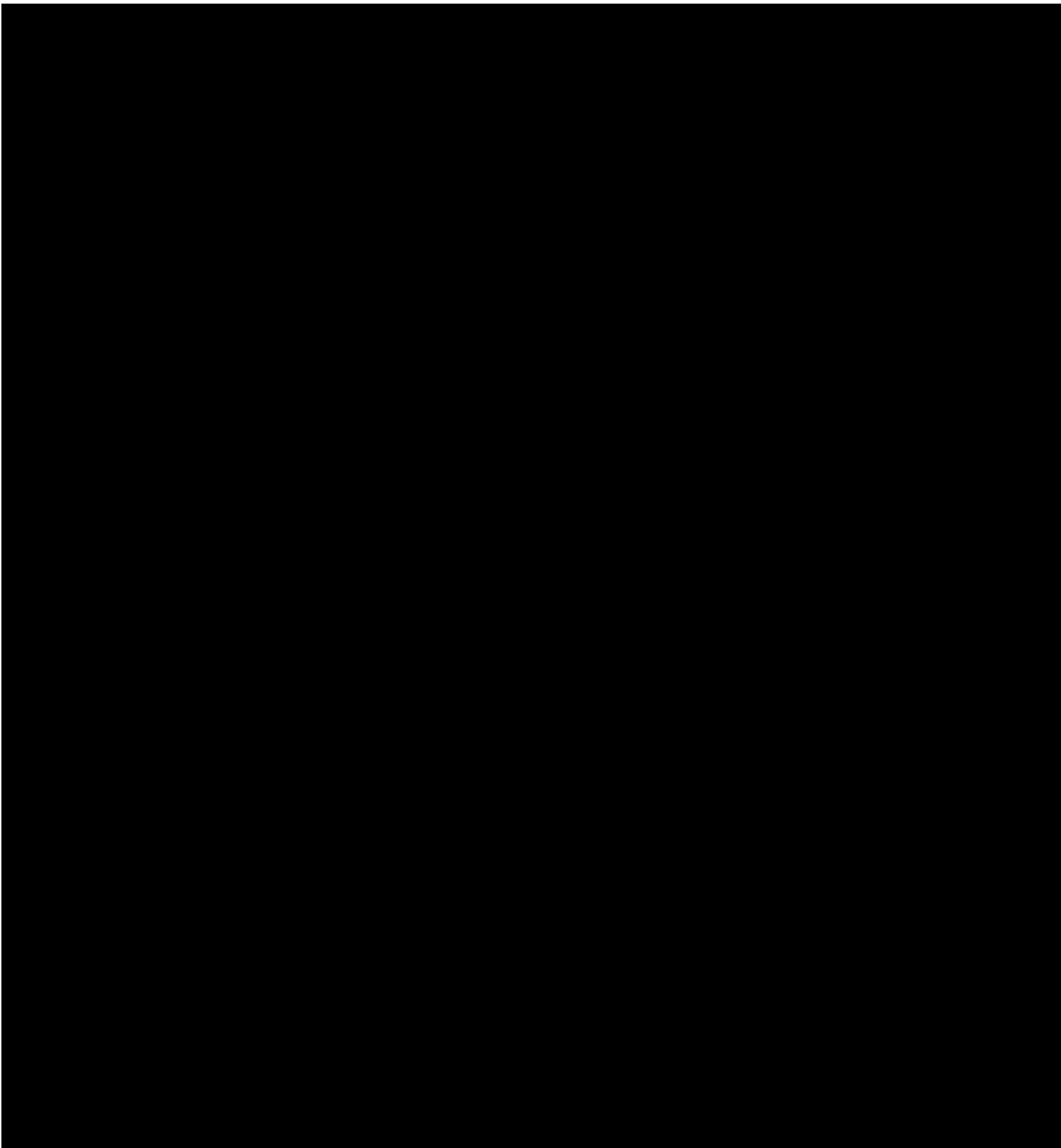


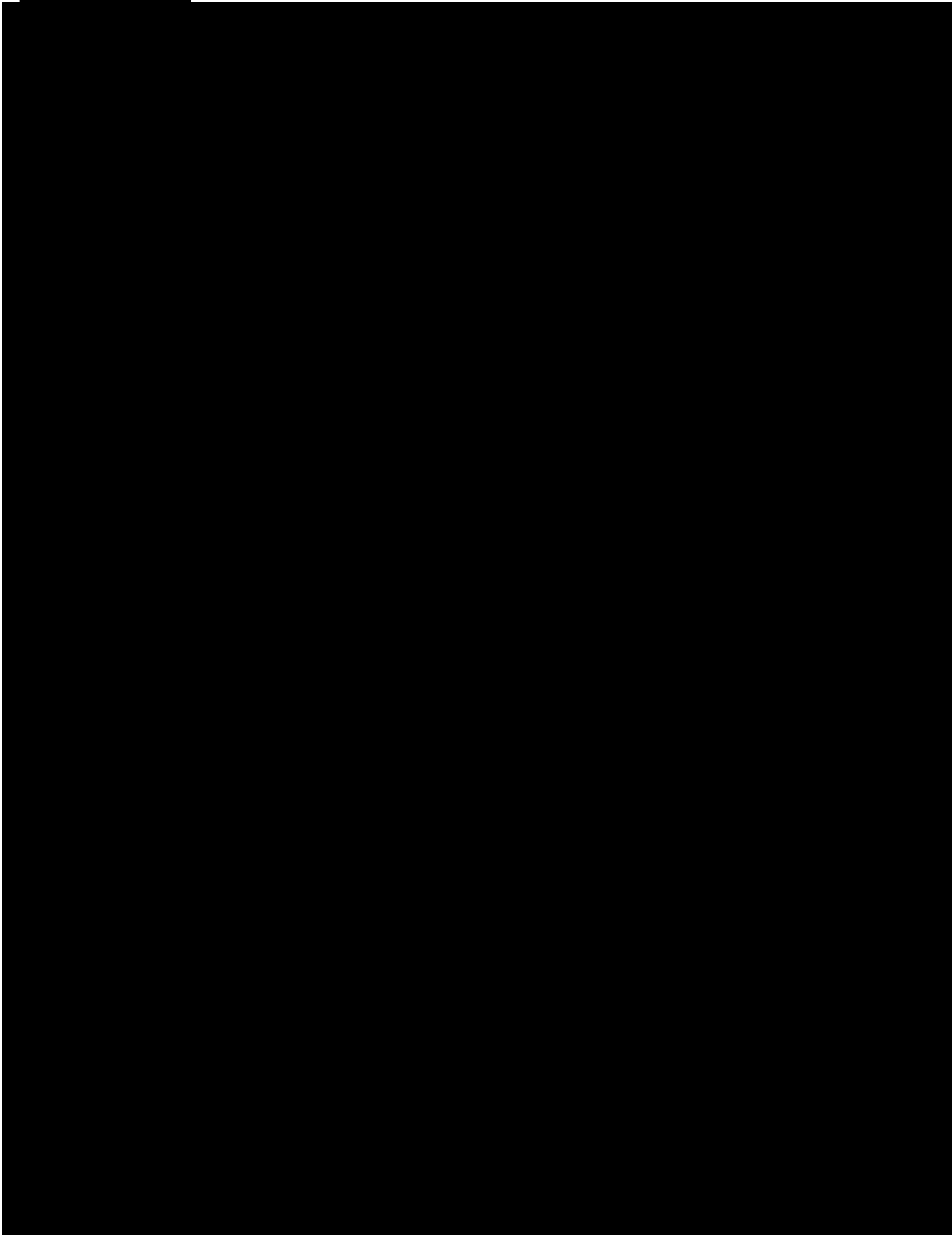


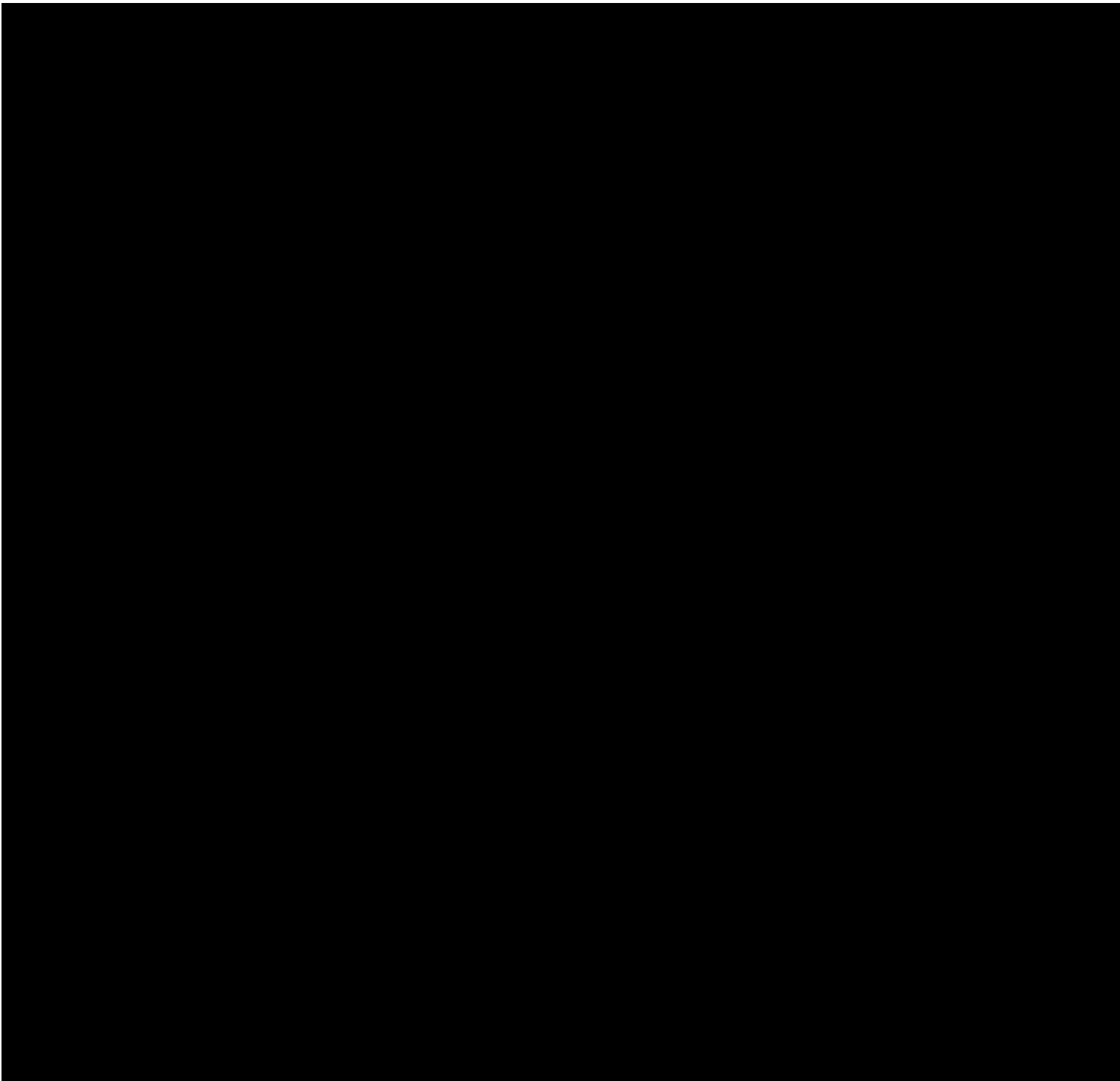
2.2 CVs for other key Information Services staff

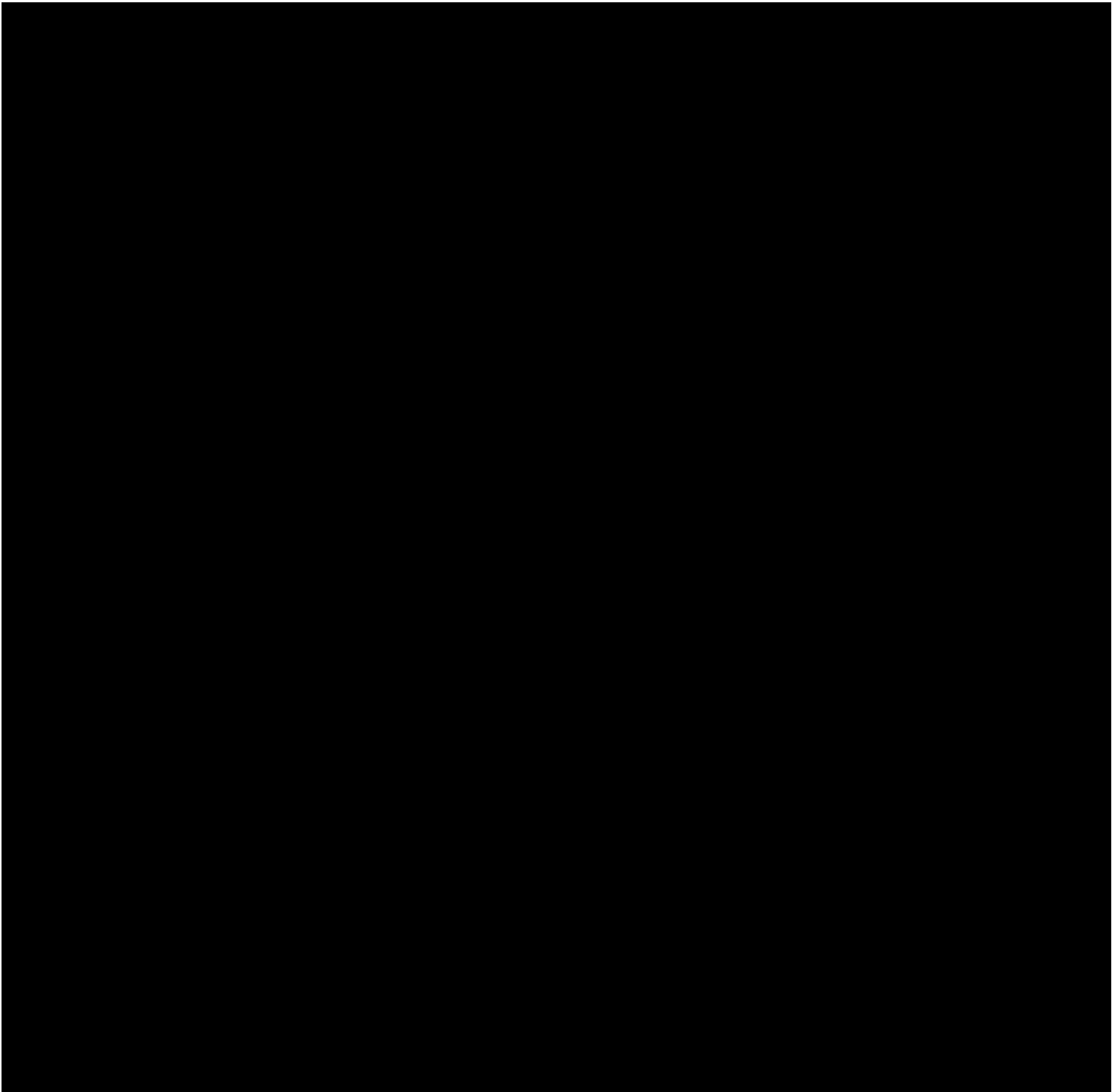


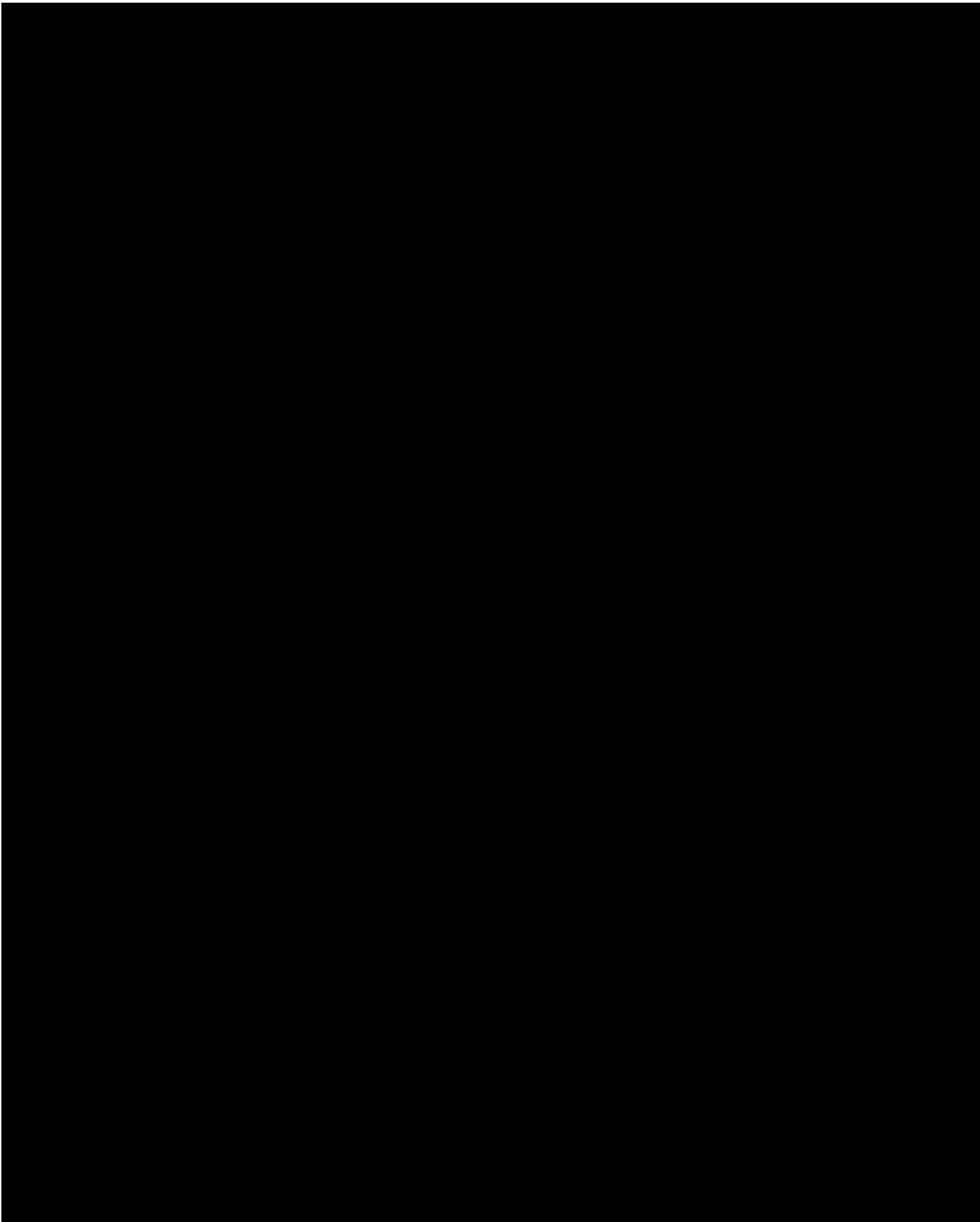


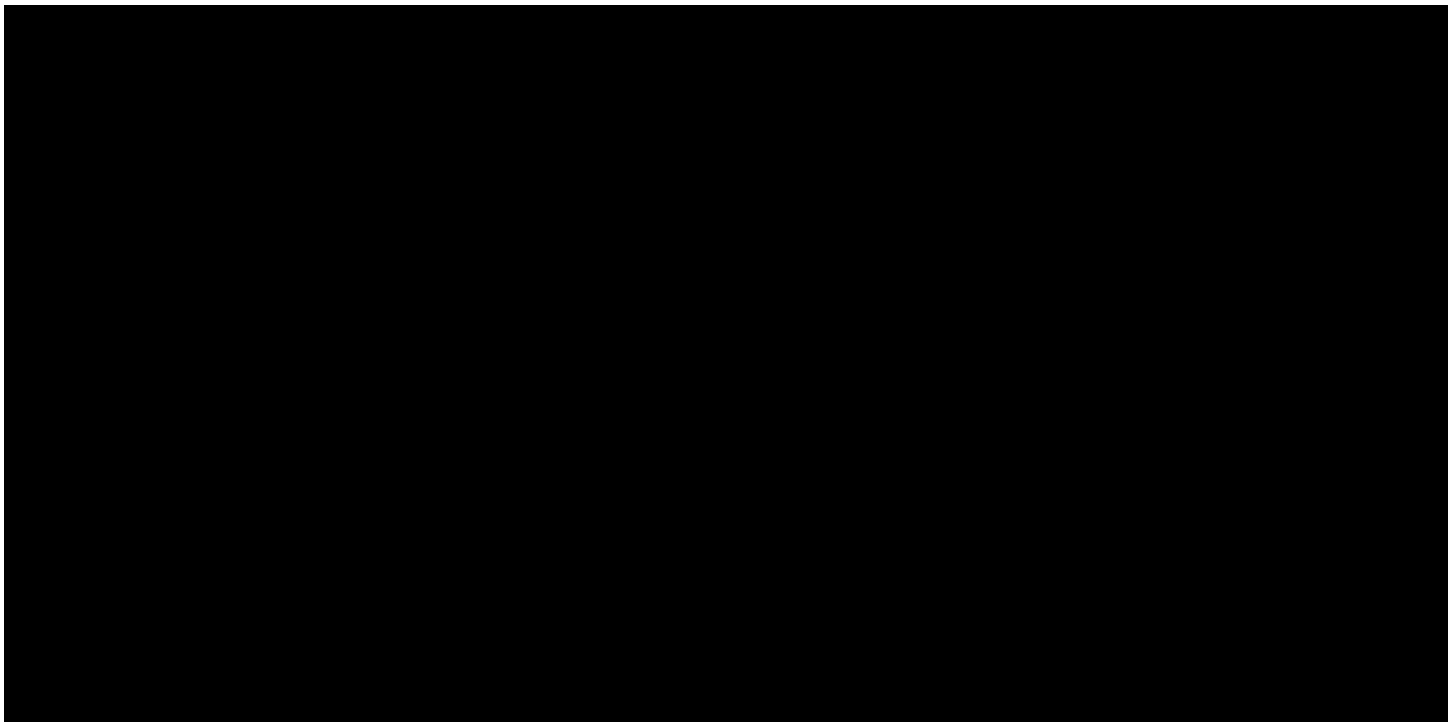
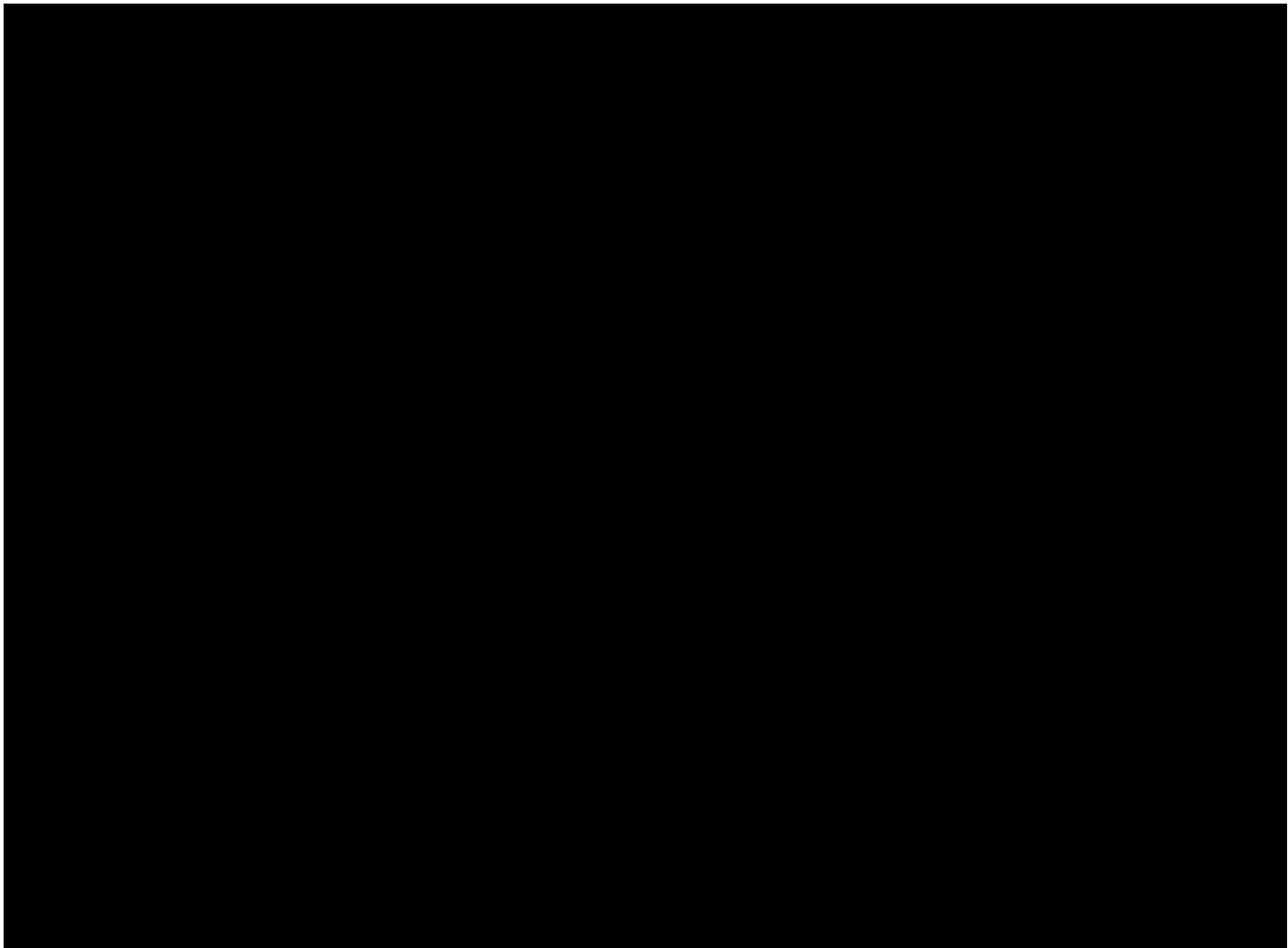




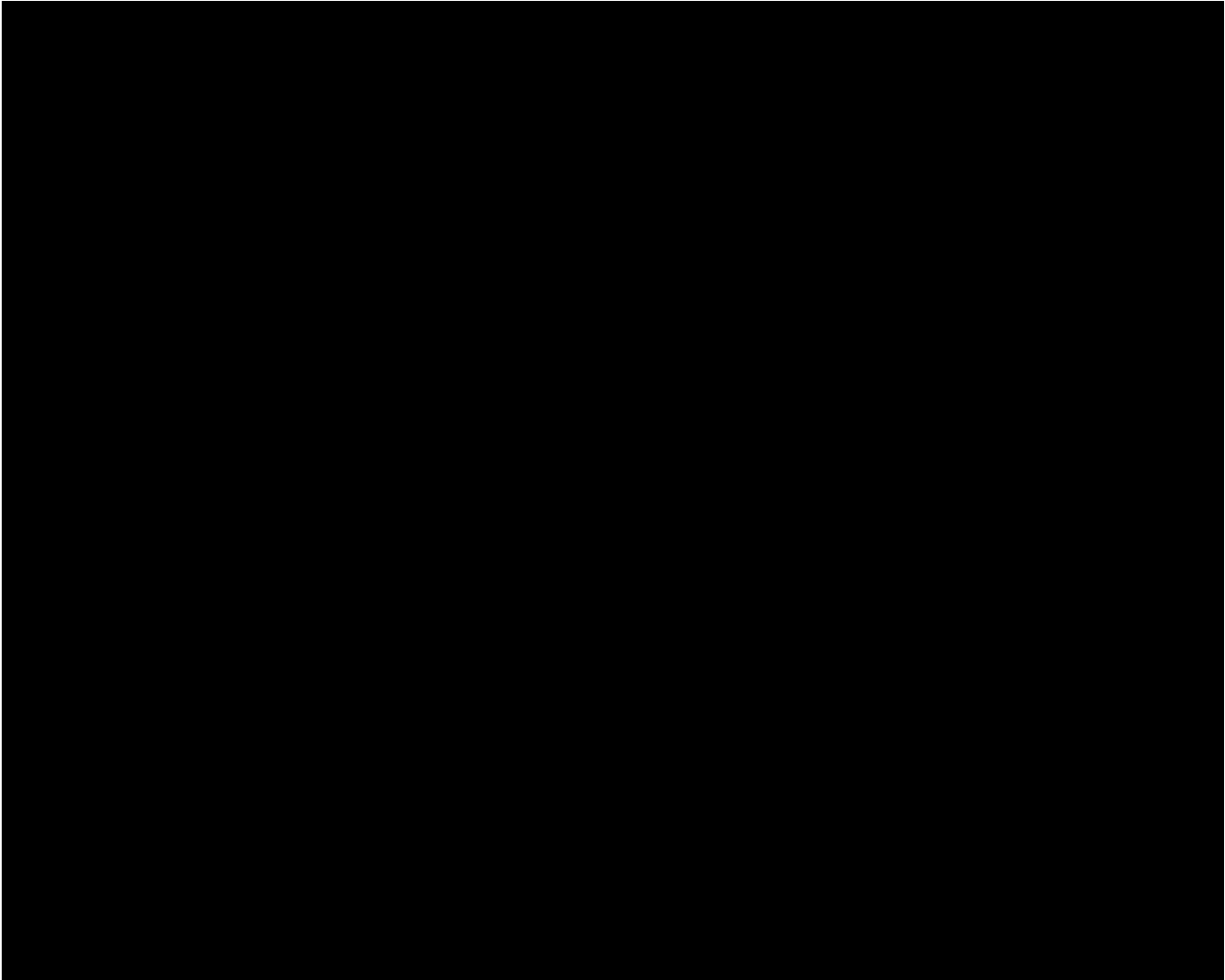


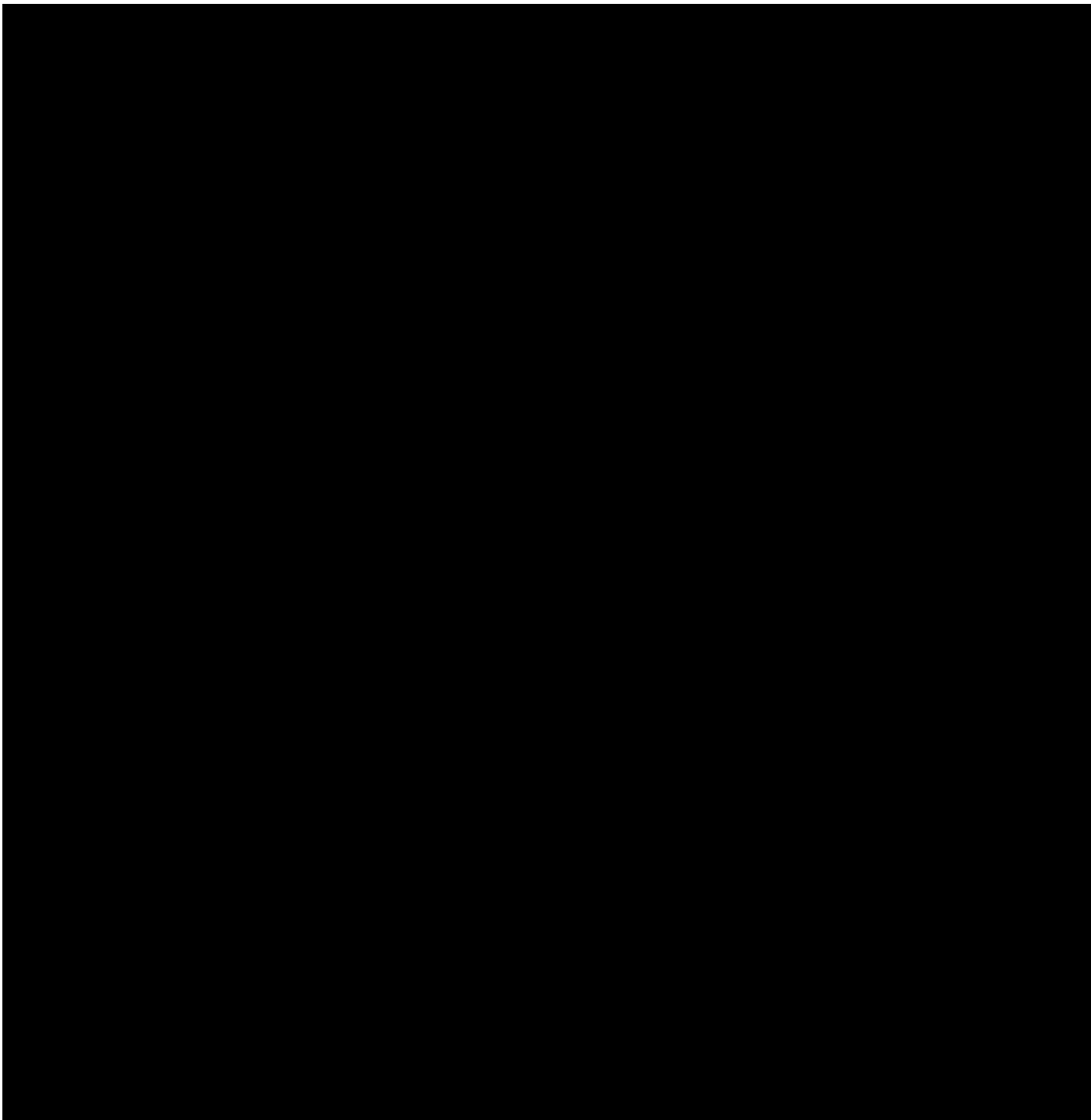


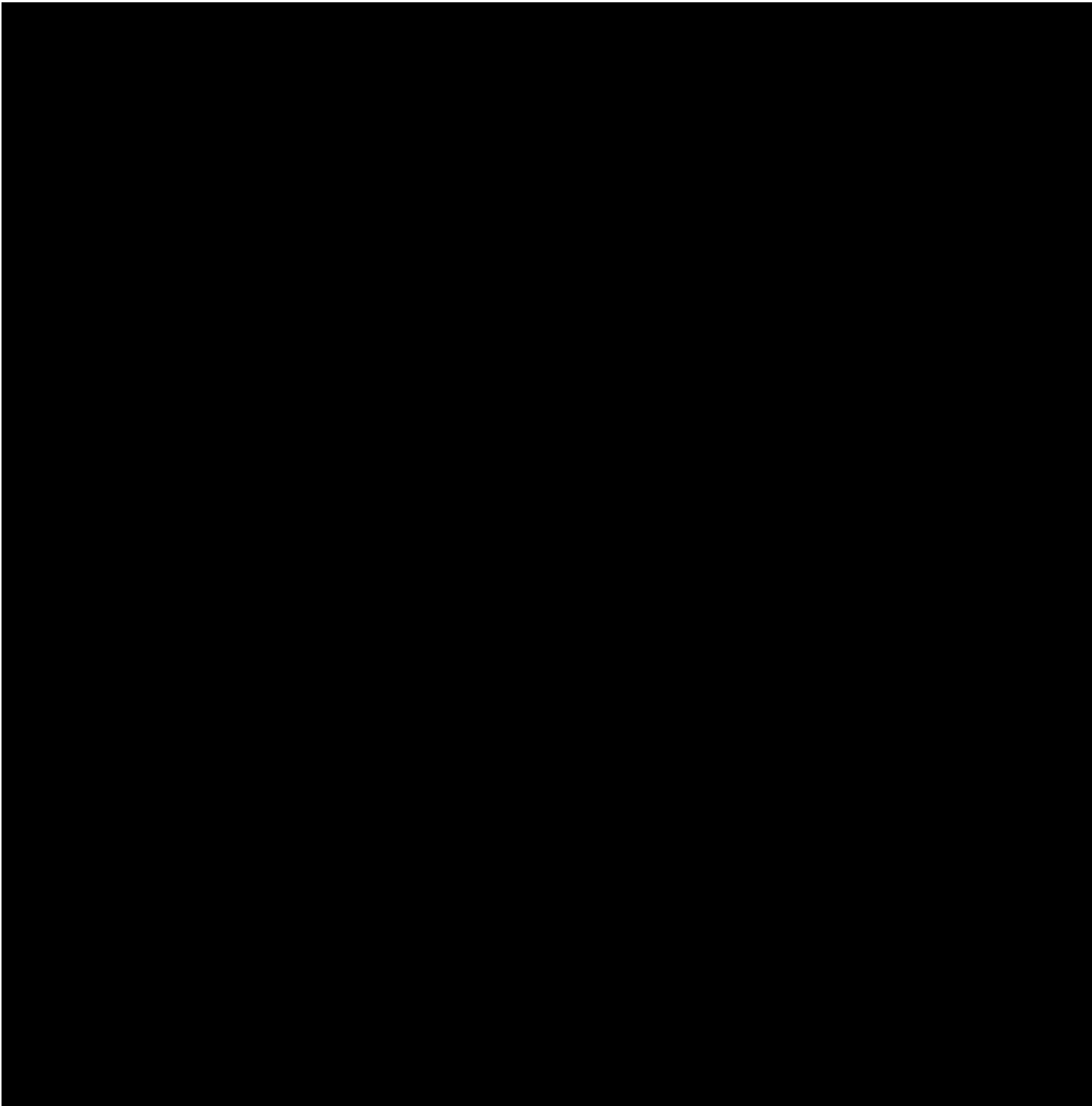


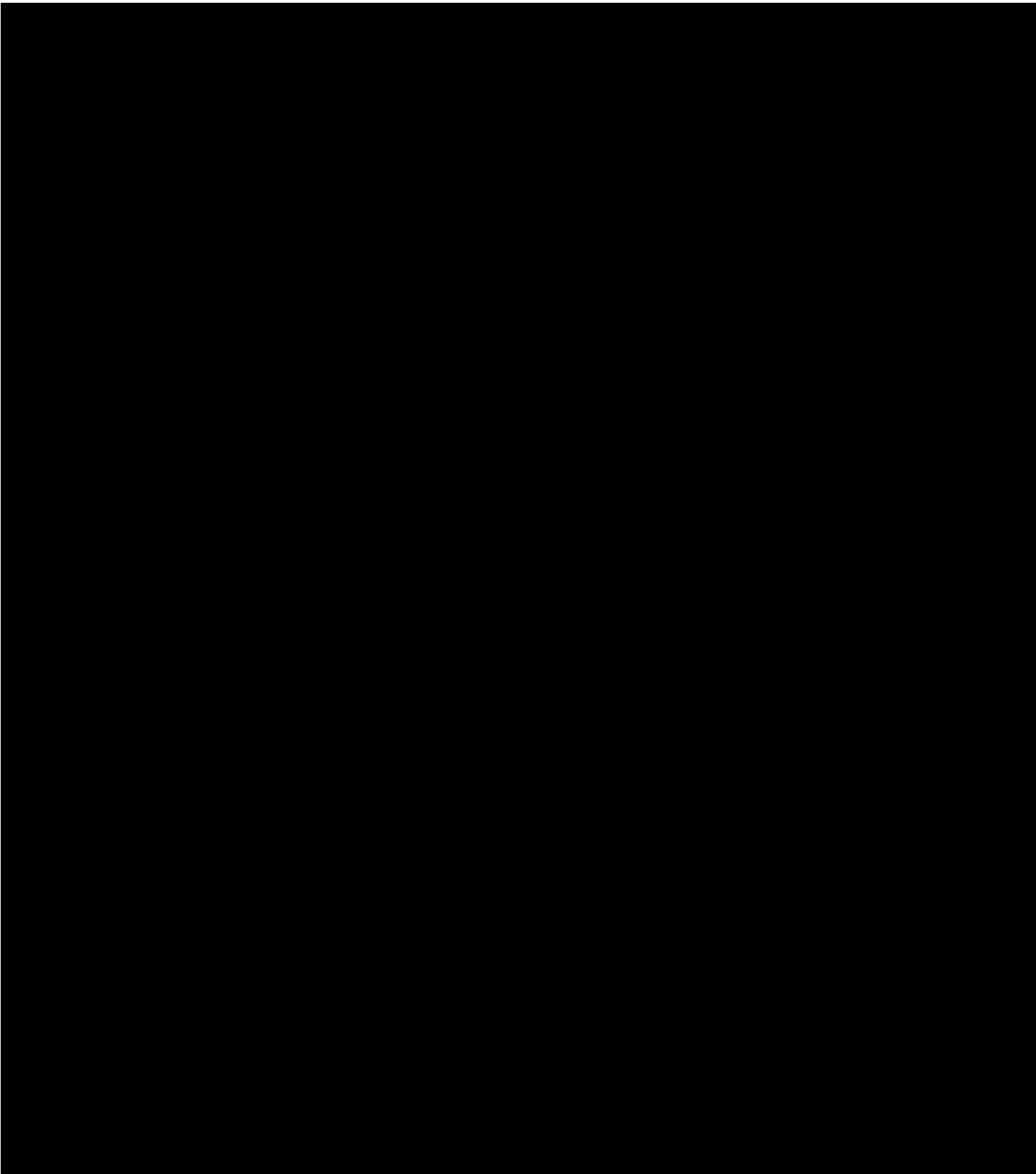


2.3 Implementation support team CVs

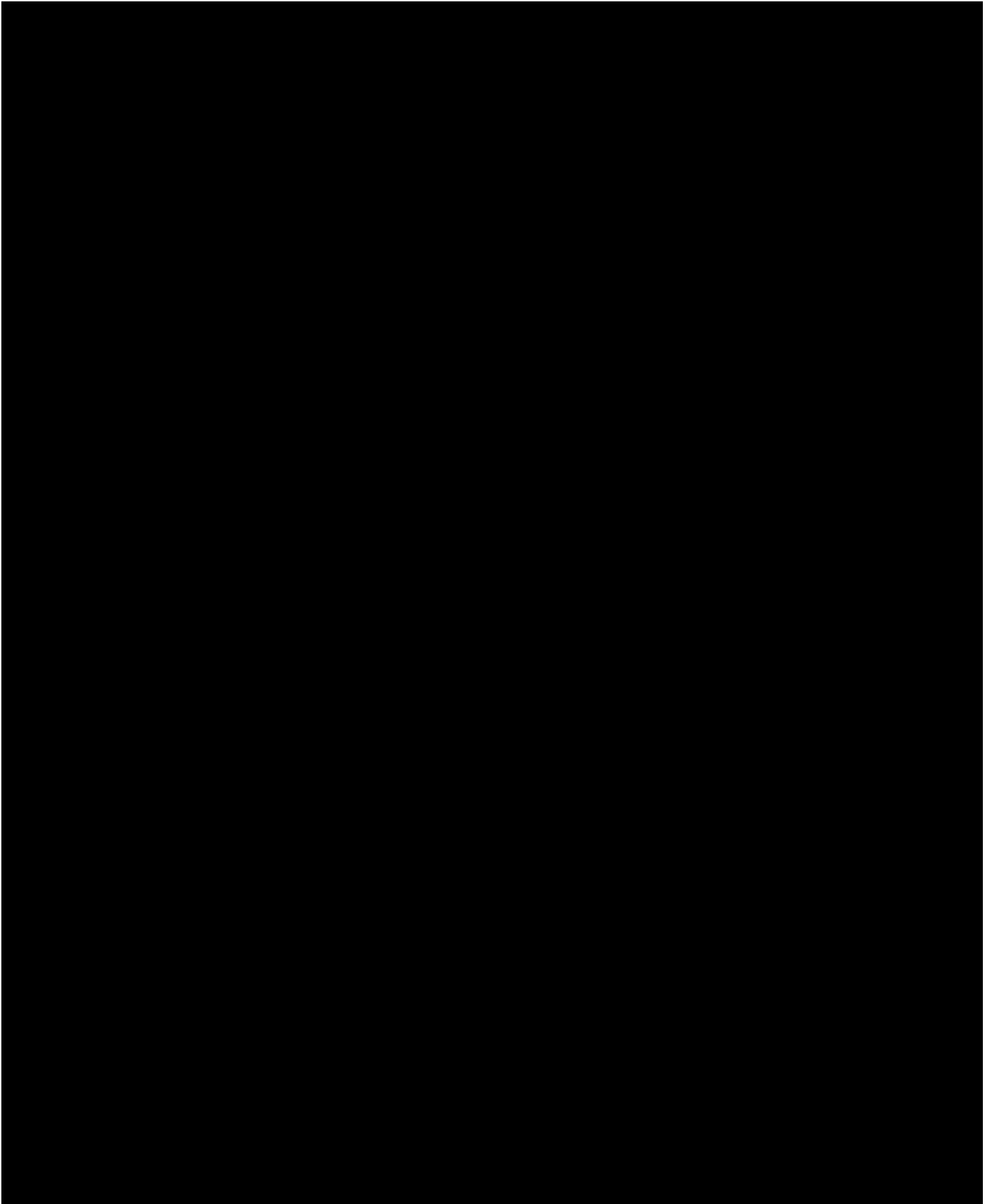


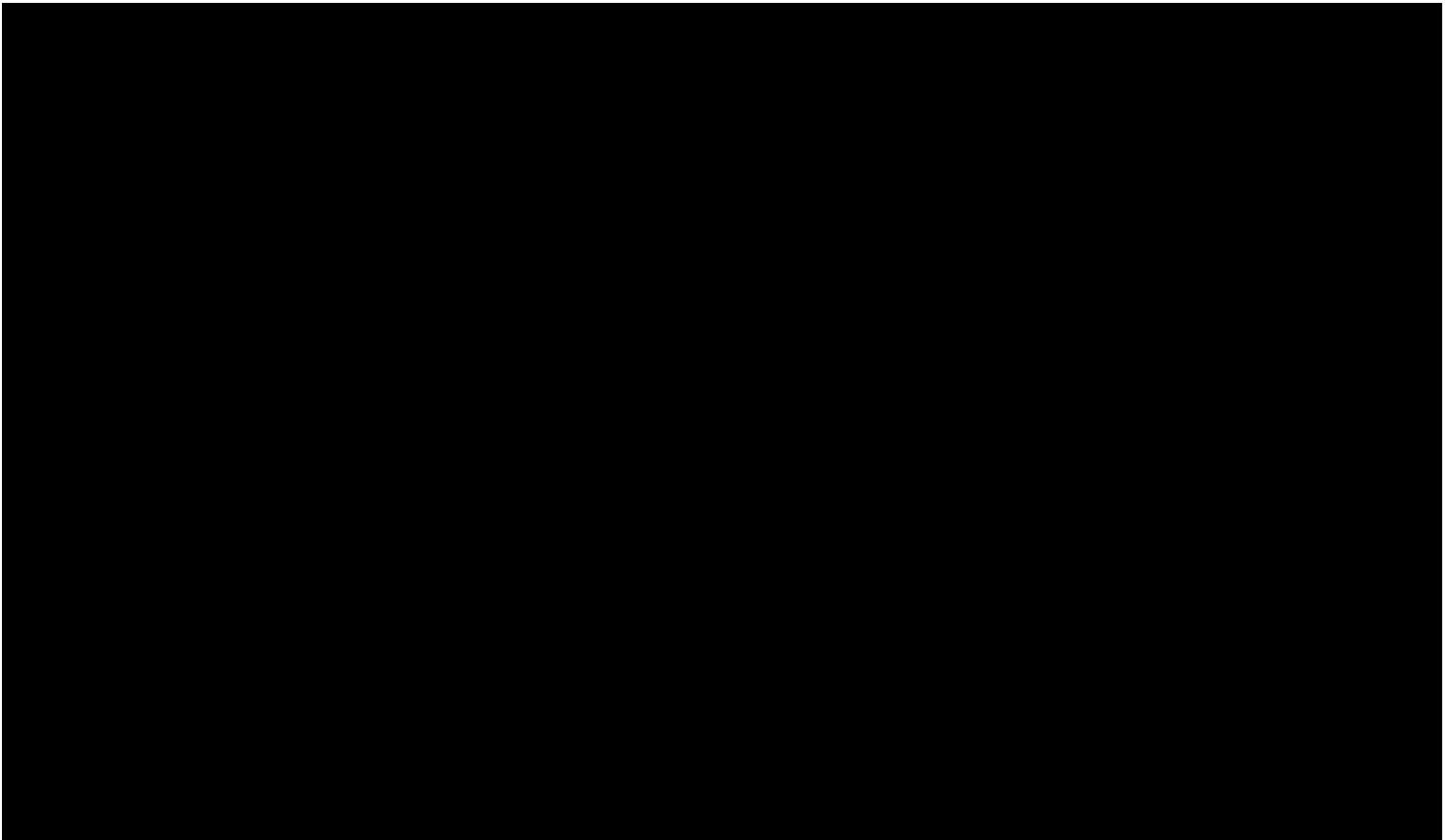
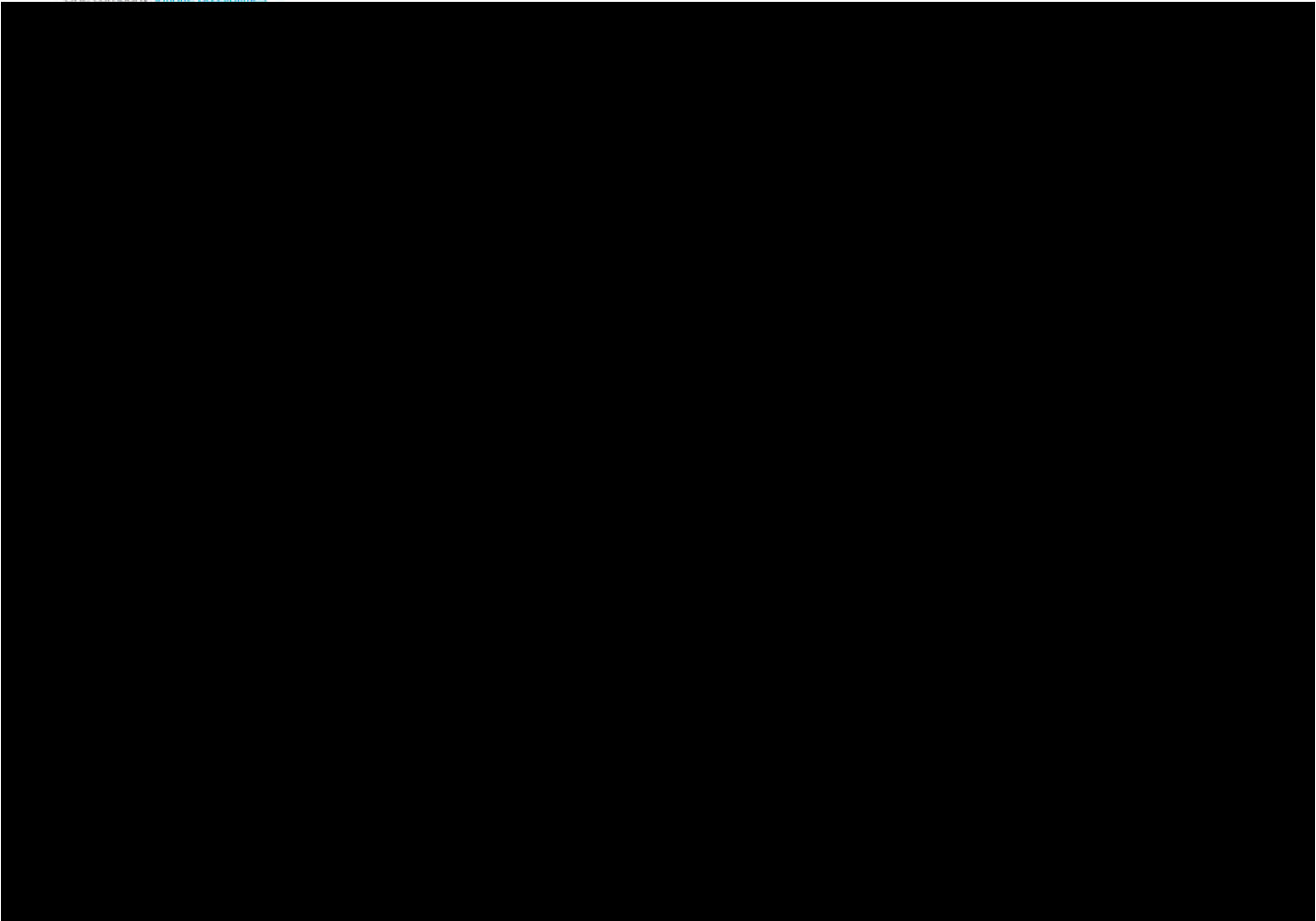


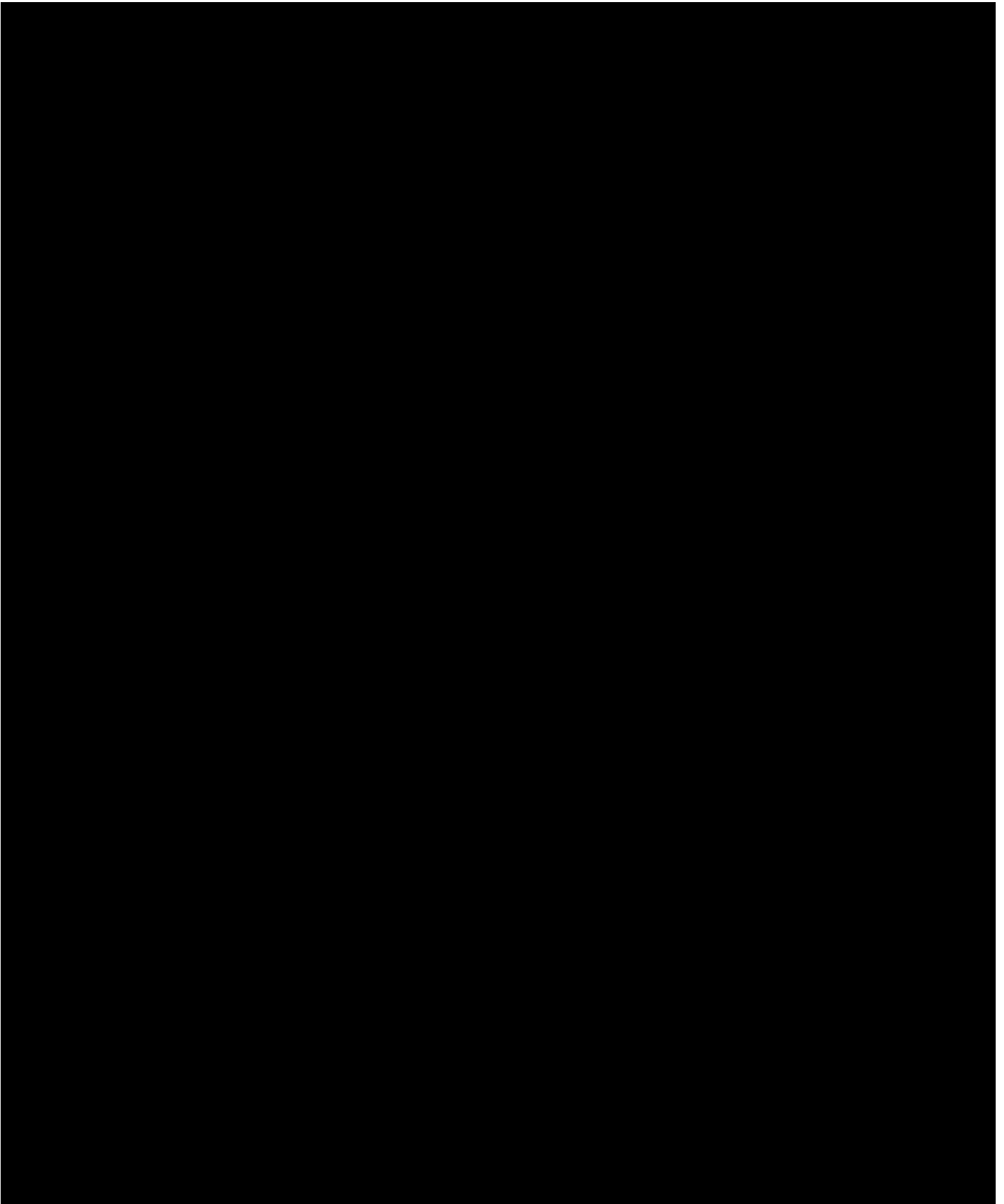


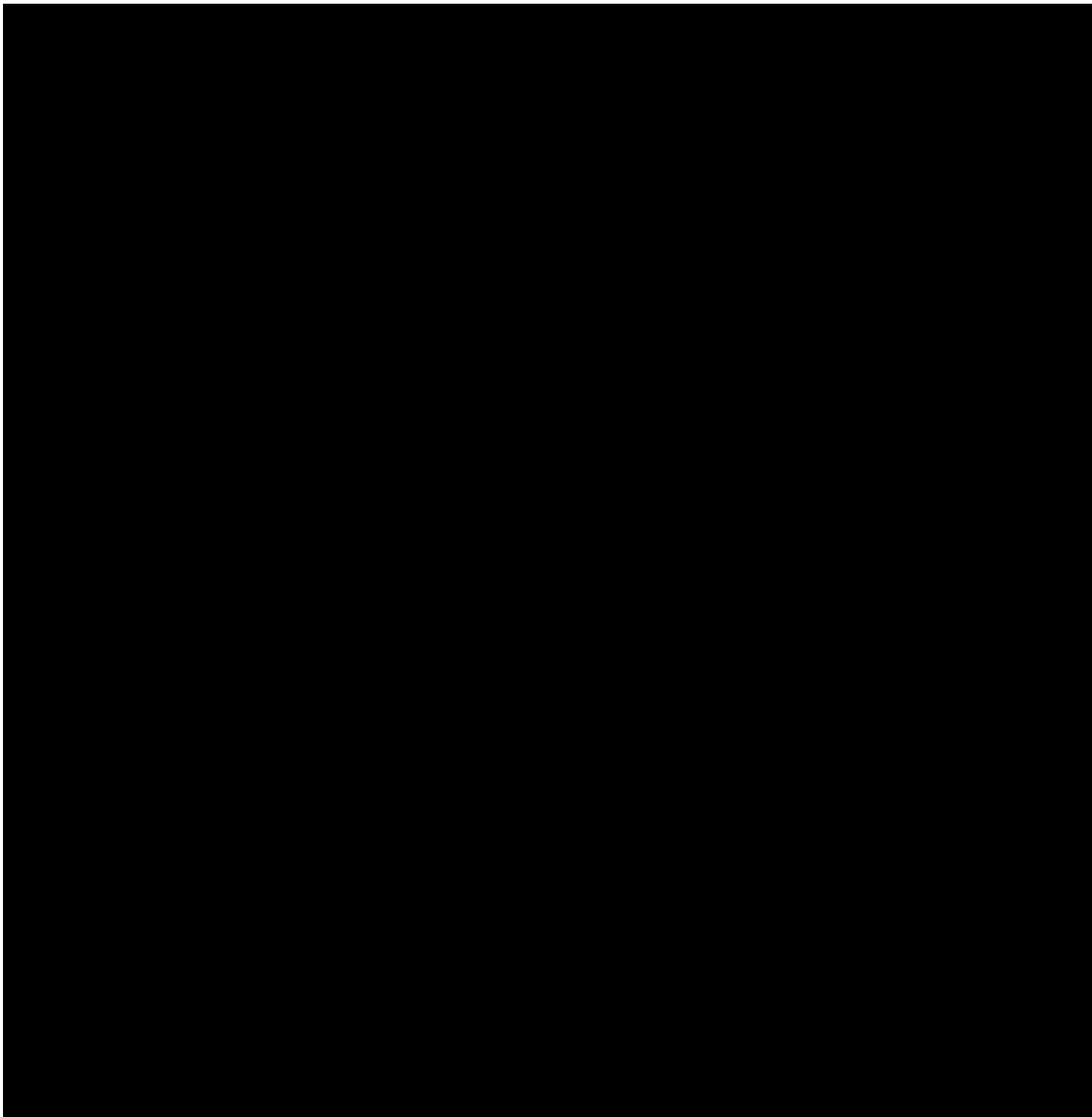


2.4 CVs for selected editorial staff









3. Appendix 3: Subject expertise

The scope of our Information Service closely matches the subject coverage of the existing GLA Information and Library Service. We encompass policy, policy analysis and research developments across all areas of local and regional government responsibility across the UK including responsibilities of devolved administrations in London, Scotland, Wales and Northern Ireland. We believe our Information Service already covers policy topics in sufficient breadth and depth to provide an enhanced range of services and products to GLA staff.

Our subject coverage includes all aspects of urban and social policy including, but not limited to, town and country planning, regeneration, economic development, education, health, social services, housing, transport and infrastructure, rural development, community safety, arts and culture, environment and sustainable development, employment and skills, local government, management, and public finances. The range of topic update alerts listed in the 'Alerting bulletins' section indicates the breadth of our subject coverage.

However, we acknowledge that in some policy areas our scope may be more limited than GLA holdings. To address this, during mobilisation we would map the GLA Information Service's subject activity against our own to identify areas where we could potentially expand our coverage. We will carry out information needs analysis using our experienced information consultants so we can if necessary refine scope and activities to better meet end user demands. We would prioritise the requirements of key staff teams in this process, drawing on our analysis and the insight of the GLA Contract Manager.

We currently have particularly deep coverage of build environment issues and economic development, employment and skills, and local government. However, we continually review our coverage in light of the fluid policy and political landscape and the changing responsibilities and information expectations and needs of our members. Furthermore, we are experienced in expanding our coverage in response to identified need, for example in health inequalities following a scoping study we carried out for NHS Scotland. We expect to assess our scope throughout the GLA contract and anticipate expanding our remit within several areas. The primary interfaces for GLA input during delivery will be communication with our Stock Management Lead and the quarterly and annual reviews into which we will feed evidence on resource usage to influence decisions about subject coverage.

We deal with a wide range of material including press releases, policy announcements, legislation, discussion and analysis, case studies and other good practice, research reports, methodology, evaluations and textbooks.

We take a team approach to our core information tasks and expect our Research Officers to be conversant with main developments across our policy areas. This approach means there should be negligible loss of expertise when particular team members are unavailable. Our team of researchers develop in-depth policy knowledge through:

- Monitoring and reviewing a wide range of sources, including social media tools, newsletters, websites, trade and academic press and publishers' lists;
- Analytical engagement with material to answer enquiries, prepare abstracts and populate current awareness services;
- Analysing policy developments in specific areas for project clients and identifying key messages to communicate to a specialist and informed audience;
- Interaction with members and customer insight from our customer engagement process;
- CPD and training – policy knowledge is one area of our performance appraisal system and all staff are supported to improve their knowledge;

- Usage trends such as most popular material.

The scale and nature of paid-for content work we undertake for clients (predominantly public sector agencies) across the UK highlights the commercial value of our subject expertise, information management skillset and content procedures. Current projects include work in the areas of education and skills, labour market, economic development and planning. The outputs demonstrate that we are not only aware of policy developments but can understand and explain them to a professional audience. It also highlights the skill of our research team in identifying material to meet the needs of particular groups of policy-makers and practitioners, and we would draw upon this experience to ensure the Information Service meets the needs of the various GLA key user segments. See supplementary material for an example of a research article produced for dissemination on behalf of the UK Commission for Employment and Skills.

4. Appendix 4: IDOX website scanning list

We source material for our Information Service from a range of sources. The list below includes sites systematically scanned for external project work in the areas of education, labour market and skills, which also feeds into Information Service acquisition. Sourcing for other subject areas draws on other processes and source types.

Organisation	Organisation
▪ 157 Group ▪ Action for Children ▪ Alberta Ministry of Learning ▪ American Educational Research Association ▪ APSE (Association for Public Service Excellence) ▪ Architecture and Design Scotland ▪ Asset Skills ▪ Association for Public Service Excellence ▪ Association of Employment and Learning Providers ▪ Audit Scotland ▪ Australian Capital Territory (ACT) Government - Education and Training ▪ Australian Council for Educational Research ▪ Australian Curriculum, Assessment and Reporting Authority ▪ Bank of England ▪ Barnardo's ▪ Booktime ▪ British Chambers of Commerce ▪ British Columbia Ministry of Education ▪ Cabinet Office ▪ Canadian Council on Learning ▪ Canadian Society for the Study of Education ▪ Cardiff Business School ▪ Care Quality Commission ▪ Career Development Organisation ▪ CBI ▪ Centre for Child and Family Research ▪ Centre for Economic Performance ▪ Centre for Educational Sociology ▪ Centre for Growth and Business Cycle Research, Uni of Manchester ▪ Centre for Housing Policy ▪ Centre for Learning and Life chances in Knowledge Economies and Societies (LLAKES) ▪ Centre for London ▪ Centre for Longitudinal Studies ▪ Centre for Policy Studies ▪ Centre for Research in Social Policy ▪ Centre for Research on Families and Relationships ▪ Centre for Research on Lifelong Learning ▪ Centre for Research on the wider benefits of learning ▪ Centre for Sustainable Urban and Regional	▪ Institute for Government ▪ Institute for Public Policy Research ▪ Institute for Research and Innovation in Social Services ▪ Institute for Social and Economic Research ▪ Institute for Volunteering Research ▪ Institute of Education Sciences ▪ Institute of Local Government Studies ▪ Institute of the Motor Industry ▪ International Association for the Evaluation of Educational Achievement ▪ International Centre for Guidance Studies ▪ International Labour Organisation ▪ Invest Northern Ireland ▪ Joseph Rowntree Foundation ▪ Kings Fund ▪ Lantra ▪ Learning and Skills Development Agency Northern Ireland ▪ Learning and Skills Improvement Service ▪ Learning and Skills Network ▪ Learning and Skills Observatory Wales ▪ LGBT Youth Scotland ▪ LGIU ▪ Local Government Association ▪ Local Government Improvement and Development ▪ Local Government Information Unit ▪ Localis ▪ London Assembly ▪ London Councils ▪ LSN Centre for Innovation in Learning ▪ Ministry of Education and Culture (Finland) ▪ Ministry of Justice ▪ Museums, Libraries and Archives Council ▪ National Agency for Education (Sweden) ▪ National Audit Office ▪ National Centre for Family Literacy (USA) ▪ National Centre for Vocational Education Research ▪ National College for Leadership of Schools and Children's Services ▪ National Council for Curriculum and Assessment (Ireland) ▪ National Foundation for Educational Research ▪ National Housing Federation ▪ National Institute for Early Education and Research (USA)

Organisation	Organisation
- Futures - Centre for the Economics of Education - Centre on Migration, Policy and Society (COMPAS) - CentreForum - CfBT Education Trust - Chartered Institute of Housing - Child and Adolescent Health Research Unit - Children's Society - CIDREE - Consortium of Institutions for Development and Research in Education in Europe - CIPD - City and Guilds Centre for Skills Development - Cogent - ConstructionSkills - Council for the Curriculum, Examinations and Assessment (Northern Ireland) - Creative & Cultural Skills - Creative Scotland - Curriculum Council Western Australia - Daycare Trust - DEMOS - Department for Business, Innovation and Skills (UK) - Department for Children, Education, Lifelong Learning and Skills (DCELLS) (WAG) - Department for Communities and Local Government - Department for Culture, Media and Sport - Department for Education (UK) - Department for Employment and Learning (Northern Ireland) - Department for Employment and Learning (Northern Ireland) - Department for Environment - Department for Transport - Department for Work and Pensions - Department of Education (Northern Ireland) - Department of Education and Skills (Ireland) - Department of Education, Employment and Workplace Relations (Australia) - Department of Energy and Climate Change - Department of Enterprise, Trade & Investment (Northern Ireland) - Department of Health - Economic and Social Research Council - Economic and Social Research Institute - EDGE - Edinburgh University, Centre for Educational Sociology - Education & Employers Taskforce - Education Scotland - Electoral Commission - Employment, Social Affairs and Equal Opportunities Directorate (EU) - Energy and Utility Skills Limited	- National Institute for Early Education Research - National Institute of Adult Continuing Education (NIACE) - National Institute of Economic and Social Research - National Institute of Education - National Literacy Trust - National Research and Development Centre for adult literacy and numeracy (NRDC) - National Skills Forum (& Associate Parliamentary Skills Group) - National Staff Development Council (USA) - Natural England - NCVO - New Economics Foundation - NESTA - New Local Government Network - New South Wales Department of Education and TrainingNews - New Zealand Council for Educational Research - Newfoundland and Labrador Department of Education - NI Executive - NI National Audit Office - NI Office - Northern Ireland Statistics and Research Agency - Nova Scotia Department of Education - Nuffield Trust - Office for National Statistics - Ofsted - Ontario Department of Education - OECD - People 1st - Planning Inspectorate - Pobal - Policy Exchange - POST (Parliamentary Office of Science & Technology) - Prince Edward Island Department of Education and Early Childhood Development - Prince's Trust - Proskills UK - Quality Improvement Agency - Queensland Department of Education, Training and the Arts - Queensland Studies Authority - Refugee Council - Resolution Foundation - RIBA - RSA - RTPI - Save the Children - Science Engineering and Manufacturing Technologies (SEMTA) - Scotland's Commissioner for Children and Young People - Scottish Centre for Employment Research

Organisation	Organisation
- Engineering Construction Industry Training Board (ECITB) - English Heritage - Environment Agency - EPPI-Centre - Equality and Human Rights Commission - ESCalate Education Subject Centre - e-skills UK - Esmee Fairbairn Foundation - ESRC Centre on Skills, Knowledge and Organisational Performance (SKOPE) - European Centre for the Development of Vocational Education (Cedefop) - European Commission - European Employment Observatory - European Foundation for the Improvement of Living and Working Conditions - Eurostat - Eurydice - Family and Parenting Institute - FAS - Fawcett Society - Federation of Small Businesses - Financial Services Skills Council - Finnish Institute for Educational Research - Forestry Commission - Forfas - General Register For Scotland - General Social Care Council - General Teaching Council for Northern Ireland - General Teaching Council for Scotland - General Teaching Council for Wales - GLA - GoSkills - Government Equalities Office - Government Skills - HABIA - Health Scotland - Her Majesty's Inspectorate of Education - Higher Education Careers Services Unit - Higher Education Funding Council for England (HEFCE) - Highlands and Islands Enterprise - Home Office - Homes and Communities Agency - Improve Ltd - Improvement Network - INCA - International Review of Curriculum and Assessment Frameworks Internet Archive - Independent Schools Council - Info4Local - Infrastructure Planning Commission - Innovation Unit - Institute for Employment Research - Institute for Employment Studies - Institute for Fiscal Studies	- Scottish Centre for Information on Language Teaching and Research - Scottish Council for Voluntary Organisations - Scottish Enterprise - Scottish Funding Council - Scottish Further Education Unit - Scottish Government - Scottish Institute for Research in Economics (SIRE) - Scottish Natural Heritage - Scottish Poverty Information Unit - Scottish Qualifications Authority - Scottish Refugee Council - Scottish Trade Unions Congress - Shelter - Skillfast-UK - Skills Commission - Skills Development Scotland - Skills Development Scotland - Skills for Care and Development - Skills for Health - Skills for Justice - Skills for Logistics - Skills for Logistics - Skills Funding Agency - Skills Ireland - Skills Third Sector - SkillsActive - Skillset - Skillsmart Retail - Social Care Institute for Excellence - Social Market Foundation - Social Policy Digest - Social Policy Research Centre (Australia) - Social Policy Research Unit, Uni of York - SOCITM - SPICe – Scottish Parliament Information Centre - Sport England - Stirling Institute of Education - SummitSkills - Sustainable Places Research Institute - Sutton Trust - Tenant Services Authority - The Alliance of Sector Skills Councils - The Future of Children, Princeton - Third Sector Research Centre - Trades Union Congress - TSO - UK Commission for Employment and Skills - Universities Scotland - Victoria Department of Education and Early Childhood Development - Wales Employment and Skills Board - Welsh Government - Western Australia Department of Education and Training - Work Foundation - Working Lives Research Institute (LMU)

Organisation	Organisation
	▪ Young Foundation ▪ Young People's Learning Agency

5. Appendix 4: Resource list

The **main electronic sources** we use in answering enquiries are:

- Our own database
- Social Policy and Practice
- House of Commons Parliamentary Papers (1800-2000)
- Whos Who and Who Was Who
- Oxford Dictionary of National Biography
- Oxford Reference Online
- Office for National Statistics datasets
- British Library Public Catalogue

We supplement these where appropriate with **additional online resources** on specific subject areas, such as:

- Social Care Online – bibliographic database on social care and social work information.
- Housing Databank (Shelter) - Government data on housing need, supply, affordability and other issues at a local, regional and national level.
- Partnerships and Places Library of case studies
- The Planning Resource
- <http://www.parliament.uk/> (for Hansard, Parliamentary and Committee reports)
- Legislation.gov.uk (for statutory instruments and Acts of Parliament)
- OpenDOAR (Directory of Open Access Repositories)
- Research Online (Scottish labour market database)
- Evaluations Online
- OffPAT Evaluations E-Library
- The Kings Fund database – bibliographic database on health management information
- Ipsos MORI Research Archive
- UK Data Archive
- New Towns Record
- The CERUK archive (Current Educational Research in the UK)
- Intute social science archive

For **companies information**, we can answer basic enquiries ourselves (ie. name, address, type of company, SIC code, date of last accounts and next accounts, previous company names) via Companies House own interface. We can also obtain copies of reports and announcement (eg. announcement of new director, group accounts) from them.

For **more in-depth business and companies information**, we would propose to use ScotBis – a service offered by the National Library of Scotland and covering UK-wide information. This provides access to market research reports, business databases, international directories, and business and trade journals. As members of ScotBis we would have direct access to COBRA (Complete Business Reference Adviser), Frost & Sullivan (market research database) and Global Reference Solution (a database offering information on over 100 million businesses of any size, anywhere in the world, covering not only registered companies, but also partnerships and sole traders). For enquiries requiring business information specialism, we would submit an enquiry on the GLA's behalf, maintaining full confidentiality. The SLA for responses from ScotBis is one working day.

We are also registered to use the **NOMIS database** from Office for National Statistics, which provides labour market, population and business stats at national, regional, local authority, ward level, local enterprise partnership area, and 2010 parliamentary constituencies. It also includes limited free info from the Business Register and Employment Survey (eg. employment estimates) – covers GB/UK stats for Broad Industrial Grouping, Government Office Region; Local Authority County; Local Authority County; and Local Authority District.

We are currently not registered to access the full BRES and earlier ABI datasets on Nomis. This gives access at all geographic and industry levels but access is for named individuals only and all data must be modified for disclosure controls/confidentiality. It is our understanding that the type of enquiries dealt with by GLA Information and Library Services are not of this nature and so advanced access would not be required.

We currently have access to a **news database** via the Newspaper Licensing Authority. This currently meets our needs but as the requirements for news alerting is deeper for this project, we would use the same newspaper database as is agreed would be provided to the GLA internal team. This would be discussed during mobilisation but may be LexisNexis or Factiva.

In addition to electronic or online resources, we also hold a **hard-copy reference collection** which is sited with the Research Team to assist them in answering enquiries. This includes a range of encyclopedias, looseleaf reference items and subject-specific reference works.

6. Appendix 5: Supporting information

In response to particular requests for info in the ITT we have also included in our submission as separate documents:

- Mock-up of a daily information bulletin
- Example of weekly bulletin
- Example of fortnightly topic update
- Examples of marketing materials
- Examples of briefing article – ‘A European Perspective on Supporting Young People into Employment’ and ‘Employee Engagement and Business Investment in Skills’ produced for UK Commission for Employment and Skills, and ‘Collaborative Gain’ produced for Scottish Centre for Regeneration
- Current journal list



One company: Infinite possibilities

Journals List

August 2011

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1. Introduction

This document contains details of the journals that are available through membership of the Idox Information Service.

- Links to the publisher's online table of contents are provided where available, so that members may browse available articles that may not have been selected for inclusion in the Idox online database. Idox Information Services is not responsible for the content of external websites.
- All articles from the journals listed here can be made available to members, within the subscription dates specified, subject to the issue being in stock. Please contact us if you would like access to an article from these journals that has not been added to our database.
- Start and end dates are listed for journals no longer published or no longer received. Items with no end date denote current subscriptions.

2. Alphabetical Listing

Title	Frequency	Holdings	Contents
14-19 Learning and Skills Bulletin	Quarterly	2011 Current	
Adults Learning	Monthly	1999 Current	Link
Age Agenda Bulletin	Monthly	2006 2010	
Ageing and Society	8 per year	2006 Current	Link
Agenda	Monthly	2003 2004	
Agenda NI	Monthly	2007 Current	
Aim E-Doc	Bi-monthly	2003 2008	
AJ Focus	Monthly	2003 2005	
AJ Specification	Monthly	2005 Current	
Amber Waves	5 per year	2003 2006	
Architect's Journal	Weekly	2005 Current	
Area	Quarterly	1983 Current	Link
Aslib Proceedings	Bi-monthly	1992 Current	Link
Axis: Journal of Housing, Planning and Regeneration	Bi-monthly	1999 2006	
Barnsley Economic Review	Quarterly	1993 1999	
Basic Skills Bulletin	10 per year	2004 Current	
Benefits: A Journal of Poverty and Social Justice	3 per year	1997 2009	
Biodiversity News	Quarterly	1999 Current	
Black Housing	Bi-monthly	1999 2007	
British Educational Research Journal	Bi-monthly	2002 Current	Link
British Journal of Education and Work	3 per year	1989 1996	
British Journal of Guidance & Counselling	5 per year	2011 Current	
British Journal of Learning Disabilities	Quarterly	2005 Current	Link
British Journal of Social Work	10 per year	1996 Current	Link
British Journal of Special Education	Quarterly	1996 Current	Link
Broadcast	Quarterly	1998 2010	
Building	Weekly	2005 Current	
Building Control	Monthly	2006 Current	
Built Environment	Quarterly	1972 Current	Link
Bulletin (Aslib)	3 per year	2006 Current	
Bulletin (Records Management Society)	Bi-monthly	2007 Current	
BURA Newsletter	Occasional	1991 2002	
Burisa	5 per year	1981 Current	

Title	Frequency	Holdings	Contents
Business Growth and Profitability	Quarterly	1995 1997	
Business Review North East	Quarterly	1991 2004	
Business Scotland	Bimonthly	2011 Current	
Business Strategy News Review	Monthly	1998 2000	
Business Strategy Review	Quarterly	1997 Current	Link
Career Research and Development	3 per year	2000 2009	
Catalyst	Bi-monthly	2006 2007	
CEDEFOP Info	3 per year	2000 2008	
Centrepiece	3 per year	1997 Current	Link
Child and Family Social Work	Quarterly	2005 Current	Link
Children and Young People Now	Fortnightly	2007 Current	
Children Now	Weekly	2005 2007	
Childright	10 per year	1996 2009	
Cities	Bi-monthly	1991 Current	Link
City: Analysis of Urban Trends	6 per year	2002 Current	Link
CLES Briefing	Occasional	2007 2010	
CLES Bulletin	Irregular	2007 Current	
CLES Local Work	Monthly	1985 Current	
CLES Rapid Research	Occasional	2007 Current	
Coaching Psychologist	Unknown	2011 Current	
College Research	3 per year	1998 2001	
Communique	10 per year	1998 2009	
Community Care	Weekly	1997 Current	
Community Development Journal	Quarterly	1994 Current	Link
Community Health Action	Quarterly	1995 2004	
Community Practitioner	Monthly	2006 Current	Link
Community Safety Journal	Quarterly	2005 2008	
Computer Weekly	Weekly	2008 2011	
Computing	Weekly	1995 2005	
Concept	3 per year	2008 2009	
Conservation Land Management	Quarterly	2003 Current	
Constructing the Future	Quarterly	2007 Current	
Consumer Policy Review	Bi-monthly	1995 2008	
Cordis Focus: Newsletter	Monthly	2006 2009	
Cordis Focus: RTD Results Supplement	Irregular	2007 2009	

Title	Frequency	Holdings	Contents
Cordis Focus: Thematic Supplement	Irregular	2007 2009	
Corporate Location	Bi-monthly	1989 2000, 2004	
Cosla Connections	Bi-monthly	2003 2008	
Countryside Recreation	2 per year	2001 Current	
Countryside Voice	2 per year	2002 Current	
Coventry and Warwickshire Economic Review	Quarterly	1994 2007	
Crime Prevention and Community Safety	Quarterly	2008 Current	Link
Critical Policy Analysis	Quarterly	2007 2009	
Critical Policy Studies	Quarterly	2009 2010	
Critical Social Policy	Quarterly	1996 Current	Link
CUED Economic Developments	Monthly	1995 2001	
Demand Management Bulletin	Bi-monthly	1998 2011	
DEMOS Quarterly	Quarterly	1994 1997	
DG Enterprise and Europe	Quarterly	2008 2009	
Earth Heritage	2 per year	1994 Current	
Earthed	Monthly	2003 2004	
Economic and Labour Market Review	Monthly	2007 Current	
Economic Development Abroad (CUED)	Occasional	1986 2000	
Economic Development America	Quarterly	2005 2007	
Economic Development Commentary	Quarterly	1986 2001	
Economic Development Digest	Monthly	1988 1996	
Economic Development Journal	Quarterly	2002 Current	
Economic Development Now (IEDC)	Fortnightly	2001 2004	
Economic Development Quarterly	Quarterly	1987 Current	Link
Economic Development Today	Monthly	1996 2003	
Economic Report	Monthly	1991 2000	
Economic Trends	Bi-monthly	2001 2005	
Economist	Weekly	2001 Current	
Educa	10 per year	1990 2003	
Education Today	Quarterly	1999 Current	
Educational Management Administration and Leadership	Quarterly	1996 2007	
EG Magazine	Bi-monthly	2002 Current	
EHN	Fortnightly	2009 Current	
Employment Audit	Quarterly	1996 1999	
Employment Gazette	Monthly	1971 1995	
Enact	Quarterly	1994 2002	

Title	Frequency	Holdings	Contents
Encyclopaedia of Planning Law and Practice	Quarterly	2001 Current	
Ends Report	Monthly	1997 Current	
Energy Review	Quarterly	1991 Current	
Engage Magazine	Quarterly	2008 Current	
Enterprise and Industry Magazine	3 per year	2009 Current	
Enterprise Europe	Quarterly	2000 2007	
Entrepreneurship and Regional Development	Bi-monthly	1989 Current	Link
Environment Action	Bi-monthly	1996 2003	
Environment and Planning A	Monthly	1983 Current	Link
Environment and Planning B: Planning and Design	Bi-monthly	1983 Current	Link
Environment and Planning C: Government and Policy	Bi-monthly	1983 Current	Link
Environment Bulletin	Quarterly	2001 2003	
Environment Business	Monthly	2003 2007	
Environment in Business	Monthly	2008 2010	
Environment Information Bulletin	Monthly	2005 2008	
Environment Times	Quarterly	2004 2006	
Environmental & Waste Management	Quarterly	1998 2002	
Environmental Assessment	3 per year	1997 1999	
Environmental Health Journal	Monthly	1997 2005	
Environmental Health News	Fortnightly	2005 2009	
Environmental Health Practitioner	Monthly	2005 2009	
Environmental Health Scotland	Monthly	1997 Current	
Environmental Policy & Practice	Quarterly	1991 1997	
Environmental Policy and Governance	Bi-monthly	2009 Current	Link
Environmentalist	12 per year	2001 Current	
Envirotec	Bi-monthly	2001 Current	
Estates Gazette	Weekly	2001 Current	
Estates Gazette Planning Law Reports	Quarterly	1988 2005	
Eureka News	Quarterly	1994 Current	
Euro-Info	10 per year	1987 2000	
Europe on the Move	Occasional	1993 2004	
European Commission: Background Reports	Bi-monthly	1993 1997	
European Environment	Bi-monthly	1991 2008	
European Information Service	10 per year	2000 2007	
European Journal of Housing Policy	3 per year	2001 2010	

Title	Frequency	Holdings	Contents
European Journal of Vocational Training	3 per year	2006 2009	
European Planning Studies	12 per year	1993 Current	Link
European Retail Digest	Quarterly	1995 2006	
European Urban and Regional Studies	Quarterly	1994 Current	Link
Evidence and Policy	Quarterly	2005 Current	Link
Evolution	2 per year	2004 2006	
Fife Business Matters	Monthly	2008 Current	
Findings (Joseph Rowntree Foundation)	Occasional	1993 Current	
Findings (RICS)	10 per year	2003 2008	
Foundation Focus	2 per year	2005 Current	
Foundations (Joseph Rowntree Foundation)	Occasional	1997 2007	
Fraser of Allander Institute Commentary	Quarterly	1978 Current	Link
GEE Briefing for Planning and Surveyors	Monthly	2008 Current	
GEO:connexion	10 per year	2004 Current	
GEO:connexion UK	Quarterly	2004 Current	
Geographical Information News	Bi-monthly	2001 2004	
Glasgow Business	Bi-monthly	2007 Current	
Glasgow Economic Review	2 per year	1988 Current	
Global Watch	Occasional	2002 2007	
Good Practice Briefings (CIH)	Irregular	1995 2008	
Green Futures	Quarterly	2001 Current	
Green Places	10 per year	2003 Current	
Greens Scottish Planning Factbook	Occasional	2001 Current	
HA Weekly	Weekly	1987 1996	
Harvard Business Review	Monthly	1992 Current	
Health and Safety at Work	Monthly	2002 Current	
Health and Social Care in the Community	Bi-monthly	1997 Current	Link
Health Club Management	11 per year	2002 Current	
Health Matters	Quarterly	2006 2010	
Health Scotland Library Bulletin	Bi-monthly	1996 Current	
Health Service Journal	Weekly	2005 Current	
Heritage Today	Quarterly	1994 2007	
Holyrood	Fortnightly	1999 Current	
Horticulture Week	Weekly	2005 Current	
Housing	Quarterly	1971 2003	
Housing Agenda	Monthly	1996 1998	

Title	Frequency	Holdings	Contents
Housing and Planning Review	Bi-monthly	1971 1999	
Housing Information Digest	Monthly	1989 2002	
Housing Practice	Bi-monthly	2009 Current	
Housing Research Bulletin	3 per year	2007 Current	
Housing Scotland	10 per year	2004 Current	
Housing Spotlight	Bi-monthly	2006 2008	
Housing Studies	Bi-monthly	1986 Current	Link
Housing Today	Weekly	1996 2005	
Housing, Care and Support	Quarterly	1998 Current	Link
Human Capital Management	Bimonthly	2007 2009	
Human Resources	Monthly	2005 Current	
I & T Magazine	Quarterly	1991 1997	
I & T Magazine News Review	Quarterly	1991 1996	
IFS Update	Annual	1996 1996	
Impact	3 per year	2007 2008	
Impact Assessment and Project Appraisal	Quarterly	1998 Current	Link
Indicator	Quarterly	1997 2004	
Infonomics	Bi-monthly	2009 2009	
Inforegio News	Monthly	1997 2009	
Inforegio Panorama	Quarterly	2008 Current	
Information Age	Monthly	2007 Current	
Information World Review	11 per year	2005 2010	
Inlogov Informs	Quarterly	1994 2001	
Innovation and Employment	Occasional	1989 1997	
Innovation and Technology Transfer	Bi-monthly	1988 2004	
Inside Housing	Weekly	2002 Current	
Institute for Employment Research Bulletin	Quarterly	1988 Current	
Interchange	Quarterly	1990 2007	
International Cities Management	Bi-monthly	1993 1997	
International Journal for Educational and Vocational Guidance	3 per year	2011 Current	
International Journal of Housing Policy	Quarterly	2010 Current	Link
International Journal of Leadership in Public Services	Quarterly	2008 Current	Link
International Journal of Public Sector Management	7 per year	1988 Current	Link
International Journal of Urban and Regional Research	Quarterly	1997 Current	Link

Title	Frequency	Holdings	Contents
International Review of Education	Quarterly	1999 Current	Link
International Small Business Journal	Bi-monthly	1984 Current	Link
Interpret Scotland	2 per year	2000 2009	
Interpretation	2 per year	1995 Current	
Interpretation News	Bi-monthly	2000 2009	
Investment Now	Monthly	2005 Current	
IQ-NET Bulletin	Occasional	1996 2005	
Irish Planning and Environmental Law Journal	Quarterly	2000 Current	
ISER Newsletter	Bi-annual	2006 Current	
IT in Use	Bimonthly	2010 Current	
Jane's Police Review	Weekly	2004 Current	
JOLLI: Journal of Lifelong Learning Initiatives	Bi-monthly	1997 2003	
Journal of Adult Protection	Quarterly	2006 Current	Link
Journal of Architectural Conservation	3 per year	1999 Current	Link
Journal of Assistive Technologies	Quarterly	2010 Current	
Journal of Career Assessment	Quarterly	2011 Current	
Journal of Children's Services	Quarterly	2007 Current	Link
Journal of Community Work and Development	2 per year	1997 2006	
Journal of Documentation	3 per year	1993 2004	
Journal of Education and Work	3 per year	1997 Current	Link
Journal of Education Policy	6 per year	1996 Current	Link
Journal of Environmental Law	3 per year	1989 Current	Link
Journal of Environmental Management	8 per year	1982 2000	
Journal of Environmental Planning and Management	Bi-monthly	1992 Current	Link
Journal of Integrated Care	Bi-monthly	2003 Current	Link
Journal of Place Management and Development	3 per year	2009 Current	Link
Journal of Planning and Environment Law	Monthly	1973 Current	
Journal of Poverty and Social Justice	3 per year	2010 Current	
Journal of Property Research	Quarterly	1991 2010	
Journal of Research in Special Educational Needs	3 per year	2008 Current	Link
Journal of Retail and Leisure Property	Quarterly	2000 2011	
Journal of Rural Studies	Quarterly	1985 Current	Link
Journal of Small Business and Enterprise Development	Quarterly	2000 Current	Link
Journal of Small Business Management	Quarterly	1987 Current	Link
Journal of Social Policy	Quarterly	1984 Current	Link
Journal of Social Work	Quarterly	2004 Current	Link

Title	Frequency	Holdings	Contents
Journal of Sustainable Tourism	8 per year	1993 Current	Link
Journal of the American Planning Association	Quarterly	1998 Current	Link
Journal of the Royal Society for the Promotion of Health	Bi-monthly	2005 2008	
Journal of Town and City Management	Quarterly	2010	
Journal of Urban Design	3 per year	1996 Current	Link
Journal of Urban Regeneration and Renewal	Quarterly	2007 Current	
Journal of Urban Technology	3 per year	2001 Current	Link
Journal of Vocational Education and Training	Quarterly	2001 Current	Link
Journal of Waste Management & Resource Recovery	Quarterly	1995 1997	
Kirklees Economic Bulletin	2 per year	2009 Current	
Labour Market Review	2 per year	1995 2001	
Labour Market Trends	Monthly	1996 2006	
Labour Research	Monthly	2000 Current	
Land Contamination and Reclamation	Quarterly	1993 2010	
Land Use Policy	Quarterly	1987 Current	Link
Landlines	Monthly	1998 2003	
Landscape Design	Monthly	1997 2003	
Landscape Review	Monthly	2002 Current	
Laria News	3 per year	1995 Current	
Learning Disability Practice	Monthly	2005 Current	
LEDIS	Monthly	1981 2007	
Leisure Management	Bi-monthly	1999 Current	
Leisure Opportunities	Fortnightly	2003 Current	
LGIU Briefing	Occasional	1987 2003	
LGIU Equalities News	2 per year	1988 1999	
LGIU Special Briefings	Occasional	1989 1995	
Licensing Review	Quarterly	2003 Current	
Lifelong Learning in Europe	Quarterly	1996 Current	
Lighting Journal (LJ)	Bi-monthly	2003 Current	
Local Authority Times	4 per year	1995 Current	
Local Economy	8 issues per year	1986 Current	Link
Local Environment	10 per year	2003 Current	Link
Local Governance	Quarterly	1998 2004	
Local Government Chronicle	Weekly	2001 Current	
Local Government Executive	Bi-monthly	2008 Current	

Title	Frequency	Holdings	Contents
Local Government IT in Use (LGITiU)	Bimonthly	2008 2010	
Local Government Management	Quarterly	1995 2000	
Local Government News	Monthly	2008 Current	
Local Government Policy Making	Quarterly	1981 1997	
Local Government Studies	Quarterly	1971 Current	Link
Local Transport Today	Fortnightly	1997 Current	
London Housing	Bi-monthly	1989 2007	
Long Range Planning	Bi-monthly	1983 Current	Link
Mailout	Quarterly	1996 2010	
Management Today	Monthly	2002 Current	
Managing Information	10 per year	2002 Current	
Managing Information and Documents (M-iD)	Bi-monthly	2004 2005	
Managing Service Quality	Bi-monthly	1991 2010	
Mapping Awareness	10 per year	1999 1999	
Materials Recycling Week	Weekly	2005 Current	
MCC	Bi-monthly	1999 2002	
Mineral Planning	Bi-monthly	1980 Current	
Mineral Planning Appeals	Occasional	1988 2006	
MJ	Weekly	1988 Current	
National Institute Economic Review	Quarterly	1996 Current	Link
Nature's Place	Quarterly	1994 2006	
Network	Occasional	1996 2002	
Networker (Development Trusts Association)	Quarterly	1995 2007	
New Civil Engineer	Weekly	2005 Current	
New Economy	Quarterly	2000 2004	
New House Building Statistics	Quarterly	1996 Current	
New Impact	Bi-monthly	1993 2004	
New Review	Occasional	1991 2004	
New Scientist	Weekly	2004 Current	
New Sector	Bi-monthly	2002 2009	
New Start	Monthly	1999 Current	
New Technology Work and Employment	3 per year	1989 2008	
New Transit	Monthly	2009 Current	
New Urban Futures	Fortnightly	2002 2003	
News from the New Economy	Quarterly	1988 2001	
NICEC Journal	2 per year	2011 Current	

Title	Frequency	Holdings	Contents
North Lanarkshire Economic Bulletin	2 per year	1998 2009	
Northern Economic Review	1 per year	1981 2010	
Numeracy Briefing	3 per year	2004 Current	
OECD Economic Outlook	2 per year	1997 Current	
Open Government: A Journal on Freedom of Information	1 per year	2005 Current	Link
Opportunities	Weekly	2000 2008	
Oxford Review of Economic Policy	Quarterly	1992 Current	Link
Oxford Review of Education	Quarterly	1997 Current	Link
Parking Review	Monthly	2003 Current	
People Management	Monthly	1997 Current	
People, Place and Policy Online	3 per year	2007 Current	Link
Performance Measurement and Metrics	3 per year	2004 2005	
Perspectives in Public Health	Bi-monthly	2009 Current	Link
Phoenix	3 per year	2011 Current	
Planner	Monthly	1972 1993	
Planning	Fortnightly	1972 Current	
Planning (American Planning Association)	11 per year	1987 Current	
Planning (Communities Scotland)	Quarterly	2000 2008	
Planning and Environment Law Bulletin	10 per year	1992 2000	
Planning Bulletin	Occasional	1977 2004	
Planning Factbook	3 per year	1997 Current	
Planning in London	Quarterly	1999 Current	
Planning Inspectorate Journal	3 per year	1995 2003	
Planning Practice and Research	Quarterly	1986 Current	Link
Planning Theory and Practice	Quarterly	2000 Current	Link
Planning Week	Weekly	1993 1997	
Policy and Politics	Quarterly	1984 Current	Link
Policy Studies	6 per year	1992 Current	Link
Population Trends	Quarterly	1982 Current	
Poverty	3 per year	1996 Current	
Practical Research for Education	2 per year	2008 2010	
Practice	Quarterly	1996 Current	Link
Precis (Communities Scotland)	Occasional	1994 2008	
Probation Journal	Quarterly	1996 Current	Link
Progress in Planning	8 per year	1973 Current	Link

Title	Frequency	Holdings	Contents
Property People	Weekly	2004 2005	
Property People Focus	10 per year	2007 2008	
Property Week	Weekly	2002 Current	
Prospect	Quarterly	2001 2009	
Protecting Children Update	10 per year	2004 Current	
Public	Monthly	2004 2008	
Public Administration	Quarterly	1984 Current	Link
Public Finance	Monthly	2000 Current	
Public Innovation Abroad	Weekly	1997 1999	
Public Money and Management	Bi-monthly	1984 Current	Link
Public Policy and Administration	Quarterly	1985 Current	Link
Public Policy Research	Quarterly	2005 Current	Link
Public Transport Information	Bi-monthly	1991 2001	
Public Treasurer	Monthly	1997 2003	
Quality in Ageing and Older Adults	Quarterly	2010 Current	
Race and Regeneration	Quarterly	2003 2007	
Radical Economics	Bi-monthly	2001 2005	
RDA News	Quarterly	1999 2009	
Records Management Journal	3 per year	2006 Current	Link
Reflect	3 per year	2008 2008	
Regenerate	Monthly	2006 2008	
Regenerate	10 per year	2005 2006	
Regeneration and Renewal	Weekly	2000 2010	
Regional Insights	Annual	2010 Current	
Regional Review	2 per year	2010 Current	
Regional Studies	Bi-monthly	1968 Current	Link
Regions	Quarterly	1978 Current	
Research and Strategy Newsletter	Monthly	2007 2009	
Research Papers in Education	Quarterly	1997 Current	Link
Resource	Bi-monthly	2002 Current	
Resource: Newsletter of the National Lottery			
Charities	Occasional	1996 2003	
RIBA Journal	Monthly	2004 Current	
RICS Business	10 per year	2008 2008	
RICS Research Findings	Irregular	1996 2000	
Roof	Bi-monthly	2001 2010	

Title	Frequency	Holdings	Contents
Rural Development Perspectives	3 per year	1988 1999	
Rural Focus	Quarterly	1989 1999	
Safer Communities	Quarterly	2008 Current	Link
Scenes	Monthly	1997 Current	
School Boards Focus	Occasional	1992 2001	
Scotland in Business	Monthly	1995 2000	
Scotland in Trust	Occasional	2002 Current	
Scotland's Natural Heritage	2 per year	1993 2007	
Scotregen	Quarterly	2004 Current	
Scottish Affairs	Quarterly	1992 Current	
Scottish Association for Public Transport Newsletter	Quarterly	1998 Current	
Scottish Business Insider	Monthly	2006 Current	
Scottish Economic Report and Statistics	Annual	1992 2006	
Scottish Educational Review	2 per year	1999 Current	Link
Scottish Executive Statistical Bulletin: Education	Occasional	1996 2005	
Scottish Executive Statistical Bulletin: Environment	Occasional	1992 2005	
Scottish Executive Statistical Bulletin: Housing	Occasional	1992 2005	
Scottish Executive Statistical Bulletin: Industry	Occasional	1992 2005	
Scottish Executive Statistical Bulletin: Social Work	Occasional	1996 2005	
Scottish Executive Statistical Bulletin: Transport	Occasional	1995 2005	
Scottish Geographical Journal	Quarterly	1982 Current	Link
Scottish Homes Guidance Notes	Occasional	1990 1995	
Scottish Household Survey Quarterly Bulletin	Quarterly	1999 2002	
Scottish Journal of Adult and Continuing Education	2 per year	1996 1997	
Scottish Journal of Political Economy	5 per year	1974 2006	
Scottish Local Government Information Bulletin	Monthly	1987 2003	
Scottish Planner	Bi-monthly	1981 Current	
Scottish Planning and Environmental Law	Bi-monthly	1993 Current	
Scottish Planning Law and Practice	3 per year	1980 1993	
Scottish Transport Review	Quarterly	1998 Current	
SCRE Newsletter	2 per year	1995 2002	
Search (Joseph Rowntree Foundation)	2 per year	1996 2009	
Service Industries Journal	8 per year	1983 2008	
Skills and Enterprise Briefing	Occasional	1992 2001	
Skills and Enterprise Executive	Quarterly	1991 2001	

Title	Frequency	Holdings	Contents
Skills and Enterprise Update	Quarterly	1991 2001	
Small Town	Bi-monthly	1995 2001	
Social Agenda	Quarterly	2007 Current	
Social Housing	Monthly	1997 Current	
Social Policy and Administration	7 per year	1976 Current	Link
Social Policy and Society	Quarterly	2002 Current	Link
Social Sciences	3 per year	1991 2008	
Social Work Now	Monthly	2010 Current	
Society Now	3 per year	2008 Current	
Spatial Economic Analysis	Quarterly	2006 Current	
Special Children	Bi-monthly	2008 Current	
Stationery Office Weekly List	Weekly	2008 2009	
Strategic Direct Investor	Bi-monthly	2001 2003	
Strategy	Bi-monthly	1993 Current	
Strathclyde Economic Trends	Quarterly	1990 1996	
Strathclyde European Partnership News	Quarterly	1998 2007	
Streetwise	Quarterly	1989 2002	
Studies in the Education of Adults	2 per year	2005 Current	Link
Sustain	Bi-monthly	2000 Current	
Sustainable Business	Monthly	2008 Current	
Sustainable Development	Quarterly	2000 Current	Link
T Mag	10 per year	1996 2010	
Teleworker	Quarterly	2003 2010	
The Brief (Highlands & Islands Enterprise)	Bi-monthly	1999 2006	
The Edge	Quarterly	2004 2008	
The Journal	Bi-monthly	2001 2006	
The Magazine (European Commission)	Occasional	2003 2005	
The Nature of Scotland	Quarterly	2008 Current	
The Network	Quarterly	2009 2009	
The Right Track	Occasional	1997 2008	
Third Force News	Weekly	1998 2007	
Third Sector	Weekly	2001 2007	
Times Educational Supplement Scotland	Weekly	2008 Current	
Tips and Advice Internet	Fortnightly	2004 Current	
Touchstone	5 per year	2008 2010	
Tourism	Quarterly	2003 Current	

Title	Frequency	Holdings	Contents
Tourism in Focus	Quarterly	1997 2010	
Tourism Intelligence Quarterly	Quarterly	1977 2003	
Tourism Management	Bi-monthly	1986 Current	Link
Town and Country Planning	Monthly	1972 Current	
Town Planning Review	Bi-monthly	1972 Current	Link
Trading Standards Today	Monthly	2003 Current	
Traffic Engineering and Control	11 per year	1991 Current	
Train Times	Quarterly	2004 Current	
Training and Employment News	Bi-monthly	1997 2002	
Training Journal	Monthly	2004 Current	
Training Technology and Human Resources	Bi-monthly	1992 2006	
Transforming Government: People, Process and Policy	Quarterly	2007 Current	Link
Transition	Quarterly	1998 2002	
Transport Policy	Bi-monthly	1993 Current	Link
Transport Quarterly (GVA Grimley)	Quarterly	1999 2007	
Transport Quarterly (Holyrood Policy Journal)	Quarterly	2003 Current	
Transport Retort	Quarterly	2005 2007	
Transport Review	Quarterly	1999 2000	
Transport Times	Monthly	2005 Current	
Tree News	2 per year	2003 Current	
Triodos News	Annual	1999 2003	
UDIS	Bi-monthly	1986 1997	
Update	Bi-monthly	2007 2008	
Update (Housing Corporation)	Quarterly	2000 2002	
Update (ODPM)	Quarterly	1995 2005	
Upjohn Institute Employment Research	Quarterly	1995 Current	
Urban Abstracts	Monthly	1995 2004	
Urban Affairs	5 per year	1992 Current	Link
Urban Affairs Quarterly	Quarterly	1972 1994	
Urban Affairs Review	Bi-monthly	1995 Current	Link
Urban Design	Quarterly	1987 Current	
Urban Design International	Quarterly	1998 Current	Link
Urban Environment Today	Fortnightly	1996 2002	
Urban Morphology	2 per year	1998 Current	Link

Title	Frequency	Holdings	Contents
Urban Nature	Quarterly	1992 1997	
Urban Realm	Quarterly	2009 Current	
Urban Research and Practice	3 per year	2008 Current	Link
Urban Street Environment	Bi-monthly	1993 1996	
Urban Studies	Monthly	1974 Current	Link
URPI Information Brief	8 per year	1976 1998	
Vocational Training	3 per year	1990 2005	
Voluntary Action	3 per year	2000 2008	
Voluntary Sector	10 per year	2000 2008	
Voluntary Sector Review	3 per year	2010 Current	Link
Volunteering	10 per year	1995 2006	
Warmer Bulletin	Bi-monthly	1997 Current	
Waste Planning	Quarterly	1991 Current	
Water Demand Management Bulletin	Bi-monthly	2006 2010	
Waymark	Occasional	1997 2006	
WDS Broadsheet	Quarterly	1994 2001	
Welsh Economic Review	2 per year	1988 Current	Link
Welsh Housing Quarterly	Quarterly	1990 Current	Link
Welsh Office Monthly List	Monthly	1994 2002	
What on Earth	2 per year	1998 Current	
Widening Participation and Lifelong Learning	3 per year	1999 Current	Link
Wild Land News	3 per year	1994 Current	
Working Brief	10 per year	1989 Current	
Working with Older People	Quarterly	2009 Current	Link
Working with Young Men	Quarterly	2003 2006	
Workplace Learning and Skills Bulletin	Quarterly	2011 Current	
World Transport Policy and Practice	Quarterly	1995 Current	
Yorkshire and Humber Regional Review	2 per year	1990 2010	
Young People Now	Weekly	2005 2007	
Your Environment	Quarterly	2003 2009	
Youth and Policy	Quarterly	1993 2010	
Youth Justice	3 per year	2003 Current	Link
Youth Work Now	Monthly	2007 Current	

3. Subject Listing

Title	Frequency	Holdings	Contents
Architecture and Construction			
AJ Focus	Monthly	2003 2005	
AJ Specification	Monthly	2005 Current	
Architect's Journal	Weekly	2005 Current	
Building	Weekly	2005 Current	
Building Control	Monthly	2006 Current	
Constructing the Future	Quarterly	2007 Current	
Findings (RICS)	10 per year	2003 2008	
Journal of Architectural Conservation	3 per year	1999 Current	Link
Lighting Journal (LJ)	Bi-monthly	2003 Current	
New Civil Engineer	Weekly	2005 Current	
Prospect	Quarterly	2001 2009	
RIBA Journal	Monthly	2004 Current	
RICS Business	10 per year	2008 2008	
RICS Research Findings	Irregular	1996 2000	
Urban Realm	Quarterly	2009 Current	
Bibliographies			
Stationery Office Weekly List	Weekly	2008 2009	
Urban Abstracts	Monthly	1995 2004	
Welsh Office Monthly List	Monthly	1994 2002	
Central Government			
Holyrood	Fortnightly	1999 Current	
IFS Update	Annual	1996 1996	
Oxford Review of Economic Policy	Quarterly	1992 Current	Link
Public Policy Research	Quarterly	2005 Current	Link
Economic Development			
Agenda	Monthly	2003 2004	
Amber Waves	5 per year	2003 2006	
Barnsley Economic Review	Quarterly	1993 1999	
Business Growth and Profitability	Quarterly	1995 1997	

Title	Frequency	Holdings	Contents
Business Review North East	Quarterly	1991 2004	
Business Scotland	Bimonthly	2011 Current	
Business Strategy News Review	Monthly	1998 2000	
Business Strategy Review	Quarterly	1997 Current	Link
Centrepiece	3 per year	1997 Current	Link
City: Analysis of Urban Trends	6 per year	2002 Current	Link
CLES Briefing	Occasional	2007 2010	
CLES Bulletin	Irregular	2007 Current	
CLES Local Work	Monthly	1985 Current	
CLES Rapid Research	Occasional	2007 Current	
Communique	10 per year	1998 2009	
Consumer Policy Review	Bi-monthly	1995 2008	
Corporate Location	Bi-monthly	1989 2000, 2004	
Coventry and Warwickshire Economic Review	Quarterly	1994 2007	
CUED Economic Developments	Monthly	1995 2001	
DEMOS Quarterly	Quarterly	1994 1997	
Economic and Labour Market Review	Monthly	2007 Current	
Economic Development Abroad (CUED)	Occasional	1986 2000	
Economic Development America	Quarterly	2005 2007	
Economic Development Commentary	Quarterly	1986 2001	
Economic Development Digest	Monthly	1988 1996	
Economic Development Journal	Quarterly	2002 Current	
Economic Development Now (IEDC)	Fortnightly	2001 2004	
Economic Development Quarterly	Quarterly	1987 Current	Link
Economic Development Today	Monthly	1996 2003	
Economic Report	Monthly	1991 2000	
Economic Trends	Bi-monthly	2001 2005	
Economist	Weekly	2001 Current	
Employment Audit	Quarterly	1996 1999	
Employment Gazette	Monthly	1971 1995	
Entrepreneurship and Regional Development	Bi-monthly	1989 Current	Link
European Retail Digest	Quarterly	1995 2006	
Fife Business Matters	Monthly	2008 Current	
Fraser of Allander Institute Commentary	Quarterly	1978 Current	Link
Glasgow Business	Bi-monthly	2007 Current	
Glasgow Economic Review	2 per year	1988 Current	

Title	Frequency	Holdings	Contents
Harvard Business Review	Monthly	1992 Current	
Indicator	Quarterly	1997 2004	
Innovation and Employment	Occasional	1989 1997	
Innovation and Technology Transfer	Bi-monthly	1988 2004	
Institute for Employment Research Bulletin	Quarterly	1988 Current	
International Small Business Journal	Bi-monthly	1984 Current	Link
IQ-NET Bulletin	Occasional	1996 2005	
ISER Newsletter	Bi-annual	2006 Current	
Journal of Small Business and Enterprise Development	Quarterly	2000 Current	Link
Journal of Small Business Management	Quarterly	1987 Current	Link
Kirklees Economic Bulletin	2 per year	2009 Current	
Labour Market Review	2 per year	1995 2001	
Labour Research	Monthly	2000 Current	
LEDIS	Monthly	1981 2007	
Local Economy	8 issues per year	1986 Current	Link
National Institute Economic Review	Quarterly	1996 Current	Link
New Economy	Quarterly	2000 2004	
New Sector	Bi-monthly	2002 2009	
New Technology Work and Employment	3 per year	1989 2008	
News from the New Economy	Quarterly	1988 2001	
North Lanarkshire Economic Bulletin	2 per year	1998 2009	
Northern Economic Review	1 per year	1981 2010	
OECD Economic Outlook	2 per year	1997 Current	
Policy Studies	6 per year	1992 Current	Link
Population Trends	Quarterly	1982 Current	
Public Innovation Abroad	Weekly	1997 1999	
Radical Economics	Bi-monthly	2001 2005	
RDA News	Quarterly	1999 2009	
Regional Insights	Annual	2010 Current	
Regional Review	2 per year	2010 Current	
Regional Studies	Bi-monthly	1968 Current	Link
Regions	Quarterly	1978 Current	
Research and Strategy Newsletter	Monthly	2007 2009	
Scotland in Business	Monthly	1995 2000	
Scottish Affairs	Quarterly	1992 Current	

Title	Frequency	Holdings	Contents
Scottish Business Insider	Monthly	2006 Current	
Scottish Economic Report and Statistics	Annual	1992 2006	
Scottish Executive Statistical Bulletin: Industry	Occasional	1992 2005	
Scottish Household Survey Quarterly Bulletin	Quarterly	1999 2002	
Scottish Journal of Political Economy	5 per year	1974 2006	
Service Industries Journal	8 per year	1983 2008	
Skills and Enterprise Briefing	Occasional	1992 2001	
Skills and Enterprise Executive	Quarterly	1991 2001	
Skills and Enterprise Update	Quarterly	1991 2001	
Strategic Direct Investor	Bi-monthly	2001 2003	
Strathclyde Economic Trends	Quarterly	1990 1996	
Strathclyde European Partnership News	Quarterly	1998 2007	
Sustainable Development	Quarterly	2000 Current	Link
Teleworker	Quarterly	2003 2010	
The Brief (Highlands & Islands Enterprise)	Bi-monthly	1999 2006	
The Journal	Bi-monthly	2001 2006	
Touchstone	5 per year	2008 2010	
Triodos News	Annual	1999 2003	
Update	Bi-monthly	2007 2008	
Upjohn Institute Employment Research	Quarterly	1995 Current	
Welsh Economic Review	2 per year	1988 Current	Link
Working Brief	10 per year	1989 Current	
Yorkshire and Humber Regional Review	2 per year	1990 2010	

Education and Training

14-19 Learning and Skills Bulletin	Quarterly	2011 Current	
Adults Learning	Monthly	1999 Current	Link
Basic Skills Bulletin	10 per year	2004 Current	
British Educational Research Journal	Bi-monthly	2002 Current	Link
British Journal of Education and Work	3 per year	1989 1996	
British Journal of Guidance & Counselling	5 per year	2011 Current	
British Journal of Special Education	Quarterly	1996 Current	Link
Broadcast	Quarterly	1998 2010	
Career Research and Development	3 per year	2000 2009	
CEDEFOP Info	3 per year	2000 2008	
Coaching Psychologist	Unknown	2011 Current	

Title	Frequency	Holdings	Contents
College Research	3 per year	1998 2001	
Concept	3 per year	2008 2009	
Educa	10 per year	1990 2003	
Education Today	Quarterly	1999 Current	
Educational Management Administration and Leadership	Quarterly	1996 2007	
Human Capital Management	Bimonthly	2007 2009	
International Journal for Educational and Vocational Guidance	3 per year	2011 Current	
International Review of Education	Quarterly	1999 Current	Link
JOLLI: Journal of Lifelong Learning Initiatives	Bi-monthly	1997 2003	
Journal of Career Assessment	Quarterly	2011 Current	
Journal of Education and Work	3 per year	1997 Current	Link
Journal of Education Policy	6 per year	1996 Current	Link
Journal of Research in Special Educational Needs	3 per year	2008 Current	Link
Journal of Vocational Education and Training	Quarterly	2001 Current	Link
Labour Market Trends	Monthly	1996 2006	
Lifelong Learning in Europe	Quarterly	1996 Current	
Network	Occasional	1996 2002	
New Impact	Bi-monthly	1993 2004	
NICEC Journal	2 per year	2011 Current	
Numeracy Briefing	3 per year	2004 Current	
Oxford Review of Education	Quarterly	1997 Current	Link
Phoenix	3 per year	2011 Current	
Practical Research for Education	2 per year	2008 2010	
Reflect	3 per year	2008 2008	
Research Papers in Education	Quarterly	1997 Current	Link
School Boards Focus	Occasional	1992 2001	
Scottish Educational Review	2 per year	1999 Current	Link
Scottish Executive Statistical Bulletin: Education	Occasional	1996 2005	
Scottish Journal of Adult and Continuing Education	2 per year	1996 1997	
SCRE Newsletter	2 per year	1995 2002	
Studies in the Education of Adults	2 per year	2005 Current	Link
T Mag	10 per year	1996 2010	
The Magazine (European Commission)	Occasional	2003 2005	
Times Educational Supplement Scotland	Weekly	2008 Current	

Title	Frequency	Holdings	Contents
Training and Employment News	Bi-monthly	1997 2002	
Training Journal	Monthly	2004 Current	
Training Technology and Human Resources	Bi-monthly	1992 2006	
Vocational Training	3 per year	1990 2005	
Widening Participation and Lifelong Learning	3 per year	1999 Current	Link
Workplace Learning and Skills Bulletin	Quarterly	2011 Current	

Environment and Nature Conservation

Biodiversity News	Quarterly	1999 Current	
Conservation Land Management	Quarterly	2003 Current	
Countryside Recreation	2 per year	2001 Current	
Countryside Voice	2 per year	2002 Current	
Demand Management Bulletin	Bi-monthly	1998 2011	
Earth Heritage	2 per year	1994 Current	
Earthed	Monthly	2003 2004	
EG Magazine	Bi-monthly	2002 Current	
EHN	Fortnightly	2009 Current	
Enact	Quarterly	1994 2002	
Ends Report	Monthly	1997 Current	
Energy Review	Quarterly	1991 Current	
Environment Action	Bi-monthly	1996 2003	
Environment and Planning A	Monthly	1983 Current	Link
Environment and Planning B: Planning and Design	Bi-monthly	1983 Current	Link
Environment and Planning C: Government and Policy	Bi-monthly	1983 Current	Link
Environment Bulletin	Quarterly	2001 2003	
Environment Business	Monthly	2003 2007	
Environment in Business	Monthly	2008 2010	
Environment Information Bulletin	Monthly	2005 2008	
Environment Times	Quarterly	2004 2006	
Environmental & Waste Management	Quarterly	1998 2002	
Environmental Assessment	3 per year	1997 1999	
Environmental Health Journal	Monthly	1997 2005	
Environmental Health News	Fortnightly	2005 2009	
Environmental Health Practitioner	Monthly	2005 2009	
Environmental Health Scotland	Monthly	1997 Current	
Environmental Policy & Practice	Quarterly	1991 1997	

Title	Frequency	Holdings	Contents
Environmental Policy and Governance	Bi-monthly	2009 Current	Link
Environmentalist	12 per year	2001 Current	
Envirotec	Bi-monthly	2001 Current	
European Environment	Bi-monthly	1991 2008	
Green Futures	Quarterly	2001 Current	
Horticulture Week	Weekly	2005 Current	
Impact Assessment and Project Appraisal	Quarterly	1998 Current	Link
Interpretation	2 per year	1995 Current	
Interpretation News	Bi-monthly	2000 2009	
Journal of Environmental Law	3 per year	1989 Current	Link
Journal of Environmental Management	8 per year	1982 2000	
Journal of Waste Management & Resource Recovery	Quarterly	1995 1997	
Land Contamination and Reclamation	Quarterly	1993 2010	
Local Environment	10 per year	2003 Current	Link
Materials Recycling Week	Weekly	2005 Current	
Nature's Place	Quarterly	1994 2006	
New Review	Occasional	1991 2004	
New Scientist	Weekly	2004 Current	
New Urban Futures	Fortnightly	2002 2003	
Resource	Bi-monthly	2002 Current	
Scenes	Monthly	1997 Current	
Scotland in Trust	Occasional	2002 Current	
Scotland's Natural Heritage	2 per year	1993 2007	
Scottish Executive Statistical Bulletin: Environment	Occasional	1992 2005	
Scottish Geographical Journal	Quarterly	1982 Current	Link
Sustain	Bi-monthly	2000 Current	
Sustainable Business	Monthly	2008 Current	
The Nature of Scotland	Quarterly	2008 Current	
The Right Track	Occasional	1997 2008	
Tree News	2 per year	2003 Current	
Warmer Bulletin	Bi-monthly	1997 Current	
Waste Planning	Quarterly	1991 Current	
Water Demand Management Bulletin	Bi-monthly	2006 2010	
What on Earth	2 per year	1998 Current	
Wild Land News	3 per year	1994 Current	

Title	Frequency	Holdings	Contents
Your Environment	Quarterly	2003 2009	
Europe			
Cordis Focus: Newsletter	Monthly	2006 2009	
Cordis Focus: RTD Results Supplement	Irregular	2007 2009	
Cordis Focus: Thematic Supplement	Irregular	2007 2009	
DG Enterprise and Europe	Quarterly	2008 2009	
Enterprise and Industry Magazine	3 per year	2009 Current	
Enterprise Europe	Quarterly	2000 2007	
Eureka News	Quarterly	1994 Current	
Euro-Info	10 per year	1987 2000	
Europe on the Move	Occasional	1993 2004	
European Commission: Background Reports	Bi-monthly	1993 1997	
European Information Service	10 per year	2000 2007	
European Journal of Vocational Training	3 per year	2006 2009	
Foundation Focus	2 per year	2005 Current	
I & T Magazine	Quarterly	1991 1997	
I & T Magazine News Review	Quarterly	1991 1996	
Inforegio News	Monthly	1997 2009	
Inforegio Panorama	Quarterly	2008 Current	
Social Agenda	Quarterly	2007 Current	
Housing			
Axis: Journal of Housing, Planning and Regeneration	Bi-monthly	1999 2006	
Black Housing	Bi-monthly	1999 2007	
European Journal of Housing Policy	3 per year	2001 2010	
Findings (Joseph Rowntree Foundation)	Occasional	1993 Current	
Global Watch	Occasional	2002 2007	
Good Practice Briefings (CIH)	Irregular	1995 2008	
HA Weekly	Weekly	1987 1996	
Housing	Quarterly	1971 2003	
Housing Agenda	Monthly	1996 1998	
Housing and Planning Review	Bi-monthly	1971 1999	
Housing Information Digest	Monthly	1989 2002	
Housing Practice	Bi-monthly	2009 Current	
Housing Research Bulletin	3 per year	2007 Current	

Title	Frequency	Holdings	Contents
Housing Scotland	10 per year	2004 Current	
Housing Spotlight	Bi-monthly	2006 2008	
Housing Studies	Bi-monthly	1986 Current	Link
Housing Today	Weekly	1996 2005	
Housing, Care and Support	Quarterly	1998 Current	Link
Inside Housing	Weekly	2002 Current	
Interchange	Quarterly	1990 2007	
International Journal of Housing Policy	Quarterly	2010 Current	Link
London Housing	Bi-monthly	1989 2007	
New House Building Statistics	Quarterly	1996 Current	
Planning (Communities Scotland)	Quarterly	2000 2008	
Precis (Communities Scotland)	Occasional	1994 2008	
Property People	Weekly	2004 2005	
Property People Focus	10 per year	2007 2008	
Roof	Bi-monthly	2001 2010	
Scottish Executive Statistical Bulletin: Housing	Occasional	1992 2005	
Scottish Homes Guidance Notes	Occasional	1990 1995	
Search (Joseph Rowntree Foundation)	2 per year	1996 2009	
Social Housing	Monthly	1997 Current	
Third Sector	Weekly	2001 2007	
Welsh Housing Quarterly	Quarterly	1990 Current	Link

Information Management and Technology

Aiim E-Doc	Bi-monthly	2003 2008	
Aslib Proceedings	Bi-monthly	1992 Current	Link
Bulletin (Aslib)	3 per year	2006 Current	
Bulletin (Records Management Society)	Bi-monthly	2007 Current	
Computer Weekly	Weekly	2008 2011	
Computing	Weekly	1995 2005	
GEO:connexion	10 per year	2004 Current	
GEO:connexion UK	Quarterly	2004 Current	
Infonomics	Bi-monthly	2009 2009	
Information Age	Monthly	2007 Current	
Information World Review	11 per year	2005 2010	
IT in Use	Bimonthly	2010 Current	

Title	Frequency	Holdings	Contents
Journal of Documentation	3 per year	1993 2004	
Local Government IT in Use (LGITiU)	Bimonthly	2008 2010	
Managing Information	10 per year	2002 Current	
Managing Information and Documents (M-iD)	Bi-monthly	2004 2005	
Performance Measurement and Metrics	3 per year	2004 2005	
Records Management Journal	3 per year	2006 Current	Link
Tips and Advice Internet	Fortnightly	2004 Current	

Leisure and Tourism

Health Club Management	11 per year	2002 Current	
Interpret Scotland	2 per year	2000 2009	
Investment Now	Monthly	2005 Current	
Journal of Retail and Leisure Property	Quarterly	2000 2011	
Journal of Sustainable Tourism	8 per year	1993 Current	Link
Leisure Management	Bi-monthly	1999 Current	
Leisure Opportunities	Fortnightly	2003 Current	
Mailout	Quarterly	1996 2010	
Tourism	Quarterly	2003 Current	
Tourism in Focus	Quarterly	1997 2010	
Tourism Intelligence Quarterly	Quarterly	1977 2003	
Tourism Management	Bi-monthly	1986 Current	Link
Waymark	Occasional	1997 2006	

Local Government and Management

Agenda NI	Monthly	2007 Current	
Burisa	5 per year	1981 Current	
Community Safety Journal	Quarterly	2005 2008	
Cosla Connections	Bi-monthly	2003 2008	
Critical Policy Analysis	Quarterly	2007 2009	
Critical Policy Studies	Quarterly	2009 2010	
Evidence and Policy	Quarterly	2005 Current	Link
Health and Safety at Work	Monthly	2002 Current	
Human Resources	Monthly	2005 Current	
Inlogov Informs	Quarterly	1994 2001	
International Journal of Leadership in Public Services	Quarterly	2008 Current	Link
International Journal of Public Sector Management	7 per year	1988 Current	Link

Title	Frequency	Holdings	Contents
Laria News	3 per year	1995 Current	
LGIU Briefing	Occasional	1987 2003	
LGIU Equalities News	2 per year	1988 1999	
LGIU Special Briefings	Occasional	1989 1995	
Licensing Review	Quarterly	2003 Current	
Local Authority Times	4 per year	1995 Current	
Local Governance	Quarterly	1998 2004	
Local Government Chronicle	Weekly	2001 Current	
Local Government Executive	Bi-monthly	2008 Current	
Local Government Management	Quarterly	1995 2000	
Local Government News	Monthly	2008 Current	
Local Government Policy Making	Quarterly	1981 1997	
Local Government Studies	Quarterly	1971 Current	Link
Long Range Planning	Bi-monthly	1983 Current	Link
Management Today	Monthly	2002 Current	
Managing Service Quality	Bi-monthly	1991 2010	
MJ	Weekly	1988 Current	
Open Government: A Journal on Freedom of Information	1 per year	2005 Current	Link
Opportunities	Weekly	2000 2008	
People Management	Monthly	1997 Current	
People, Place and Policy Online	3 per year	2007 Current	Link
Policy and Politics	Quarterly	1984 Current	Link
Public	Monthly	2004 2008	
Public Administration	Quarterly	1984 Current	Link
Public Finance	Monthly	2000 Current	
Public Money and Management	Bi-monthly	1984 Current	Link
Public Policy and Administration	Quarterly	1985 Current	Link
Public Treasurer	Monthly	1997 2003	
Safer Communities	Quarterly	2008 Current	Link
Scottish Local Government Information Bulletin	Monthly	1987 2003	
Social Policy and Administration	7 per year	1976 Current	Link
Strategy	Bi-monthly	1993 Current	
Trading Standards Today	Monthly	2003 Current	
Transforming Government: People, Process and Policy	Quarterly	2007 Current	Link
Voluntary Sector Review	3 per year	2010 Current	Link

Title	Frequency	Holdings	Contents
Planning			
Area	Quarterly	1983 Current	Link
Built Environment	Quarterly	1972 Current	Link
Cities	Bi-monthly	1991 Current	Link
Encyclopaedia of Planning Law and Practice	Quarterly	2001 Current	
Estates Gazette	Weekly	2001 Current	
Estates Gazette Planning Law Reports	Quarterly	1988 2005	
European Planning Studies	12 per year	1993 Current	Link
European Urban and Regional Studies	Quarterly	1994 Current	Link
Evolution	2 per year	2004 2006	
GEE Briefing for Planning and Surveyors	Monthly	2008 Current	
Geographical Information News	Bi-monthly	2001 2004	
Green Places	10 per year	2003 Current	
Greens Scottish Planning Factbook	Occasional	2001 Current	
Heritage Today	Quarterly	1994 2007	
International Cities Management	Bi-monthly	1993 1997	
Irish Planning and Environmental Law Journal	Quarterly	2000 Current	
Journal of Environmental Planning and Management	Bi-monthly	1992 Current	Link
Journal of Planning and Environment Law	Monthly	1973 Current	
Journal of Property Research	Quarterly	1991 2010	
Journal of the American Planning Association	Quarterly	1998 Current	Link
Journal of Town and City Management	Quarterly	2010	
Journal of Urban Design	3 per year	1996 Current	Link
Land Use Policy	Quarterly	1987 Current	Link
Landlines	Monthly	1998 2003	
Landscape Design	Monthly	1997 2003	
Mapping Awareness	10 per year	1999 1999	
Mineral Planning	Bi-monthly	1980 Current	
Mineral Planning Appeals	Occasional	1988 2006	
Planner	Monthly	1972 1993	
Planning	Fortnightly	1972 Current	
Planning (American Planning Association)	11 per year	1987 Current	
Planning and Environment Law Bulletin	10 per year	1992 2000	
Planning Bulletin	Occasional	1977 2004	

Title	Frequency	Holdings	Contents
Planning Factbook	3 per year	1997 Current	
Planning in London	Quarterly	1999 Current	
Planning Inspectorate Journal	3 per year	1995 2003	
Planning Practice and Research	Quarterly	1986 Current	Link
Planning Theory and Practice	Quarterly	2000 Current	Link
Planning Week	Weekly	1993 1997	
Progress in Planning	8 per year	1973 Current	Link
Property Week	Weekly	2002 Current	
Scottish Planner	Bi-monthly	1981 Current	
Scottish Planning and Environmental Law	Bi-monthly	1993 Current	
Scottish Planning Law and Practice	3 per year	1980 1993	
Small Town	Bi-monthly	1995 2001	
Spatial Economic Analysis	Quarterly	2006 Current	
Town and Country Planning	Monthly	1972 Current	
Town Planning Review	Bi-monthly	1972 Current	Link
Urban Morphology	2 per year	1998 Current	Link
URPI Information Brief	8 per year	1976 1998	
WDS Broadsheet	Quarterly	1994 2001	

Social Services

Age Agenda Bulletin	Monthly	2006 2010	
Ageing and Society	8 per year	2006 Current	Link
Benefits: A Journal of Poverty and Social Justice	3 per year	1997 2009	
British Journal of Learning Disabilities	Quarterly	2005 Current	Link
British Journal of Social Work	10 per year	1996 Current	Link
Catalyst	Bi-monthly	2006 2007	
Child and Family Social Work	Quarterly	2005 Current	Link
Children and Young People Now	Fortnightly	2007 Current	
Children Now	Weekly	2005 2007	
Childright	10 per year	1996 2009	
Community Care	Weekly	1997 Current	
Community Health Action	Quarterly	1995 2004	
Community Practitioner	Monthly	2006 Current	Link
Critical Social Policy	Quarterly	1996 Current	Link
Engage Magazine	Quarterly	2008 Current	

Title	Frequency	Holdings	Contents
Foundations (Joseph Rowntree Foundation)	Occasional	1997 2007	
Health and Social Care in the Community	Bi-monthly	1997 Current	Link
Health Matters	Quarterly	2006 2010	
Health Scotland Library Bulletin	Bi-monthly	1996 Current	
Health Service Journal	Weekly	2005 Current	
Journal of Adult Protection	Quarterly	2006 Current	Link
Journal of Assistive Technologies	Quarterly	2010 Current	
Journal of Children's Services	Quarterly	2007 Current	Link
Journal of Integrated Care	Bi-monthly	2003 Current	Link
Journal of Poverty and Social Justice	3 per year	2010 Current	
Journal of Social Policy	Quarterly	1984 Current	Link
Journal of Social Work	Quarterly	2004 Current	Link
Journal of the Royal Society for the Promotion of Health	Bi-monthly	2005 2008	
Learning Disability Practice	Monthly	2005 Current	
MCC	Bi-monthly	1999 2002	
Perspectives in Public Health	Bi-monthly	2009 Current	Link
Poverty	3 per year	1996 Current	
Practice	Quarterly	1996 Current	Link
Probation Journal	Quarterly	1996 Current	Link
Protecting Children Update	10 per year	2004 Current	
Quality in Ageing and Older Adults	Quarterly	2010 Current	
Resource: Newsletter of the National Lottery Charities	Occasional	1996 2003	
Scottish Executive Statistical Bulletin: Social Work	Occasional	1996 2005	
Social Policy and Society	Quarterly	2002 Current	Link
Social Sciences	3 per year	1991 2008	
Social Work Now	Monthly	2010 Current	
Society Now	3 per year	2008 Current	
Special Children	Bi-monthly	2008 Current	
The Edge	Quarterly	2004 2008	
Third Force News	Weekly	1998 2007	
Voluntary Action	3 per year	2000 2008	
Voluntary Sector	10 per year	2000 2008	
Volunteering	10 per year	1995 2006	
Working with Older People	Quarterly	2009 Current	Link
Working with Young Men	Quarterly	2003 2006	
Young People Now	Weekly	2005 2007	

Title	Frequency	Holdings	Contents
Youth and Policy	Quarterly	1993 2010	
Youth Justice	3 per year	2003 Current	Link
Youth Work Now	Monthly	2007 Current	

Transport

Impact	3 per year	2007 2008	
Journal of Urban Technology	3 per year	2001 Current	Link
Local Transport Today	Fortnightly	1997 Current	
New Transit	Monthly	2009 Current	
Parking Review	Monthly	2003 Current	
Public Transport Information	Bi-monthly	1991 2001	
Scottish Association for Public Transport Newsletter	Quarterly	1998 Current	
Scottish Executive Statistical Bulletin: Transport	Occasional	1995 2005	
Scottish Transport Review	Quarterly	1998 Current	
The Network	Quarterly	2009 2009	
Traffic Engineering and Control	11 per year	1991 Current	
Train Times	Quarterly	2004 Current	
Transition	Quarterly	1998 2002	
Transport Policy	Bi-monthly	1993 Current	Link
Transport Quarterly (GVA Grimley)	Quarterly	1999 2007	
Transport Quarterly (Holyrood Policy Journal)	Quarterly	2003 Current	
Transport Retort	Quarterly	2005 2007	
Transport Review	Quarterly	1999 2000	
Transport Times	Monthly	2005 Current	
World Transport Policy and Practice	Quarterly	1995 Current	

Urban and Rural Regeneration

BURA Newsletter	Occasional	1991 2002	
Community Development Journal	Quarterly	1994 Current	Link
Crime Prevention and Community Safety	Quarterly	2008 Current	Link
International Journal of Urban and Regional Research	Quarterly	1997 Current	Link
Jane's Police Review	Weekly	2004 Current	
Journal of Community Work and Development	2 per year	1997 2006	
Journal of Place Management and Development	3 per year	2009 Current	Link
Journal of Rural Studies	Quarterly	1985 Current	Link

Title	Frequency	Holdings	Contents
Journal of Urban Regeneration and Renewal	Quarterly	2007 Current	
Landscape Review	Monthly	2002 Current	
Networker (Development Trusts Association)	Quarterly	1995 2007	
New Start	Monthly	1999 Current	
Race and Regeneration	Quarterly	2003 2007	
Regenerate	10 per year	2005 2006	
Regenerate	Monthly	2006 2008	
Regeneration and Renewal	Weekly	2000 2010	
Rural Development Perspectives	3 per year	1988 1999	
Rural Focus	Quarterly	1989 1999	
Scotregen	Quarterly	2004 Current	
Streetwise	Quarterly	1989 2002	
UDIS	Bi-monthly	1986 1997	
Update (Housing Corporation)	Quarterly	2000 2002	
Update (ODPM)	Quarterly	1995 2005	
Urban Affairs	5 per year	1992 Current	Link
Urban Affairs Quarterly	Quarterly	1972 1994	
Urban Affairs Review	Bi-monthly	1995 Current	Link
Urban Design	Quarterly	1987 Current	
Urban Design International	Quarterly	1998 Current	Link
Urban Environment Today	Fortnightly	1996 2002	
Urban Nature	Quarterly	1992 1997	
Urban Research and Practice	3 per year	2008 Current	Link
Urban Street Environment	Bi-monthly	1993 1996	
Urban Studies	Monthly	1974 Current	Link

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No.773

11 November 2011

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NEW GOVERNMENT PUBLICATIONS LISTING

This is a list of government guidance, consultation papers, etc, on topics relevant to our members, published in the previous week. They are all on the web and the web addresses were checked on the Wednesday preceding the date of this Bulletin.

Department for Communities and Local Government

- **Growing Places Fund prospectus**
<http://www.communities.gov.uk/publications/regeneration/growingplacesfund>

Department for Education

- **Standards for school premises - consultation document**
<https://www.education.gov.uk/publications/standard/publicationDetail/Page1/DFE-00090-2011>
- **Voluntary and community organisations to play a key role in helping children with special educational needs and disabilities (news release)**
<http://www.education.gov.uk/inthenews/inthenews/a00199898/voluntary-and-community-organisations-to-play-a-key-role-in-helping-children-with-special-educational-needs-and-disabilities>

Department for Transport

- **Behavioural insights toolkit**
<http://assets.dft.gov.uk/publications/behavioural-insights-toolkit/toolkit.pdf>
- **Consultation on the Renewable Transport Fuel Obligation (RTFO) guidance**
<http://www.dft.gov.uk/consultations/dft-2011-31>

Scottish Government

- **Code of practice: procedures for handling environmental appeals through hearings or local inquiries**
<http://www.scotland.gov.uk/Resource/Doc/361961/0122387.pdf>
- **Marine Protected Areas in the Seas around Scotland Guidelines on the selection, designation and management of Historic Marine Protected Areas (consultation)**
<http://www.historic-scotland.gov.uk/historicmpaguidelines.pdf>
- **The Marine Historic Environment: Strategy for the protection, management and promotion of marine heritage 2011-16**
<http://www.historic-scotland.gov.uk/hsmarinestrategy2011-16.pdf>

Northern Ireland Executive

- **Consultation on EU Commission proposals for Common Agricultural Policy (CAP) Reform post 2013**

http://www.dardni.gov.uk/consultation_paper_november_2011.pdf

Welsh Government

- **Measuring the capacity of schools in Wales(Circular 09/2006)**
<http://new.wales.gov.uk/topics/educationandskills/publications/circulars/0906measuringcapacity/;jsessionid=PfG9T5pJwppL4TpqpbS0QPRvPJ19SV82ybZ7m1c24VwZcwJjzxW9!-2045186729?lang=en>
- **Draft construction and demolition sector plan (consultation)**
<http://new.wales.gov.uk/consultations/environmentandcountryside/constructiondemolition/?lang=en&status=open>
- **Guidance for governing bodies on charging for school activities (revised October 2011)**
<http://wales.gov.uk/docs/dcells/publications/111101schoolchargingen.pdf>
- **School prospectuses (Circular 14/01) (revised November 2011)**
http://new.wales.gov.uk/topics/educationandskills/publications/circulars/Circular_14_01/;jsessionid=PfG9T5pJwppL4TpqpbS0QPRvPJ19SV82ybZ7m1c24VwZcwJjzxW9!-2045186729?lang=en
- **Review of business rates policy in Wales is launched (news release)**
<http://new.wales.gov.uk/newsroom/businessandeconomy/2011/111101rates/;jsessionid=ML42T5pL77hL96PnkxWP4szhh7Lp6hpp0j0PxcV1hLHhCnPK2N8!-2045186729?lang=en>
- **A strategic monitoring framework for the planning system: measuring progress towards a sustainable Wales (consultation)**
<http://new.wales.gov.uk/consultations/planning/monitoringframework/?lang=en&status=open>

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LOCAL GOVERNMENT & MANAGEMENT

Buss, Chris

Click to access full text: [A36576](#)

Return of the bond, IN Public Finance, Nov 2011, pp38-40

Journal article.

2011

Pages: 3

Discusses the role of bonds within local government. Provides an overview of the historical use of bonds by local government. Suggests that there has been a revival of interest in bonds. Considers the upfront costs involved in both publicly issued and private bonds. Suggests that these costs could potentially be outweighed by the prospect of a lower rate of interest over a long-term bond. Argues that the reform of the Housing Revenue Account (HRA) as part of the localism may change local government attitudes towards bonds and borrowing in general. Outlines the experience of Wandsworth Council, which is working to reduce the debts it gained as part of the proposed national settlement of housing debt. Cautions that suitable financial and legal advice is necessary if a council wishes to enter the bond market.

McTernan, Michael (ed)

Ref No: [B22904](#)

What mutualism means for Labour: political economy and public services

Policy Network, 11 Tufton Street, London SW1P 3QB

(Available on the internet at: http://www.policy-network.net/publications_download.aspx?ID=7622)

2011

Pages: 71

Publisher's price: Unknown

Presents a vision of what mutualism means for the Labour party in the UK, how it could be used to drive the social democratic agenda forward and the benefits that mutualism could bring in both the public and private spheres. Examines how mutuals and co-operatives can serve as models of post-crisis reform in both the private and public sectors. Identifies areas where mutualism could be relevant to the private sector economy, including in finance, energy and housing. Finds that the co-operative sector grew by 21 per cent between 2008 and 2010. Looks at the differences that separate public sector mutualism from the Conservatives' 'big society' idea and reflects on how services can build trust through mutualism.

Local Government Association

Ref No: [B22995](#)

Regional Improvement and Efficiency Partnerships (RIEPs): programme achievements and legacy

Local Government Association, Local Government House, Smith Square, London SW1P 3HZ

(Available on the internet at: <http://www.idea.gov.uk/idk/aio/31290732>)

2011

Pages: 10

Publisher's price: Unknown

Describes some of the key areas of success of the Regional Improvement and Efficiency Partnerships (RIEPs), which aimed to lead an integrated and sector-led approach to improvement and efficiency at the regional, sub-regional and local levels. Sets out examples of RIEP good practice. Considers RIEP achievements in: procurement; shared services; changing the way services are delivered; and asset management. Examines RIEP support of adult social care and children's services, and localism and community budgets. Suggests that the RIEPs' legacy has helped ensure that the sector is now in a stronger position to take ownership of its own performance and self-regulation.

2020 Public Services Hub at the RSA

Ref No: [B23013](#)

The Commission on 2020 Public Services: a progress report

2020 Public Services Hub at the RSA, 8 John Adam Street, London WC2N 6EZ

(Available on the internet at: <http://2020psh.org/wp-content/uploads/2011/10/2020PSH-progress-report-2011.pdf>)

2011

Pages: 12

Publisher's price: Unknown

Assesses the government's progress in tackling the long-term challenges facing public services, one year on from the final report of the Commission on 2020 Public Services ('From social security to social productivity', PLANEX Ref. B16470). Outlines the findings of the Commission in 2010. Focuses on the government's progress in a number of areas, including: fiscal strategy; welfare reform; localism and local leadership; the power of the citizen; early intervention to prevent social problems from developing; tackling social exclusion; strategic coherence between policies; and NHS sustainability. Calls for a renewed focus on social productivity as the basis for public service reform.

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ECONOMIC & BUSINESS DEVELOPMENT

Bolton, Tom; Coupar, Ken

Ref No: [B22915](#)

Cause celebre or cause for concern? Local enterprise partnerships one year on

Centre for Cities

(Available on the internet at: http://www.centreforcities.org/assets/files/11-10-27_Cause_celebre.pdf)

2011

Pages: 6

Publisher's price: Unknown

Presents information on the activities of the 24 local enterprise partnerships (LEPs) that have now been running for a year. Outlines the new financial levers available to LEPs including Enterprise Zones (EZ), the Local Government Resource Review and the Growing Places Fund. Looks at LEPs' progress in relation to: governance, getting people involved and appointing boards; establishing priorities and publishing strategies, and gaining EZ status; Highlights evidence of varied progress in setting up boards and producing strategies, and suggests that the economic impact of the LEPs may be equally inconsistent.

Cook, Will; Schmuecker, Katie

Ref No: [B22924](#)

Making it happen: the contribution of the voluntary, community and social enterprise (VCSE) sector to LEP objectives

IPPR North, 3rd Floor, 20 Collingwood Street, Newcastle Upon Tyne NE1 1JF

(Available on the internet at: http://www.ippr.org/images/media/files/publication/2011/10/making-it-happen_Oct2011_8051.pdf)

2011

Pages: 40

Investigates the contribution of the voluntary, community and social enterprise (VCSE) sector in York and North Yorkshire to meeting the objectives of the York and North Yorkshire local enterprise partnership (LEP). Suggests that two of the VCSE sector's most significant contributions to economic development are as an employer and a supporter of volunteers. Reports that awareness of the LEP varies between areas, and contends that there are opportunities to increase awareness in Craven and Harrogate, and among organisations providing advice, information, education and training. Explores barriers and support needs in VCSE activities. Recommends that VCSE organisations should measure impact, establish volunteer development plans to support employment outcomes, and think in economic development terms. Advises that VCSE support and development organisations should review services to ensure growth and development are being supported in the current context, identify growth areas within the sector, and seek active engagement with the LEP board. Proposes that the LEP should identify concrete areas in which the VCSE sector can contribute, promote LEP activities and priorities, and provide opportunities for the VCSE sector to input into the LEP's decision making processes.

Riley, Rebecca; Robinson, Catherine; Davison, Stephen

Ref No: [B22920](#)

Skills and economic performance: the impact of intangible assets on UK productivity (Evidence report 39)

UK Commission for Employment and Skills (UKCES)

(Available on the internet at: <http://www.ukces.org.uk/assets/bispartners/ukces/docs/publications/evidence-report-39-skills-and-economic-performance.pdf>)

2011

Pages: 97

Publisher's price: Unknown

ISBN: 9781906597733

Explores the role of high-level skills in improving economic performance and growth. Notes that intangible assets are typically grouped into three categories: economic competences, innovative property and digitised information. Examines: the number and cost of intangible workers as a proportion of the overall workforce across a range of sectors; the relationship between intangible assets and performance; and the contribution of intangible assets to growth. Finds that: intangible workers make up approximately 17 per cent of UK workers; research and development, computers and computing related activities are the sectors with the highest proportion of workers engaged in producing intangible assets; intangible assets have a significant positive association with productivity, and firms with a higher proportion of intangible assets are more likely to be highly productive; the contributions of intangible assets to productivity growth are generally positive; and relatively affluent cities and towns known for their strong knowledge base with good transport links are the areas that contribute most to productivity growth from intangible assets.

Longhi, Simonetta; Taylor, Mark

Ref No: [B22921](#)

Occupational change and mobility among employed and unemployed job seekers

Institute for Social and Economic Research (ISER)

(Available on the internet at: <http://www.iser.essex.ac.uk/publications/working-papers/iser/2011-25.pdf>)

2011

Pages: 23

Publisher's price: Unknown

Compares the occupational mobility of employed and unemployed job seekers. Finds that: the probability of finding a job in the same occupation is relatively low for both employed and unemployed job seekers (around 30 per cent); over half of job seekers experience major occupational change; and employed job seekers are much more likely than unemployed job seekers to move into higher paying occupations and much less likely to move into lower paying occupations. Suggests that the findings indicate that a change in occupation is likely to have a negative effect on future wage growth for unemployed people, while occupational change is more often associated with better prospects for wage growth for employed people.

*Strietska-Ilina, Olga et al*Ref No: [B22923](#)**Skills for green jobs: a global view***International Labour Organization (ILO), 4 route des Morillons, CH-1211 Geneve 22, Switzerland**(Available on the internet at: http://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_159585.pdf)*

2011

Pages: 456

Publisher's price: Unknown

ISBN: 9789221250913

Investigates the experiences of 21 developed and developing countries in changing their education and skills systems to meet the new requirements of a greener economy, including the UK, the US, Australia, France and Germany. Identifies four drivers of skills change: environmental changes; policy and regulation; green technology and innovation; and markets and consumer habits. Comments that around 900,000 people in the UK work in the low-carbon sector and its associated supply chain, in low carbon manufacturing and in green services such as consultancy or low-carbon venture capital, and that this is forecast to increase to 1.3 million by 2017. Suggests that shortages of skilled workers are preventing countries from implementing new regulatory regimes and green stimulus packages. Emphasises the need to provide opportunities for acquiring new skills to individuals who are at risk of losing jobs in high-emissions industries, and contends that more specific policy measures are required to address any skills gaps and shortages which are a potential threat to growth in low-carbon industries.

*Cameron, David*Click to access full text: [A36461](#)**Equal opportunity (employability), IN Skills, Training and Apprenticeships (Holyrood magazine supplement), Oct 2011, p27***Journal article.*

2011

Pages: 1

Describes the Stepping Up project, established by charity ENABLE Scotland in 2009 to address the high level of unemployment amongst people who are of working age and have a learning disability. Estimates that about 86 per cent of those people are currently unemployed. Explains that the project covers eight local authority areas and provides a comprehensive support service, including helping young people plan their future, engagement with employers, and aftercare to help sustain employment. Describes the employment pathways of the 76 young people who have successfully completed the programme so far. Explores the Transitions to Employment project, which is a partner of Stepping Up and involves working in partnership with five further education (FE) colleges in West and Central Scotland. Highlights other ENABLE Scotland initiatives, including a Travel Buddies scheme, and the 'Make the Move' website, which provides information on employment for those with learning disabilities, a 'job ideas' tool to help young people identify jobs relevant to their skills, and case studies of relevant practice.

*Grist, Matt et al*Ref No: [B22906](#)**Youth Labour's lost***Demos, Magdalen House, 136 Tooley Street, London SE1 2TU**(Available on the internet at: http://www.demos.co.uk/files/Youths_labour_-_web.pdf?1319553596)*

2011

Pages: 143

Publisher's price: £10.00

ISBN: 9781906693848

Explores the disadvantages faced by young people in the labour market, based on an analysis of the literature and on research with young people and UK employers. Suggests that, in order to reverse the trend of youth joblessness, there are four key areas of intervention: post-16 vocational education; incentives to work; one-to-one job search advice; and targeted programmes for young people with personal problems. Reviews the youth employment situation since the 1990s and outlines the current government strategy for those at risk of becoming NEET (not in education, employment or training), as well as making work pay by reforming the benefits system. Acknowledges the efforts of those employers who offer work experience and employment. Includes case studies of relevant practice, including an analysis of the Danish government's approach to youth unemployment. Draws conclusions and makes recommendations for change, including that a long-term solution should include improving skills to future-proof against unemployment and also make work more financially rewarding for young people.

*CBI*Ref No: [B22930](#)**Future champions: unlocking growth in the UK's medium-sized businesses***CBI, Centre Point, 103 New Oxford Street, London WC1A 1DU**(Available on the internet at: http://www.cbi.org.uk/media/1125696/future_champions_finalb_.pdf)*

2011

Pages: 35

Publisher's price: Unknown

Explores the characteristics of medium-sized businesses (MSBs) and investigates their potential for growth in the UK economy. Argues that while MSBs make a substantial contribution to the UK economy, there is untapped potential for growth. Looks specifically at growth; why MSBs are underperforming and how their potential to grow might be unlocked, both in enabling more firms to join the frontrunners and in creating a broader pool of firms that grow steadily over time. Examines the strengths and weaknesses of the sector and the threats and opportunities it faces. Identifies the main challenges MSBs face and suggests potential solutions to these challenges. Proposes three steps to growth: generating confidence and ambition; building up their skills base; and plugging the finance gap. Suggests that the growth of MSBs could play an important role in rebalancing the UK economy, strengthening the UK's manufacturing sector and creating new job opportunities across all regions of the country. Makes recommendations for government and other organisations involved in the sector.

Department for Business, Innovation and Skills (BIS); Department of Energy and Climate Change (DECC); Department for Environment, Food and Rural Affairs (DEFRA)

Ref No: [B23009](#)

Skills for a green economy: a report on the evidence

Department for Business, Innovation and Skills (BIS)

(Available on the internet at: <http://www.bis.gov.uk/assets/biscore/further-education-skills/docs/s/11-1315-skills-for-a-green-economy>)

2011

Pages: 36

Publisher's price: Unknown

Explores the evidence on what skills the UK requires to enable the transition to a strong and sustainable green economy. Explains that the research was undertaken following recommendations made in the skills strategy for England ('Skills for sustainable growth: strategy document', PLANEX Ref. B18106) and supplements research on skills published in 'Enabling the transition to a green economy: government and business working together' (PLANEX Ref. B21890). Provides an overview of the policy context. Looks at the skills needed to support resource efficiency, low carbon industry, climate resilience and the management of natural assets. Briefly discusses the structure of the existing skills system in England. Focuses on how the skills needed for a green economy could be secured, with an examination of current barriers and proposals for overcoming them. Includes an analysis of skills needs by sector.

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EDUCATION

Chowdry, Haroon; Sibiet, Luke

Ref No: [B22883](#)

Trends in education and schools spending (IFS briefing note BN121)

Institute for Fiscal Studies (IFS), 7 Ridgmount Street, London WC1E 7AE

(Available on the internet at: <http://www.ifs.org.uk/bns/bn121.pdf>)

2011

Pages: 25

Publisher's price: Unknown

Presents estimates of likely cuts to overall public spending on education in the UK up to 2014-15. Reviews trends in education spending from 1955-56 to 2010-11. Discusses components of education spending, looking at spending on early years, further education and higher education, and day-to-day and capital spending. Examines Department for Education spending plans. Looks at changes to school funding in 2011-12 and 2014-15. Suggests that: public spending on education in the UK will fall by 3.5 per cent per year in real terms between 2010-11 and 2014-15; the most substantial cuts will be made to higher education and schools capital spending; and the Pupil Premium will increase the substantial additional funds provided for the poorest pupils by the current school system, although only the most deprived schools are likely to see real-term increases in funding per pupil in 2011-12.

Horton, Julia

Click to access full text: [A36552](#)

Nurture inspires a glimmer of hope for looked-after children, IN Times Educational Supplement Scotland, No 2238 28 Oct 2011, pp12-15

Journal article.

2011

Pages: 4

Reports on the educational attainment of looked-after children in Scotland, noting that it remains below the national average. Considers why looked-after children are still lagging behind and how this can be changed. Suggests that there are a number of variables that impact on attainment, such as the number of care placements a looked-after child has, moving school or home and trauma in early life. Outlines some effective programmes for looked-after children. Highlights the work of the Kibble Education and Care Centre in Paisley which combines educational and care services, and where exam results are better than the national average for looked-after children

Lynch, Sarah

Ref No: [B22919](#)

Outcomes for the first cohort of diploma learners (Research report DFE-RR162)

Department for Education (DfE), Castle View House, East Lane, Runcorn, Cheshire WA7 2GJ

(Available on the internet at: <https://www.education.gov.uk/publications/eOrderingDownload/DFE-RR162.pdf>)

2011

Pages: 88

Publisher's price: Unknown

ISBN: 9781781050101

Investigates the impact of 14 to 19 Diplomas on learners in terms of attainment of qualifications and progression to further and higher education, and examines Diploma implementation and delivery systems. Looks at pre-16 and post-16 learners' achievement, discussing the number of pre-16 and post-16 Diploma completers by subject, level and grade, characteristics associated with Diploma grades, characteristics associated with overall Key Stage 4 achievement and Diploma learners' perceptions of their achievements. Examines Diploma learners' destinations, looking at post-16 destinations of pre-16 Diploma completers, characteristics associated with post-16 destinations, learners' perceptions of their post-16 destinations and post-18 destinations of post-16 Diploma achievers. Finds that: achievement was concentrated in grade B and below; Diploma participants scored higher at Key Stage 4 compared with learners in their school in the comparison group; learners in both age groups were generally satisfied with their Diploma and the grade they achieved; learners in both age groups considered principal learning, the project and employer involvement in the Diploma to be the most useful features of the Diploma; and most learners who completed a pre-16 diploma went on to education following their diploma. Highlights implications for policy and practice in relation to understanding of the qualification among Higher Education staff, Diploma components and unit re-takes.

Ross, Andy et al

Ref No: [B22925](#)**The impact of KS4 vocational courses on disengaged young people's engagement with education 15-18 (Research report DFE-RR165)**

Department for Education (DfE)

(Available on the internet at: <https://www.education.gov.uk/publications/eOrderingDownload/DFE-RR165.pdf>)

2011

Pages: 36

Publisher's price: Unknown

ISBN: 9781781050187

Investigates whether offering vocational options in Year 10 can help improve levels of educational engagement and subsequent outcomes among young people disengaged from education. Explores the educational outcomes of disengaged young people from a nationally representative cohort who reported taking vocational courses in Year 10 compared to similarly disengaged young people who did not, examining differences in Years 9, 10 and 11. Examines outcomes across a range of different subgroups of young people from the Longitudinal Study for Young People in England (LSYPE), defined using different characteristics of being disengaged, including underachievement at Key Stage 3, having poor attitudes to school, aspiring to leave education and training at the age of 16, and playing truant. Suggests that taking vocational courses in Year 10 does not appear to increase engagement among previously disengaged young people, nor does it appear to offer much benefit to borderline students in terms of their likelihood of becoming NEET (not in education, employment or training). Concludes that, overall, where differences did exist between disengaged young people who did and did not take vocational qualifications, these tended to be very small and most were not statistically significant.

Vincent, Carol; Braun, Annette

Click to access full text: [A36467](#)**'I think a lot of it is common sense': early years students, professionalism and the development of a 'vocational habitus', IN Journal of Education Policy, Vol 26 No 6 Nov 2011, pp771-785**

Journal article.

2011

Pages: 15

Examines students' understanding of professionalism in early years education. Provides background information on the Labour government's drive to professionalise the early years workforce. Discusses definitions of professionalism and professionals. Suggests that students' understandings of professionalism are limited to generic understandings of professional behaviour, such as reliability, politeness and punctuality. Contends that the version of professionalism which is offered to early childhood education and care (ECEC) students and contributes to their acquisition of vocational habitus is very limited. Comments that at this level of training, tutors and course texts concentrate on practical competencies, the adoption of government guidelines, and the regulation of students' appearance and behaviour.

McKeown, Sal

Click to access full text: [A36530](#)**Successful co-location underpinned by AfA (Achievement for All), IN Special Children, No 203 Oct/Nov 2011, pp26-28**

Journal article.

2011

Pages: 3

Examines the outcomes for pupils with special educational needs and disabilities (SEND) of the co-location of two schools in Sheffield, which have relocated to a purpose-built shared site. Looks at the involvement of the two schools (a secondary school in special measures and an outstanding special school) in the Achievement for All (AfA) pilot. Describes how co-location works in practice for the two schools. Outlines how the schools have addressed parents' concerns, engaged parents with their children's future plans and improved communication and community links. Looks at the success of the schools' 'structured conversations' with parents, as part of the AfA programme. Suggests that AfA takes a whole-school approach to school improvement.

[Back to Contents](#)**ENVIRONMENT & NATURE CONSERVATION**

Scott, Faye

Ref No: [B22905](#)**Is localism delivering for climate change: emerging responses from local authorities, local enterprise partnerships and neighbourhood plans**

Green Alliance, 36 Buckingham Palace Road, London SW1W 0RE

(Available on the internet at: [http://www.green-](http://www.green-alliance.org.uk/uploadedFiles/Publications/reports/Is%20localism%20delivering%20for%20climate%20change%20-%20FINAL.pdf)[alliance.org.uk/uploadedFiles/Publications/reports/Is%20localism%20delivering%20for%20climate%20change%20-%20FINAL.pdf](http://www.green-alliance.org.uk/uploadedFiles/Publications/reports/Is%20localism%20delivering%20for%20climate%20change%20-%20FINAL.pdf))

2011

Pages: 44

Publisher's price: £5.00

ISBN: 9781905869473

Explores the impacts of the coalition government's localism agenda on climate change action. Reflects on whether local authorities continue to work on climate change and how action is encouraged. Examines the potential of local enterprise partnerships (LEPs), local nature partnerships (LNPs) and neighbourhood plans to strengthen local action, based on evidence from interviews and two surveys. Finds that there is a three-way split between local authorities, with a third maintaining their action on climate change, a third narrowing their work and a third opting out of action altogether. Concludes that overall, the results suggest that climate change work has narrowed, is very weak or absent in 65 per cent of local authorities. Argues that local authorities and LEPs should not be allowed to opt out of tackling climate change. Calls on the government to give a clear message that greater local freedom still entails shared responsibility on collective problems like climate change.

*Marshall, Alex*Click to access full text: [A36572](#)**Is the tide coming in for UK marine renewables?, IN ENDS Report, No 441 Oct 2011, pp40-43***Journal article.*

2011

Pages: 4

Looks at the progress being made with regard to the commercialisation of the wave and tidal power industry in the UK, focusing on the work being undertaken in Orkney. Describes current activity in Orkney, where significant testing of devices is under way. Outlines some of the problems facing the industry, including technological issues and costs. Highlights the positive mood among developers in Orkney, despite the issues. Considers the barriers to commercialisation, suggesting that the main problem seems to be in raising finance. Outlines what developers are doing to improve devices and attract investment. Argues that there is a need for continual development in the industry and that the UK government should not limit the deployment of wave and tidal devices.

*Reynolds, Philip*Click to access full text: [A36511](#)**Long arm of the law (energy-from-waste development), IN Materials Recycling Week, Vol 198 No 16 21 Oct 2011, pp14-15***Journal article.*

2011

Pages: 2

Discusses the impact of the increasing number of legal challenges being brought against planning consents for new energy-from-waste (EfW) plants. Explains that, as there is no third party right of appeal, the only option open to a community group that opposes a planning consent is legal challenge. Highlights the view that the planning system is weighted in favour of waste management firms. Outlines the ways in which community groups can feel dismissed or excluded from planning proceedings. Draws attention to the costs a waste management company can incur from a legal challenge, and considers ways in which such challenges can be avoided in the first instance.

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HOUSING

*Brown, Carl*Click to access full text: [A36561](#)**Ok computer? (government IT systems and the universal credit), IN Inside Housing, 28 Oct 2011, pp12-13***Journal article.*

2011

Pages: 2

Discusses concerns with the government's plans to deliver the universal credit online. Considers the time it will take to implement the IT system. Describes the aims of the universal credit and government plans to move away from a paper-based system. Discusses past government IT failures and looks at views on how the universal credit IT system differs from past government IT projects. Suggests that if there are delays to the real-time information part of the project, the system can still work using manual reporting of details. Looks at landlords' concerns with the impact of direct payment of the housing element of the credit to tenants and the government's target to get as many people as possible to use the online system. Examines the government's plans to install more computers in job centres and council advice centres in order to meet its target for online claims. Highlights views that the IT system is an inadequate substitute for face-to-face advice from a housing benefits officer, and that the system will be unable to respond to individuals' particular concerns and unique sets of circumstances. Looks at concerns about digital exclusion, highlighting low levels of access to broadband among social housing tenants.

*Stockton, Helen; Campbell, Ron*Ref No: [B22914](#)**Time to reconsider UK energy and fuel poverty policies?***Joseph Rowntree Foundation, The Homestead, 40 Water End, York YO30 6WP**(Available on the internet at: <http://www.jrf.org.uk/sites/files/jrf/fuel-poverty-policy-summary.pdf>)*

2011

Pages: 19

Publisher's price: Unknown

Looks at whether UK energy and fuel poverty policies can contribute towards a socially just transition to a low carbon society. Examines the factors which contribute to fuel poverty including low household income, poor heating and insulation standards, and high energy prices. Assesses the extent of fuel poverty in Britain across different housing tenures. Discusses the government's commitment to eradicate fuel poverty, and the climate change and carbon emissions reductions challenges. Outlines the key energy policies aimed at carbon reduction and fuel poverty. Highlights the policies which affect consumer costs including: obligations under Energy Efficiency Standards of Performance 1994-2002; the Energy Efficiency Commitment 2002-08; the Carbon Emissions Reduction Target (CERT) 2008-12; the Community Energy Saving Programme (CESP) 2009-12; Feed-in Tariffs (FITs); the Green Deal - the main vehicle for the delivery of the Government's energy efficiency and domestic carbon saving objectives; and the new Energy Company Obligation (ECO). Explains that ECO will be the only measures-based energy-saving programme specifically targeted on fuel-poor households. Estimates the impact of energy and climate change policies on average domestic gas and electricity prices, and domestic energy bills for 2010, 2015 and 2020. Highlights potential conflicts that must be averted to ensure a socially just transition to a low carbon society.

Hull, Andy; Cooke, Graeme; Dolphin, Tony

Ref No: [B22926](#)

Build now or pay later? Funding new housing supply

Institute for Public Policy Research (IPPR), 4th Floor, 14 Buckingham Street, London WC2N 6DF

(Available on the internet at: http://www.ippr.org/images/media/files/publication/2011/10/build-now-pay-later_Oct2011_8116.pdf)

2011

Pages: 45

Publisher's price: Unknown

Explores how the UK might pay for an increase in housing supply to meet current and future needs. Presents a brief history of past supply and estimates future demand, suggesting that unless more new homes are financed, the gulf between demand and supply will grow dangerously wide. Outlines the economic case for increasing supply and considers whether current government policy is capable of achieving it. Surveys previously explored avenues, including: increasing capital investment by central government; changing national accounting procedures to allow local authorities to build more; reforming housing associations; further private sector cross-subsidy of affordable homes; releasing public land held by central government; upscaling community-led house-building models; and tax reform. Argues that the current rate of house-building in England is insufficient to keep pace with demand, and government policy, as it stands, is not up to the task of achieving sufficient housing supply to meet demand. Develops three potential proposals for financing new housing supply in the current political and economic context: greater institutional investment in building new homes; the release of local authorities' public land to enable development; and recapitalisation of government spending on housing, particularly in relation to housing benefit. Provides two other possibilities for further exploration: creating a national investment bank and reforming the development industry.

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PLANNING, DEVELOPMENT & PROPERTY

Harris, David

Click to access full text: [A36485](#)

There's no place like home (converting offices into houses), IN Estates Gazette, 22 Oct 2011, pp80-81

Journal article.

2011

Pages: 2

Looks at issues relating to the government's proposal to relax the rules for change of use from commercial to residential. Suggests that local authorities are often reluctant to allow their commercial areas to become residential. Considers technical problems with converting offices into housing. Discusses other challenges with converting commercial premises into residential property, suggesting that major external changes are required to turn modern, open-plan offices into flats, which would still require planning permission. Debates how effective the relaxation of the rules will be in turning offices into homes. Reports on the City of London Corporation's opposition to the conversion of offices into housing. Examines the potential tax consequences of converting offices into flats.

Watson, Stuart

Click to access full text: [A36553](#)

State of the sector (planning), IN Guide to Planning Careers and Salary Survey 2011-12 (Planning supplement), 21 Oct 2011, pp4-7

Journal article.

2011

Pages: 4

Presents the results of Planning magazine's salary survey and compares them with a previous survey conducted in 2007. Discusses the impact of the recession and public spending cuts on planners. Sets out the demographic profile of survey respondents. Finds that: the median salary bracket for all planners in both surveys was £25,001 to £30,000; male planners appeared to earn more than their female colleagues; there had been a widespread pay freeze, and some planners had pay cuts; only 28 per cent of planners received a raise at their last pay review; employers offered slightly fewer benefits than they did in 2007; average working weeks and overtime had changed little since 2007; and 24 per cent of planners were considering a career move outside planning, in comparison with 18 per cent in 2007.

Tucker, Stephen

Click to access full text: [A36457](#)

Delivering sustainable growth: redefining the green belt?, IN Scottish Planner, No 143 Oct 2011, pp10-11

Journal article.

2011

Pages: 2

Outlines ways in which the planning system can deliver sustainable economic growth, through the implementation of the Planning (Scotland) 2006 Act. Considers whether Strategic and Local Development Plans are capable of delivering the Scottish Government's aspirations for sustainable growth. Discusses the need for new houses in Scotland. Suggests that Scottish development industry can create new communities, if Scotland can develop a locational strategy to ensure that communities have the opportunity to adopt more sustainable lifestyles. Concludes that the controlled identification of greenfield sites for development may offer a way forward to address Scotland's housing shortages.

*Architecture and Design Scotland*Ref No: [B22927](#)**Visionary and ambitious plan-making: creating better places for people - report 2***Architecture and Design Scotland, Bakehouse Close, 146 Canongate, Edinburgh EH8 8DD**(Available on the internet at: <http://www.ads.org.uk/download/6160-visioning-report-2>)*

2011

Pages: 25

Publisher's price: Unknown

Reports on Architecture and Design Scotland's five place visioning pilots, undertaken as part of its visioning programme which demonstrated a variety of ways of producing plans and spatial strategies. Explains that the visioning programme ran across the scales of place, from placemaking at a regional scale, through to small city, city district and small town. Describes the process and sets out the outcomes in each of the five case study areas. Includes: visioning at Strategic Development Plan (SDP) level with TAYplan; visioning at the small city scale in the new Local Development Plan (LDP) process in Stirling and Inverness; visioning at the district scale and area guidance level at Edinburgh Waterfront; and visioning at the small town scale in Neilston, East Renfrewshire. See PLANEX Ref. B22928 for report 1 on the characteristics of the visioning programme and B22929 for report 3 on the lessons learned.

*English Heritage; Institute of Historic Building Conservation*Ref No: [B23010](#)**Stopping the rot: a guide to enforcement action to save historic buildings***English Heritage, 1 Waterhouse Square, 138-142 Holborn, London EC1N 2ST**(Available on the internet at: <http://www.helm.org.uk/upload/pdf/acc-stopping-the-rot-guidance.pdf?1319185292>)*

2011

Pages: 112

Publisher's price: Unknown

Presents a guide for local authorities designed to assist them in making better use of the statutory enforcement measures available to them to prevent historic buildings from deteriorating past the point of repair. Notes that the guidance may change subject to the provisions in the Localism Bill and draft National Planning Policy Framework (NPPF) becoming law. Covers: the range of powers open to local authorities; risk assessment; preparation for action; Section 215 Notices; Urgent Works Notices; Repairs Notices; compulsory purchase proceedings; enforced sale procedure; Section 17 of the Housing Act 1985; Empty Dwelling Management Orders; other relevant legislation; local authority staffing and delegation; and how English Heritage can help. Includes lists of potentially useful publications and resources, sample notices and letters, and case studies.

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SOCIAL SERVICES

*Rethink Mental Illness*Ref No: [B22917](#)**Getting personal: making direct payments work in local authorities***Rethink Mental Illness, 89 Albert Embankment, London SE1 7TP**(Available on the internet at: <http://www.rethink.org/document.rm?id=13539>)*

2011

Pages: 8

Publisher's price: Unknown

Presents the findings of research carried out to investigate how people with mental health problems are using their direct payments, how the personalisation process could be improved for people with mental health problems, and the role of carers in helping people with the direct payments application process. Highlights problems encountered by people with mental health problems when trying to access personalised care services. Reports that lack of information and long waiting times for needs assessments and payments present barriers for people trying to access personalised care and direct payments. Includes case studies highlighting users' experiences of accessing services. Makes recommendations on how local authorities can improve their processes to ensure that adults with mental health problems have more choice and control over how their social care needs are met. Suggests that local authorities take the following actions: work with and support carers who are helping someone with mental health problems apply for direct payments; provide clear information for people using services and carers; and embed personalisation into all social care procedures.

*Cleaver; Hedy; Unell, Ira; Aldgate, Jane*Ref No: [B22908](#)**Children's needs: parenting capacity, child abuse, parental mental illness, learning disability, substance misuse and domestic violence. 2nd edition***The Stationery Office, PO Box 29, Norwich NR3 1GN*

2011

Pages: 273

Publisher's price: £25.00

ISBN: 9780117063655

Discusses the impact of parental problems on children's welfare, and explores the ways in which mental illness, learning disability, problem drug use, alcohol abuse and domestic violence affect parenting capacity. Identifies which children are most vulnerable and whether vulnerability is more prevalent at different ages and stages of development. Examines the impact of parental problems for children under 5 years; for children aged 5 to 10 years; and for young people 11 years and over. Draws together the findings and addresses the implications for policy and practice, including the need for: early intervention and assessment; joint working; flexible time frames that deliver long-term support services; and carefully developed and sensitively delivered information about the disorders that affect children or their families. Calls for better training and education for professionals and the general public about the issues, in order to encourage and enable communities and extended family networks to provide support to children and their families.

Davies, Carolyn; Ward, Harriet

Ref No: [B23008](#)**Safeguarding children across services: messages from research**

Department for Education; Jessica Kingsley Publishers

(Available on the internet at: <https://www.education.gov.uk/publications/eOrderingDownload/DFE-RR164.pdf>)

2012

Pages: 224

Publisher's price: Unknown

ISBN: 9780857002907

Examines the evidence from 15 government-funded research projects on safeguarding children from abuse and neglect in England and Wales, carried out under the auspices of the Safeguarding Children Research Initiative. Explains that this Initiative was the government's response to the Inquiry following the death of Victoria Climbié, and that its aim was to strengthen the evidence base in three areas: identification and initial response to abuse; effective interventions; and effective inter-agency working to safeguard children. Covers: the policy context; risk factors for maltreatment; professional recognition and response; universal and targeted prevention services; social work interventions in cases of maltreatment; specific interventions for children and families with complex needs; and effective inter-agency practice.

Cosh, Jackie

Click to access full text: [A36571](#)**A national divide (social worker recruitment and retention in Scotland and England), IN Community Care, 27 Oct 2011, pp30-31**

Journal article.

2011

Pages: 2

Considers reasons why social worker recruitment and retention is better in Scotland than England. Suggests that Scotland consistently outperforms England in terms of social worker vacancy rates and the use of agency staff. Reports that newly qualified social workers in Scotland are more likely to find employment after graduating. Suggests that Scotland's good record in workforce planning originates in recruitment and retention measures such as one-off payments for staff to remain for an agreed number of years, which were introduced in 2003 to address concerns about staff recruitment and shortages in some areas. Describes the introduction of the continuous learning framework and a national strategy for the development of the social services workforce. Looks at views that Scotland offers a more supportive work climate. Suggests that future use of agency staff in England and Scotland is likely to be affected by the Agency Workers Regulations. Discusses efforts to improve workforce planning in England, looking at the national minimum dataset and integrated local areas workforce strategies (InLAWS).

Wade, Jim et al

Ref No: [B22996](#)**Caring for abused and neglected children: making the right decisions for reunification or long-term care**

Jessica Kingsley Publishers, 116 Pentonville Road, London N1 9JB

2011

Pages: 224

Publisher's price: £25.00

ISBN: 9781849052078

Considers the experiences of 149 children who entered the looked-after system for reasons of abuse or neglect. Examines the care pathways of these children and compares the progress and outcomes for those who remained looked after with those who returned home. Describes the children's admission to care, the types of maltreatment they experienced and the background factors that contributed to them entering the care system. Looks in particular at the period when the effective decision for them to go home or not was made. Outlines how the children were getting on in care and sets out the range of parental issues about which social work concerns persisted. Considers what factors best predicted who would go home. Assesses the initial outcomes for both the 'home' and 'care' groups at the six month stage. Looks at the comparative progress of these groups of children at follow-up. Examines how the 'home' and 'care' groups were faring with respect to their safety, stability and overall well-being and identifies the factors associated with their relative progress. Suggests that reunification of these children involves a high risk of failure and that decisions to return children home should be taken with caution.

Office for Standards in Education, Children's Services and Skills (Ofsted)

Ref No: [B22993](#)**Edging away from care: how services successfully prevent young people entering care**

Office for Standards in Education, Children's Services and Skills(Ofsted), Piccadilly Gate, Store Street, Manchester M1 2WD

(Available on the internet at: <http://www.ofsted.eu/resources/edging-away-care-how-services-successfully-prevent-young-people-entering-care>)

2011

Pages: 42

Publisher's price: Unknown

Considers how social work services in 11 local authorities support young people who are at risk of entering care to remain living at home. Identifies successful intervention services and sets out the main factors that contributed to effective help. Discusses what is meant by the 'edge of care'. Looks at the outcomes of the interventions and what difference the involvement of services make to young people and their families. Describes the features of successful services and the models used by different local authorities. Assesses the effect of multi-agency partnership working, barriers to success, and whether these services led to cost savings. Recommends that local authorities and their partner agencies should ensure that: referral pathways are clearly defined and based on a thorough assessment of risk factors and strengths; case records demonstrate the impact that the service has had for the young person and family; an assessment of on-going support needs is undertaken with the family; and consistent criteria and measures are applied to demonstrate the outcomes and cost-effectiveness of interventions at service, area-wide and individual level.

Office for Standards in Education, Children's Services and Skills (Ofsted)

Ref No: [B22994](#)

Ages of concern: learning lessons from serious case reviews

Office for Standards in Education, Children's Services and Skills (Ofsted), Piccadilly Gate, Store Street, Manchester M1 2WD

(Available on the internet at: <http://www.ofsted.gov.uk/resources/ages-of-concern-learning-lessons-serious-case-reviews>)

2011

Pages: 36

Publisher's price: Unknown

Looks at the conclusions of serious case reviews (SCRs) which concerned children in two age groups: babies less than one year old; and young people aged 14 or above. Finds that these two age groups have been the subject of a high proportion of SCRs. Discusses the practice implications resulting from these SCRs for practitioners and Local Safeguarding Children Boards. Discusses the SCRs' findings about babies less than one year old, looking in particular at: pre-birth assessments; the role of parents; the contribution of health agencies; and the particular vulnerabilities of babies. Sets out case studies of SCRs involving young people aged 14 or older. Queries whether these young people should be viewed as 'challenging' or children in need and discusses who is responsible for these young people.

Manthorpe, Jill et al

Click to access full text: [A36480](#)

Individual budgets and adult safeguarding: parallel or converging tracks? Further findings from the evaluation of the Individual Budget pilots, IN Journal of Social Work, Vol 11 No 4 Oct 2011, pp322-438

Journal article.

2011

Pages: 17

Examines the relationship between personal budgets and adult safeguarding. Discusses the issues arising around safeguarding vulnerable adults involved in individual budget (IB) pilots. Assesses the experiences of adult safeguarding coordinators (ASCs), regarding their involvement in IB projects. Describes ASCs' experiences of: working arrangements; involvement in social care transformation; practice developments; local policy development and personalisation; and early cases of concern. Suggests that ASCs believe that IBs provide flexibility and greater control for vulnerable adults, but they have continuing concerns about the potential for abuse and exploitation of IBs.

Grant, Eugene

Ref No: [B23011](#)

The future of PIP: a social model-based approach

Scope, 6 Market Road, London N7 9PW

(Available on the internet at: <http://www.scope.org.uk/sites/default/files/The%20Future%20of%20PIP%20-%20A%20Social%20Model%20Based%20Approach.pdf>)

2011

Pages: 53

Publisher's price: Unknown

Critically examines the government's plans to replace Disability Living Allowance with a new benefit: the Personal Independence Payment (PIP). Argues that the assessment criteria for the PIP remain centred on a medical model of disability which fails to take into account the social, practical and environmental barriers that disabled people face in their everyday lives, and may therefore leave many people with the wrong support levels or no support at all. Outlines the role of DLA in supporting disabled people. Discusses the rationale for its replacement and sets out criticisms of the proposed PIP. Presents an alternative model for PIP assessment which would: take greater account of the social model of disability; be co-produced with the claimant; and be better designed to help disabled people overcome the barriers they face.

Burgess, Graham; Clayton, Chris

Click to access full text: [A36518](#)

We can work together (health and social care integration), IN MJ, 20 Oct 2011, pp22-23

Journal article.

2011

Pages: 2

Discusses the issue of integration between health and social care through local authority commissioning, focusing on the work of Blackburn with Darwen Council and NHS Blackburn. Considers the idea of restructuring health services around prevention rather than treatment, and the potential role that has been given to local government towards this end. Stresses the need for integrated commissioning to achieve health improvement outcomes. Focuses on Blackburn with Darwen's 'Care Trust Plus' integrated health and social care team, its management structures, its work with the third sector, and how it has tackled local health problems through initiatives such as making all leisure services free at the point of use and setting up drop-in health services in council buildings. Calls on the government to continue to pilot existing care trusts as pathfinders running alongside the NHS.

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TRANSPORT & INFRASTRUCTURE

Fowler, David

Click to access full text: [A36509](#)

Back on track? (cutting the cost of tram schemes in the UK), IN Transport Times, Oct 2011, pp24-25

Journal article.

2011

Pages: 2

Discusses the conclusions of the Department for Transport's (DfT's) report 'Green light for light rail' (PLANEX Ref. B22410), which considered how the costs of light rail could be reduced. Suggests that light rail can improve the attractiveness and quality of public transport, promote local economic growth and regeneration, and reduce carbon dioxide emissions. Looks at trends in the number of passenger journeys on light rail systems, and notes that in general they have been increasing year-on-year. Considers some of the barriers which exist to the future use of light rail in the UK, including inefficiency due to multiple standards, over-specification and a lack of experience among promoters. Reports that the DfT is going to undertake a consultation with the light rail industry and the utilities sector to consider how to reduce the costs associated with light rail.

Hawkins, Nigel

Ref No: [B22916](#)

High speed fail: assessing the case for High Speed 2

Adam Smith Institute, 23 Great Smith Street, London SW1P 3BL

(Available on the internet at: http://www.adamsmith.org/files/ASI1018_High_Speed_Two_WEB.pdf)

2011

Pages: 23

Publisher's price: Unknown

ISBN: 1902737792

Examines the arguments for High Speed 2 (HS2), particularly the non-economic benefits. Considers some of the suggested benefits of high speed rail for the UK such as: faster, more frequent, less crowded services between London and the West Midlands; advantages for business passengers; reduced travel times between Manchester and Leeds, and London; the estimated Wider Economic Impact (WEI) of about 44 billion pounds; an expected narrowing of the north/south divide; and the creation of 40,000 jobs as a result of Phase 1. Describes the Phase 1 route and costs for each segment. Includes passenger growth and revenue projections. Assesses the capital and operating (infrastructure maintenance, rolling stock, train crew, station costs) costs for HS2. Looks at financial options and suggests that HS2 is likely to be financed by the Department for Transport, predominantly through debt markets. Discusses the environmental impact of the construction. Argues that when Phase 2 is complete marginal environmental benefits may accrue as some passengers switch from air to rail travel. Considers other options for increasing rail capacity such as lengthening trains and cheap tickets for travel during unsociable hours. Examines the experience of high speed rail in China, Japan, France, Spain and other EU countries. Argues that a persuasive case for HS2 has not been made.

Department for Transport

Ref No: [B22918](#)

Public attitudes towards buses: a report on the bus module of the March 2011, Office for National Statistics' Opinions omnibus survey

Department for Transport (DfT)

(Available on the internet at: <http://assets.dft.gov.uk/statistics/releases/public-attitudes-towards-buses-march-2011/buses-report-2011.pdf>)

2011

Pages: 23

Publisher's price: Unknown

Summarises people's experiences and attitudes towards bus travel in Britain, based on information gathered in March 2011, February 2009 and February and June 2007. Discusses accessibility of local services such as shops, hospitals, GP's surgeries, schools/colleges and places of work. Looks at respondents' satisfaction with local bus services and destinations. Includes information on frequency of use, frequency of use by age, and the purpose of bus journeys, finding that shopping is the most popular purpose. Explains that since 2009, the proportion of respondents who reported never travelling by bus fell from 42 per cent to 36 per cent in 2011. Examines the perceptions of those who do not use local bus services, and looks at how users rate their local bus services in terms of quality of service, reliability, frequency, safety, and cost. Assesses bus use by concessionary pass holders. Considers the main reasons why people do not use local bus services more often, and notes that the most common reason given was that car travel was more convenient and quicker. Highlights features which would help increase bus use.

Goodwin, Phil

Click to access full text: [A36534](#)

Reviewing the pros and cons of the literature review, IN Local Transport Today, No 582 21 Oct-03 Nov 2011, p21

Journal article.

2011

Pages: 1

Discusses the reasons why literature reviews are seen a key part of the early phase of commissioned projects (including transport projects) and are a mandatory part of any PhD study. Acknowledges the role of the literature review as a key element of a necessary body of evidence, but finds that some fall short of achieving this goal. Highlights four common problems with literature reviews: an over-reliance on published peer-reviewed academic journals; a failure to use 'grey' literature sources; bias selectivity, in that in some cases literature reviews are used to justify commissioned research; and a failure to probe areas of disagreement and identify trends. Argues that a good literature review adds to the body of knowledge rather than just recording it, and concludes it should engage the whole project team, not just its most junior member.

Lockwood, Robert; Temple Group Ltd

Ref No: [B22903](#)

A review of local authority road lighting initiatives aimed at reducing costs, carbon emissions and light pollution

Department for Environment, Food and Rural Affairs (DEFRA)

(Available on the internet at: [http://randd.defra.gov.uk/Document.aspx?Document=LAStrreetLightingInitiatives\(Final140911\).pdf](http://randd.defra.gov.uk/Document.aspx?Document=LAStrreetLightingInitiatives(Final140911).pdf))

2011

Pages: 45

Publisher's price: Unknown

Reviews local authority road lighting initiatives aimed at reducing costs, carbon emissions and light pollution, and explains that the initiatives are in response to economic pressures, such as rising energy prices, and environmental concerns. Examines 15 trials in England and Wales and the changes that have been made to the way councils deliver public road lighting services by: switching selected road lights off; lighting roads for part of the night only; dimming the level of lighting during the early hours of the morning; reducing the 'burning' time of lamps in the evening and early morning; and or using new and evolving technologies such as a central management system (CMS) or light emitting diodes (LED). Concludes that these initiatives have the potential to deliver substantial financial savings for local authorities and help reduce carbon emissions and light pollution, but any changes in public road lighting require careful consideration and management, because of its role in traffic safety and crime prevention.

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URBAN & RURAL REGENERATION

Overman, Henry; Gibbons, Steve

Click to access full text: [A36527](#)

Unequal Britain: how real are regional disparities?, IN CentrePiece, Vol 16 No 2 Autumn 2011, pp23-25

Journal article.

2011

Pages: 3

Discusses regional variations in average earnings across the United Kingdom. Reports that the top ranked 10 per cent of regions have a gross value added (GVA) of at least 50 per cent higher than the bottom ranked 10 per cent. Suggests that it is difficult to know what these differences mean in terms of the economic advantages and disadvantages that a place offers to the people who live and work there. Highlights the results of research which examined the nature, scale and recent evolution of economic disparities in the UK. Reports that between 1998 and 2008 there were few changes in area disparities, despite policy interventions. Suggests, however, that area only plays a small part in overall wage dispersion. Discusses variations in the cost of living and the implications of this for individuals' economic wellbeing. Identifies four main lessons from the research: differences in average income across areas are not very useful as indicators of wellbeing; policy should be assessed on the basis of its impact on people not places; policy has focused too heavily on places; and policy has paid too little attention to house prices and amenities.

Shannon, Kate

Click to access full text: [A36464](#)

Changing spaces (derelict land and anti-social uses), IN Holyrood, No 262 17 Oct 2011, pp50-51

Journal article.

2011

Pages: 2

Discusses how local authorities can prevent unused urban and derelict land from being used for fly-tipping and becoming a hub for anti-social behaviour. Describes the strategies used by Glasgow City Council, which takes the view that 'banked' sites and stalled spaces should be able to become assets to local communities and neighbourhoods. Explores a partnership between the council and Glasgow Housing Association (GHA), which allows communities to access small grants to help them temporarily refit sites stalled or unused, as a result of the current economic downturn. Looks at the benefits of this approach and highlights the types of projects currently being helped, including growing spaces, environmental education projects, arts projects, community gardens and wildflower meadows. Outlines some of the challenges associated with stalled space projects identified by Greenspace Scotland, particularly the need to be explicit that it is a temporary space only available for a finite time. Identifies examples of good practice across Glasgow and also a Green Area initiative in Stirling, led by the Raploch Urban Regeneration Company.

Goff, Clare

Click to access full text: [A36535](#)

In focus: private sector-led regeneration - business as usual?, IN New Start, No 493 Oct 2011, pp6-11

Journal article.

2011

Pages: 6

Considers whether the government is offering enough support to the private sector involved in regeneration and economic development. Discusses whether businesses are willing to have greater involvement within local communities. Suggests that the new emphasis on localism and private sector responsibility offers companies a chance to show what initiatives they are already running. Gives examples of companies which are working in partnership to develop a new model of corporate social responsibility (CSR). Outlines the five principles of 'CSR 2.0': connectedness; scalability; responsiveness; duality; and circularity. Suggests that without adequate incentives, regulation and guidance from the public sector, private sector achievements will be limited at best.

*Morrison, Ian et al**Click to access full text:* [A36477](#)**Investing in the future (industrial heritage), IN Conservation Bulletin, No 67 Autumn 2011, pp52-57***Journal article.*

2011

Pages: 6

Considers the importance of investing in England's industrial heritage and looks at the work of various programmes. Discusses the Heritage Lottery Fund (HLF), outlining the industrial heritage projects that have been allocated funding across the UK. Reports that this has allowed English Heritage to target its resources on supporting owners with advice and repair grants as well as occasionally providing major funding to rescue entire sites. Describes the work of the Architectural Heritage Fund (AHF), also funded by HLF, which provides funding for historic buildings at risk to be bought and restored. Highlights the work of AHF's Cold Spots initiative which targets the restoration of industrial buildings, and its new Challenge Fund which aims to provide capital grants for England's most endangered Grade I and II buildings at risk. Explains how Environmental Stewardship is helping to conserve England's rural industrial heritage.

*Biddulph, Mike**Click to access full text:* [A36523](#)**Urban design, regeneration and the entrepreneurial city, IN Progress in Planning, Vol 76 No 2 2011, pp63-103 (whole issue)***Journal article.*

2011

Pages: 40

Explores whether and how forms of governance affecting a deprived part of the UK (Liverpool) have embraced an urban design agenda through its practices. Examines the relationship between entrepreneurial governance and urban design practices. Looks at urban design principles and public policy in the UK since 1997. Discusses the economic and governance context through which new forms of urban design policy and guidance have emerged, looking in particular at work completed in Liverpool city centre since the late 1990s. Sets out Liverpool's relevant socio-economic, design and development trends until 1997. Looks at urban design and entrepreneurialism in Liverpool after 1997, focusing on governance for design, and design policies, strategies and guidance. Outlines developments in Liverpool from 1999 to 2008, such as: the significant urban design projects in Liverpool city centre; the Liverpool One scheme; Rope Walks area regeneration; the Fourth Grace building; and Old Hall Street commercial office development. Considers the relationship between entrepreneurial governance and urban design in Liverpool. Suggests that Liverpool has embraced an urban design agenda, which has been particularly driven by a partnership agenda, rather than the local authority.

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Daily Information Bulletin

4 November 2011

The Daily Information Bulletin contains abstracts of media items of interest to London government highlighting new publications, new organisations, new databases and websites, the release of new statistics, new official policy announcements and law reports.

Crime

A new report from the Policy Exchange and the Centre for Justice Innovation examined demonstration projects in the UK and the US that are attempting to reduce crime, drug use and incarceration. The study aimed to identify innovative, ground-level experiments in policing, probation, courts and crime prevention that have had a real impact. The projects included Project Daedalus in London, as well as projects in New York, Glasgow, Bristol, Manchester, Hawaii and Kentucky. Identifies the key lessons for successful innovation as: start small; real change takes time; don't go it alone; politics matter; research matters; keep focused; and don't take funding for granted.

From the ground up: promising criminal justice projects in the US and the UK. Policy Exchange, 3/11/2011

<http://www.policyexchange.org.uk/publications/publication.cgi?id=254>

Housing

A National Landlords Association (NLA) news release reported on a survey which found that 77 per cent of landlords who have LHA tenants are either considering or are already taking steps to reduce their involvement in the LHA market. It gives some examples of how the caps will reduce LHA payments, suggesting that a one bedroom flat in Willesden, north-west London would face a cut of £25 per week in the maximum LHA payment.

Housing benefit cuts to affect three quarters of landlords (News release). NLA, 3/11/2011

<http://www.landlords.org.uk/news-campaigns/news/housing-benefit-cuts-affect-three-quarters-landlords>

Housing

The Department for Communities and Local Government has released figures on the net supply of housing for the 2010-11 financial year.

The main findings are:

- There were 121,200 net additional dwellings in England in 2010-11, representing a 6 per cent decrease on the net additional homes supplied in the previous year
- London saw the largest decrease (27 per cent), falling from 24,340 net additional homes in 2009-10 to 17,830 in 2010-11.

Net supply of housing: 2010-11, England. DCLG, 2/11/2011

<http://www.communities.gov.uk/publications/corporate/statistics/netsupplyhousing201011>

Public order disturbances

The Cabinet Office has published a study by NatCen, the National Centre for Social Research, on the motivations of young people involved in the August 2011 riots in London and elsewhere. The report focuses on five areas affected by riots – Tottenham, Peckham, Clapham Junction, Salford and Birmingham. It looks at what happened in these areas, who was involved in the riots, and why and how young people got involved.

August riots in England: understanding the involvement of young people. Cabinet Office, 2/11/2011
<http://www.cabinetoffice.gov.uk/resource-library/august-riots-england-understanding-involvement-young-people>

<http://www.natcen.ac.uk/study/the-august-riots-in-england->

Young people

The Family Justice Review has published its final report setting out the review panel's recommendations to improve the family justice system. It looks at all aspects of the system from court decisions on taking children into care, to disputes over contact with children when parents divorce. It makes a series of recommendations, including:

- A new six month time limit in care cases to significantly reduce delays
- Enabling people to make their own arrangements for their children when they separate, through, for example, the use of mediation, and only use courts when necessary
- Overhauling the family justice system so that agencies and professionals work together with greater coherence to improve the experience for children and families.

Family Justice Review: final report. Ministry of Justice, 3/11/2011
<http://www.justice.gov.uk/publications/policy/moj/family-justice-review-final.htm>

Regeneration

The House of Commons Communities and Local Government Committee has published a report suggesting that Ministers have no adequate strategy to address the complex problems faced by England's most deprived communities. It criticises the government strategy, 'Regeneration to enable growth' and argues that if further resources for regeneration are not found, there is a risk that major problems will be stored up for the future. The Committee recommends that the government publishes a national regeneration strategy that sets out a coherent approach to tackling deprivation in the country's most disadvantaged communities.

Communities and Local Government Committee: regeneration - sixth report of session 2010–12 (HC 1014). TSO, 3/11/2011

<http://www.parliament.uk/business/committees/committees-a-z/commons-select/communities-and-local-government-committee/news/regen-report-publication/>

Office space

According to a Cabinet Office press release, the government has exited 36 property holdings in central London since May 2010. It is also looking at other uses for Admiralty Arch in Trafalgar Square, which it says is not fit for a modern day office and could not be adapted without disproportionate cost. *Government shrinks number of Central London Government office spaces by 20 per cent.* Cabinet Office, 3/11/2011

<http://www.cabinetoffice.gov.uk/news/government-shrinks-number-central-london-government-office-spaces-20-cent>

Business & Economy

The Pensions Bill has received Royal Assent, and will help firms to automatically enrol staff into workplace pensions from next year, according to a Department of Work and Pensions (DWP) press release.

The measures in the Pensions Act 2011 are:

- An optional waiting period allowing the automatic enrolment date to be deferred for up to three months to help those employing short-term and seasonal staff;
- Simplifying the process for employers to certify that their schemes meet requirements;
- Greater flexibility to choose an automatic re-enrolment date three months either side of the three yearly re-enrolment date; and
- Introducing a new higher earnings threshold for automatic enrolment set initially at £7, 475, to be reviewed every year.

Pensions Act will cut costs and lift burdens on business – Webb. DWP, 3/11/2011

<http://www.dwp.gov.uk/newsroom/press-releases/2011/nov-2011/dwp125-11.shtml>

Business & Economy

A new report from the Young Foundation brings together findings from the Supporting Local Social Enterprise action research project, commissioned by the Department for Communities and Local Government and the Office for Civil Society. The project worked with five local councils, including Ealing, Cheshire West and Chester, Devon, Northumberland and Wigan, to help them to develop action plans to support their local social enterprise sector. The local authorities focused on seven key areas of development: leadership, commissioning and procurement, innovative finance, delivering public services, collaboration, business support and local innovation.

Grow your own: how local authorities can support social enterprise. Young Foundation, Nov 2011

<http://www.youngfoundation.org/publications/reports/grow-your-own-how-local-authorities-can-support-social-enterprise-november-2011>

Education & Training

A Work Foundation report, produced in partnership with the Private Equity Foundation, has identified the urban areas in the UK with the highest proportion of 16-24 year olds not in employment, education or training (NEET). London as a whole is identified as having a medium rate of young people NEET, but the northern London boroughs, including Hackney, Islington and Haringey, are identified as having very high rates. The report recommends that local government should focus on the better coordination of services at a local level, ensuring clear pathways between school, education and the world of work.

Off the Map? The geography of NEETs. Work Foundation, 4/11/2011

<http://www.theworkfoundation.com/research/publications/publicationdetail.aspx?oltemId=294&parentPageId=102&PubType=>

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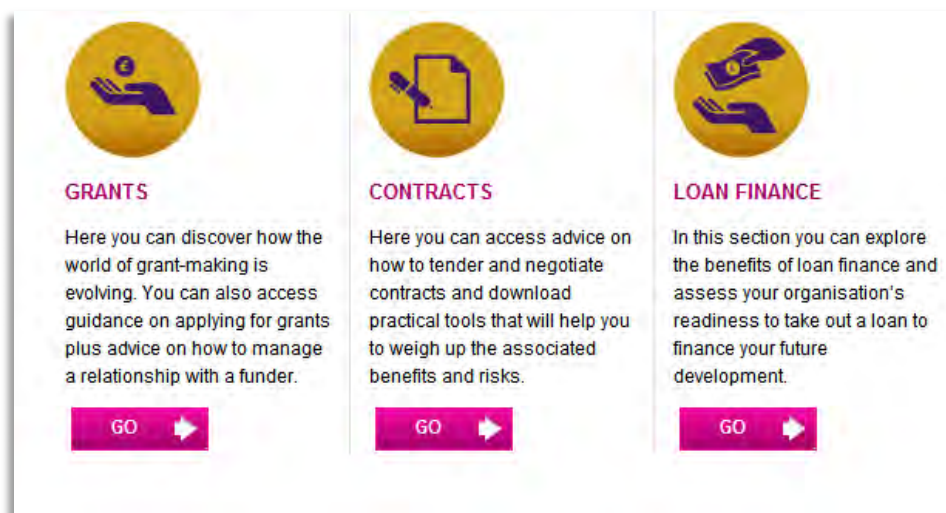
The *Advanced Search* is aimed at those who are more experienced in fundraising. The Advanced Search will allow you to simultaneously search across the full spectrum of third sector funding - for the first time bringing together comprehensive information about grants, grants-in-aid and contracting opportunities - by inputting information about your organisation, activities and the type of funding you require. Depending on the nature of your enquiry, the Advanced Search will allow you to carry out general or very specific searches and will bring back large or small results.

The image shows a comparison of two search options: Guided search and Advanced search. Each option is presented in a light blue box with a rounded top. The Guided search box on the left has a pink header and describes a process for new fundraisers involving a series of questions, advice, and exploration of results. The Advanced search box on the right has a pink header and describes a process for experienced fundraisers involving a direct search across the full spectrum of funding, with options to slice, sort, and save results. Both boxes feature a 'Search now' link at the bottom right.

Guided search	Advanced search
The Guided search is designed for those who are relatively new to fundraising. ▶ Answer a series of questions to return the most appropriate funding opportunities to suit your needs. ▶ Gather helpful advice along the way. ▶ Explore your top results along with relevant events, guidance material, and case studies ▶ Search now	The Advanced search is aimed at those who are more experienced in fundraising: ▶ Jump right in and search across the full spectrum of funding and finance for the voluntary and community sector, including social enterprises. ▶ Slice and sort your results in the way that suits you. ▶ Save your results to print or read later. ▶ Search now

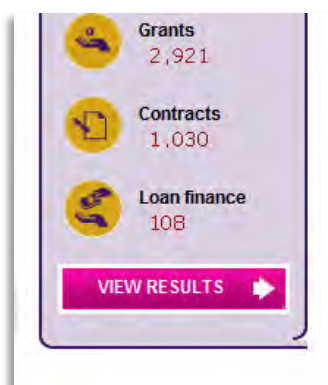
Choosing the right kind of funding opportunity for you:

Funding Central provides you with comprehensive information about the full spectrum of third sector funding and is a one-stop shop for all your funding needs. Funding Central allows users to search for finance opportunities in the form of **grants**, **contracts** and **loan finance** whilst encouraging organisations to think more broadly about their income base and consider how to become more financially sustainable. It is worth spending some time before you begin searching to think about the kinds of financial support you and your organisation could be eligible for or benefit from. Perhaps your organisation has always only ever received grants which serve to keep your head above water from project to project - maybe a loan could assist you in becoming that bit more independent and allow you to make longer term plans? Perhaps a local authority would be prepared to pay for your organisation's services? Once you have decided what you are looking for, you will need to select these opportunities by checking the boxes for grants, loans or contracts in the search.



Track your search progress:

The funding counter which appears on the right hand side of the page during the Advanced Search is a handy at-a-glance tool that allows you to keep track of your selections, manage your search and gauge the suitability of your results before clicking through to your results grid. If after entering all your criteria, your results (as displayed on the counter) seem too large, try adding in some more details to narrow the search and reduce the number of funding opportunities. Likewise, if according to the funding counter your search has too few results, you should consider taking out some criteria for a broader spread of options.



Refining your search:

The Advanced Search has a number of key features which will allow you to 'fine tune' or filter your search as you go along. Making use of these features will mean your results will always be tailored, accurate and relevant to your needs. If you know the name of a specific funding programme or finance opportunity, you should make use of the *Keyword Search*. Similarly if you would like to view programmes from one particular funding provider, you can enter their details into the *Choose a funder?* box. Other tools that may be of use if you wish to limit your results include inserting a location, using the sliding tool bar to input the value of the funding you require, or inputting a deadline date.



3

Refine your search

?

Keyword search:

(optional)

Advanced

☐ Search all text

☒ Search scheme name only

☒ Match all words

☐ Match any word

☐ Match exact phrase

☐ Word match whole word

☒ Word match any part of word

☐ Word match start of word

Saving your searches:

Once you have registered with Funding Central, you can save searches (or individual funding opportunities you are interested in) to your profile. To save a search, click through to the results grid and hit the **Save search** button. These searches can be accessed at any time and edited. To retrieve a search you made, log onto the site. Beneath the *Welcome Back* message on the right hand side of the front page, click on **View profile** and then select the **Saved searches** tab. Saving searches is a very good idea - it saves you time and effort by eliminating the need to re-enter details and criteria every time you carry out a new search and generates a useful record of your fundraising activities which you can access from any computer connected to the internet.

Home > Search > Advanced search > Results grid

Your results

Your results are displayed below. click on a number to view full information.

There are 4013 funding opportunities that match your search.

Where your search has returned more than 200 results we recommend that you return to the search page and fine tune your search criteria until you get a more manageable number of results.

REACH

MATCH

GRANTS

CONTRACTS

LOANS

Local	Best match Total matches	0 1799	0 819	0 55
Regional	Best match Total matches	0 159	0 77	0 14
National	Best match Total matches	0 951	0 134	0 39

SAVE SEARCH

?

Q&A

What does this grid mean?

This page give you at-a-glance results that closely match your needs.

Click on a number or heading to view headline information about each funding opportunity.

Your Profile

[About you](#)
[Your organisation](#)
[Saved searches](#)

Your saved searches

You have the following saved searches:

Name	Type of search	Search options
Young People Funding	Advanced Search	Edit Delete

Your saved schemes

You have the following saved funds:

- [Grant](#) (17)
- [Loan](#) (1)

[Click here to view all your saved funds.](#)

SAVE ➔

Saved searches can also be turned into a downloadable funding report which you can forward to colleagues, read at a later date or keep for your records. To create a report, click through from your search results grid to the funding opportunity ‘thumbnails’ and check the tick boxes next to the programmes you would like to be included (you may wish to include all programmes in the list, in which case you should hit the **Select all** button on the right hand side). Once you are satisfied you have included all the programmes you need, select the **Create report** button on the right hand side of the page. You will be prompted to give your report a title and insert a client name. Your report will be in the form of a Microsoft Word document which you can view immediately or save to your computer.

Search results

Your results are as follows.

ALL SCHEMES

☒ **Alliance and Leicester Fund**
 Financial assistance is available to voluntary and community groups in Merseyside for projects that are based around the theme of healthy living.
 Funding body: Community Foundation for Merseyside
 Status: Open to applications
 Max. Value: £ 500
 Application deadline: N/A

☒ **BNFL Risley Medical, Research and Charity Trust Fund Grant**
 Grant for third sector organisations (TSOs) undertaking projects related to medical services and education in the North West.
 Funding body: The BNFL Risley Medical, Research

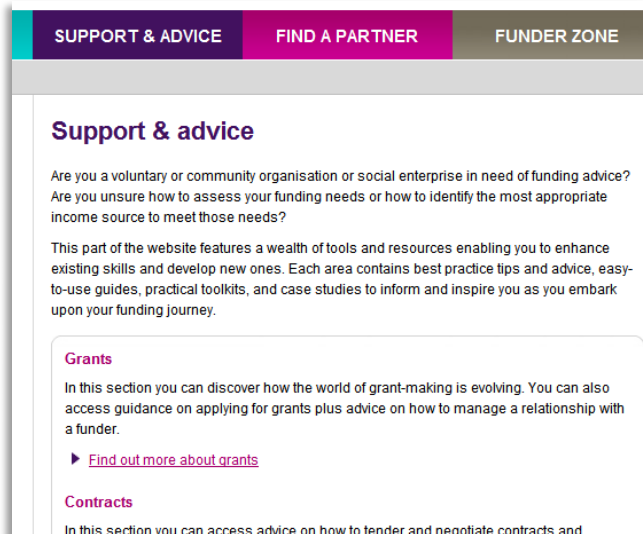
SELECT ALL
CLEAR ALL
SAVE SELECTED
CREATE REPORT
SAVE SEARCH
GO BACK

Sorting options

- ▶ [Alphabetically](#)
- ▶ [Deadline](#)
- ▶ [Funding body](#)
- ▶ [Geographic scope](#)
- ▶ [Funding type](#)
- ▶ [Status](#)

Support and guidance along the way:

Funding Central supplies you with a wealth of useful, relevant and accessible guidance information to supplement your funding searches. The *Support and Advice* section of the site features information on best practice, how to guides, hints and tips, practical toolkits and case studies and is intended to inform and inspire you and your organisation. You should also keep your eye out each time you progress through a guided search, as the panel on the right hand side of the page features useful guidance, handy definitions and helpful hints which are specifically produced for new organisations and those relatively new to fundraising. Brush up on your knowledge by browsing the bite-sized information nuggets or click on the links for more downloadable further reading.



Latest information at a glance:

Funding Central's home page acts as a kind of notice board area where you can quickly and easily access all of the latest information. You may find it useful to spend some time browsing this section each time you visit the site as it is updated daily. Here you will find at-a-glance information on funding deadlines, funding updates, upcoming events and training programmes and recent news stories - to view any of these features in more detail simply click through to the relevant sections.



Share and share alike:

Funding Central allows you to add comments to funding information to encourage debate, engagement and discussion between fund seekers and fund providers, as well as facilitating the sharing of "insider" information which is perhaps not commonly publicised. Comments are posted alongside the fund details and attributed to the relevant users. As a fundraiser, you should consider commenting on particular funding programmes or contract tenders - what was your experience of applying to this fund or submitting a tender bid? Perhaps the application form was lengthy and you would recommend taking at least a month to complete it? Perhaps you are aware of the kinds of organisations that are most successful at applying for support from a particular funding provider? You may also find it useful to

browse comments left by other fund seekers, funding providers or infrastructure bodies before applying to a particular programme.

2012 London Cultural Skills Fund

Status: Closed to applications

Description

Financial assistance is available for the development of cultural and creative projects in London during the Cultural Olympiad.

Details

Fund Value: £ 1,200,000
Maximum Value: £ 50,000

Value Notes

The total budget for the Fund is £1.2 million.
Organisations can apply for grants of up to £50,000 per project, but smaller amounts (not less than £25,000) are also available.

Extended Description

The 2012 London Cultural Skills Fund is provided by the London Development Agency (LDA) and administered by the Arts



Make a comment
Have you applied to this fund? Share your experiences here.

MAKE A COMMENT

SAVE DETAILS

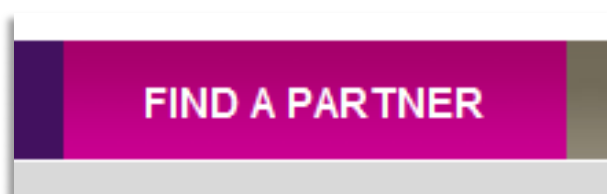
PRINT PAGE

GO BACK

Scheme - Extended Description
 [London Cultural Skills Fund - FAQs](#)

Partner up:

Funding Central has a unique and exciting *Find a Partner* section (launching September 2009). This zone of the site is intended to encourage and facilitate partnership and collaborative working between voluntary and community organisations (VCOs). Here you will be able to create an online profile for your organisation, describing your activities and sharing any experiences you may have had of applying for funding or loan finance. You will then be able to decide if you want to share these experiences with other organisations by making your profile public and searchable. If you do, other organisations with similar goals or interests will be able to view your profile and contact you if they wish to collaborate with you on projects or develop joint bids.



For further information or to register on the site visit: <http://www.fundingcentral.org.uk>

Or contact:

- Fundingcentral@ncvo-vol.org.uk
- 020 7713 6161

A quick guide to getting the most from the **Idox Information Service**

You are a
Member of the
IDOX Information Service



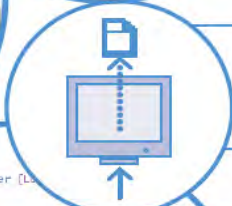
keep up to date with your weekly
information Bulletin



make your choice of 30 Topic
Updates



borrow books from our library



download articles to your desktop

call up and get an information officer
to do a search on your behalf

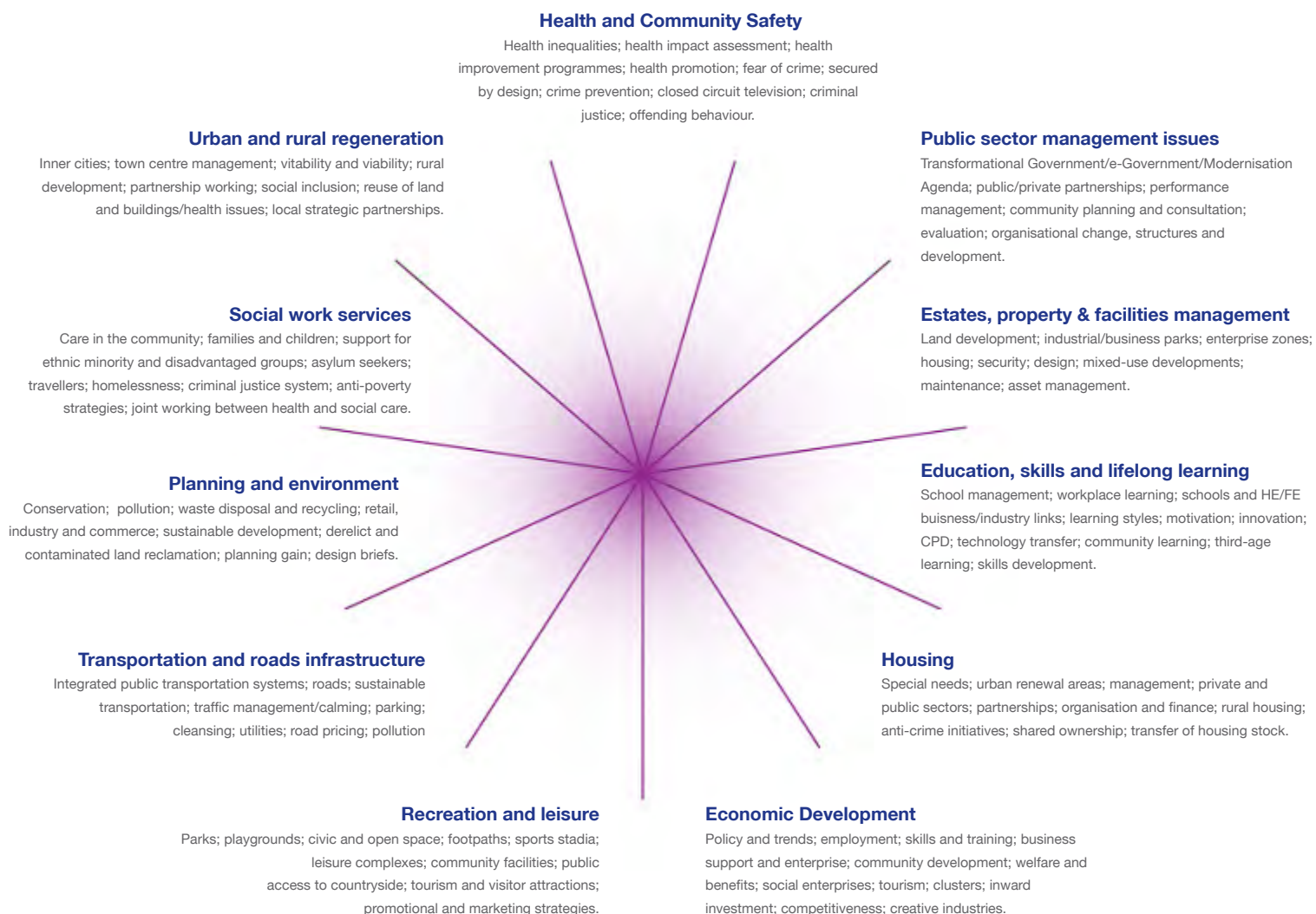
A screenshot of the Idox website's 'Advanced Search' page. It shows a search bar with the text 'load user cheing', a 'Search' button, and various filters like 'Search in current results', 'Search for words in specific fields' (with dropdowns for Title and Author), and 'Restrict to date range' (with fields for year and date added).

search online using your own
username and password

The Idox Information Service

The Idox Information Service is the most complete and accessible source of public sector knowledge in the UK. Your subscription offers all of the following and more.

- > The most comprehensive library in the UK covering planning, regeneration, economic and social policy, practice and management issues
- > Content focused on the evidence base required by practitioners and policy makers
- > Items on strategies and initiatives, projects, current and good practice, trends and new ideas, comment and opinion from a wide variety of sources (see diagram below)
- > A weekly bulletin of abstracts covering the best material acquired that week
- > Regular updates and alerts on specific topics of interest
- > Over 160,000 abstracts in the database with around 200 new items added every week
- > Over 60,000 books and reports and more than 400 journal titles
- > Semi-published material from think-tanks and organisations
- > The ability to search the catalogue online and download full-text items to your desktop (99.5% of post-2000 journal articles are available electronically)
- > Access to qualified Research Officers for help in searching for the right content
- > Same day dispatch of hard-copy books and documents



Current awareness services

One of the key aspects of the service is our **Weekly Bulletin**.

The Bulletin is issued by email each week, usually on a Wednesday, and contains around 50 carefully selected abstracts of new documents, reports and articles of interest to our members.

Bulletin abstracts contain hyperlinks to documents published on the web, so that items which look useful can be viewed online instantly.

The Bulletin is a great way to keep up to date with policy, practice and current thinking in your area. To subscribe, simply [email us](#) to be added to the mailing list.

You can also sign up to receive **Topic Updates** from us every fortnight.

Each Topic Update lists all new items relating to that particular topic, and there are 30 topics to choose from. Topic Update abstracts also provide hyperlinks to documents published on the web, making it easy for you to stay in touch with the very latest developments in your fields of interest.

To subscribe to as many of our Topic Updates as you wish, simply [email us](#) to be added to the mailing list or register on the web when you next log in to the Idox Information Service online library portal. Our Topic Updates are listed below.

- | | | |
|---|--|--|
| > Architecture and design | > Equality | > Rural development |
| > Business development | > Health | > Scottish planning appeals* |
| > Children and young people | > Housing | > Social exclusion |
| > Community development | > ICT | > Social services |
| > Crime | > Information management | > Sustainable development |
| > Economic development | > Learning and skills | > Tourism and leisure |
| > Education (pre 16) | > Management | > Town and country planning |
| > Employment | > Partnership working | > Transport |
| > Energy | > Property development | > Urban regeneration |
| > Environment | > Public finance | > Waste |

**Monthly*

Our new email **Alerts** service allows you to refine the information you receive even further, which is great if you're looking for content on a particular topic or related to a specific organisation.

Simply save your search terms online and you'll receive emails with lists of records that match your criteria whenever you want them. Alerts can be sent to you either weekly, fortnightly, monthly or on demand.

Create Alert Schedule

You can use your search terms to create a new alert. Just enter a title and choose a frequency below and click save.

Alert Name

Frequency

On demand

Save

[Back to search](#)

[Click on this link to learn more about our services](#)

Accessing the library database

There are two easy ways to access the library database. One of our **Research Officers** can carry out a search for you, or you can search at any time yourself by using our online library portal. This is the web-enabled version of our database, and it includes the full-text of most items.

Online searching

- > First you must register for a username and password on the website. This is really easy to do. Go to <http://informationsservice.idoxgroup.com> and click 'Register here' underneath the log-in boxes, then follow the simple instructions provided on screen.
- > Once registered, you can carry out your own searches of the online database and you can also read the full text of recent material there. Alternatively, you can request that the document be emailed to you.
- > There are searching guidelines on the website to help you, and you can alternate between basic and advanced searching to suit your information requirements. The advanced search facility allows you to combine search terms in different fields, such as author, title, publisher, abstract, or keywords.
- > The online database is available to you 24 hours a day, 7 days a week.

Research Officer assisted searching

- > Simply call us on 0870 333 7101, 09:00-17:00 Monday-Friday, to speak to one of our staff. Alternatively you can also request a search by completing a form on our website or sending us an email.
- > Tell the Research Officer the specific item required, or the issue, theme or topic of interest to you and what type of material you think might be useful.
- > We understand that you might not be certain of what you're looking for, so we use our skills and knowledge of the database to help you find exactly what you need.
- > Your search results (a list of relevant abstracts from the database) will be emailed or faxed back to you within one working day, but usually within a few hours of the request.
- > You can then select to obtain copies of the items that look most relevant or, if we've not quite found what you're looking for, request another search of the database. We're always happy to help.

Requesting full text items

Ordering of items in full text is very easy to do through the website. As you identify relevant items you can mark them off your 'Library basket' then place the order at the end of your session. You will receive an email confirmation of all your orders.

We are able, through licensing agreements with the Copyright Licensing Agency, to provide full text of all the recent journal articles for a month on the site to download. Even after this period you can ask for the article to be emailed to you automatically. You may however prefer to use the document request form which is sent out with each weekly Bulletin, Topic Updates and search results. Simply complete the form with the reference numbers of each required abstract, then email us or fax the form over to our office.

Journal articles, when supplied through the library, are provided as legal digital copies for you to keep. Other items are loaned out for four weeks – two if the item is in heavy demand. Requested items will usually be sent out within 24-36 hours, and we'll let you know if there is a waiting list for the item. Items out on loan can be renewed by telephone.

Examples of recent enquiries

- > Factors affecting participation in higher education
- > Single Outcome Agreements
- > Research methodologies
- > Management of adult services
- > Quality in social work services
- > Biometric technology and the delivery of public services
- > The impact of globalisation on regions in Europe
- > The economic downturn and commercial property markets
- > Land value capture
- > Links between drugs and crime
- > Environmental planning

Contact us

Idox Information Service
7th Floor
95 Bothwell Street
Glasgow
G2 7HX

W: <http://informationservice.idoxgroup.com>
E: iu@idoxgroup.com
T: 0141 574 1920

'Glasgow City Council is pleased to confirm that we have been a long-term user and supporter of the Idox service for over fifteen years. It gives staff access to a wide range of information and, through the succinct weekly bulletins, keeps them up-to-date across many areas that are of direct relevance to the City Council'.

Anne Connolly, Strategic Adviser to Chief Executive, Glasgow City Council

'One of the main benefits for us is access to a very large number of practitioner and academic journal which it would be very costly to access directly'.

Julia Bennett, Acting Head of Strategy and Development Unit, Local Government and Development

Idox News Service

Providing access to a central digital database of over 100 regional and national newspapers, the Idox News Service is a new user-friendly, efficient and cost-effective media research tool. It is a one-stop shop for users to research news articles by searching the database, which contains over 9 million articles from over 100 UK newspapers, covering 2006 onwards. The Idox News Service allows you to:

- > Find information on your organisation in the news media
- > Search using simple keywords by newspaper, date, or author
- > Access content not available online anywhere else (a great deal of newspaper stories are not freely published on the web)
- > View and download pdf files of articles in the format they were originally published
- > Set up email alerts on any topic you choose
- > Pay only for the articles you view or download - searching is free once you are registered

Access is available on a pay-as-you-go basis, starting from as little as £150 (plus VAT).

<http://www.idoxNewsService.com>

IDOX news service
Register here ➔

From: Information Services Info
Sent: 02 November 2011 11:15
To: Information Services Info
Subject: Idox Information Service newsletter

Attachments: image002.jpg; image004.jpg



Welcome to our November newsletter, with the latest news and developments at the Idox Information Service.

Information Service customer open day

We're delighted to announce plans for our next Information Service customer open day, which will be held on Wednesday 14 December in central Glasgow. Invitations will shortly be going out to the main contacts within our member organisations.



The event will focus on how the Information Service can help in sharing knowledge to 'do more with less', particularly in the face of continuing budget pressures. The open day is a chance to meet with staff from the Information Service team, as well as other members.

Training survey

Thanks to those of you who completed our training survey last month. Your responses will help us to offer a suite of new training courses, geared towards providing support where our members need it most.

Of course we already offer in-house training on how to get the best from our Information Service, so do let us know by emailing ISinfo@idoxgroup.com if a visit to help raise awareness of what we offer would be useful.

Tip of the month: Let us help you in the first stage of your research

The Idox Information Service operates a telephone/email enquiry service, which you are able to use as part of your membership. During normal working hours, two of our professional Research Officers are taking users' enquiries and conducting information searches on their behalf. Our staff are friendly, accessible, and trained to deal with the vaguest of enquiries.

If you would like us to carry out an information search for you, simply telephone 0141 574 1920 or email iu@idoxgroup.com with details of what you are looking for. Alternatively, you can use our web form to contact us with your information request.

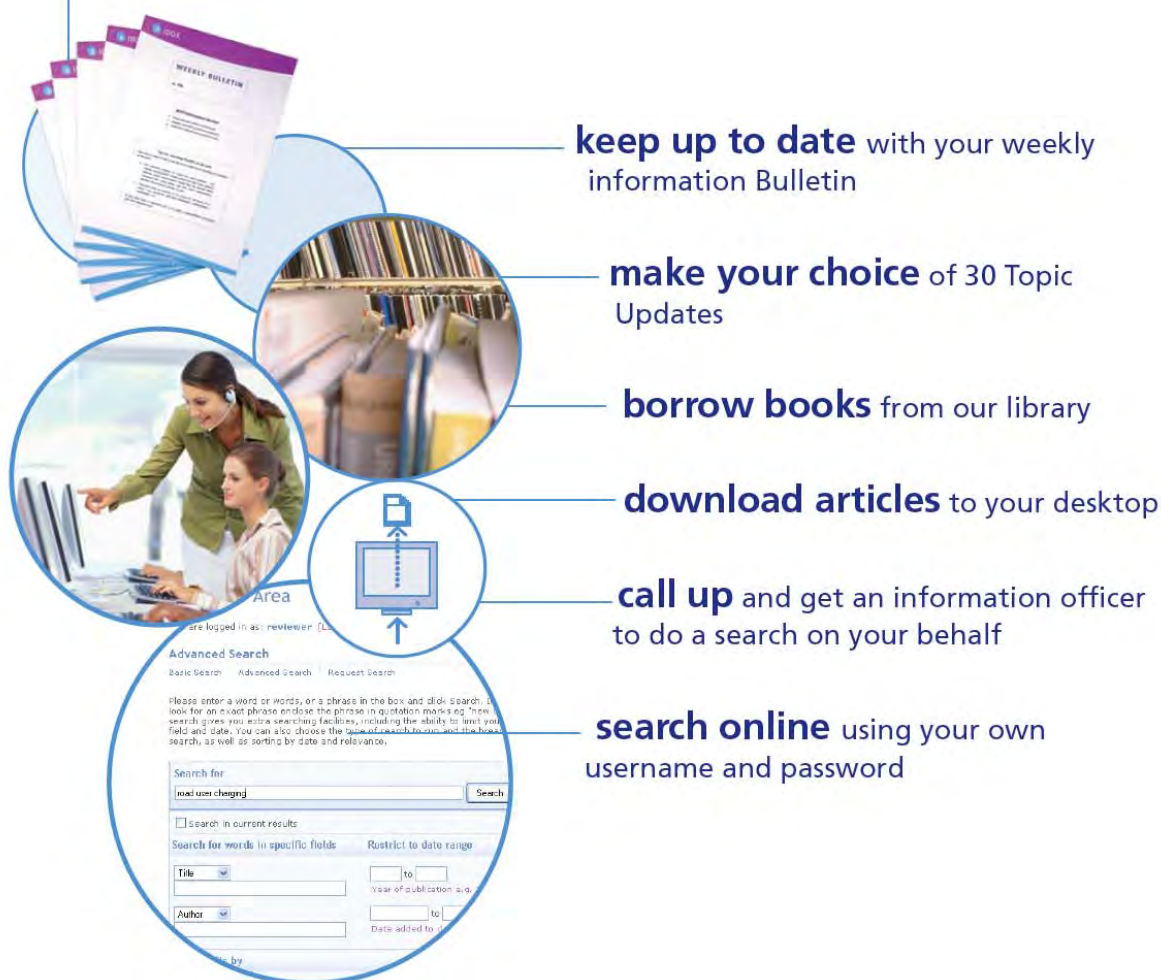


Personnel news

We're delighted to welcome two new staff members to our expanding Projects team. [REDACTED] has joined as a Project Director, having previously headed up the Regional Intelligence Unit at the Northwest Regional Development Agency. Lucy Holland has also joined as an experienced Bid/Project Manager, having previously worked at KPMG and most recently for a digital agency in Manchester.

You are receiving this email because you are a member of the Idox Information Service
To unsubscribe, please send a blank email to ISinfo@idoxgroup.com with 'Unsubscribe Newsletter' in the subject header.

You are a **Member** of the IDOX Information Service



If you have any queries about your membership or require information on how to make the best use of the Service, please don't hesitate to get in touch.

T: 0141 574 1920 E: iu@IDOXgroup.com W: <http://iis.IDOXgroup.com>

Information Service



Providing you with the latest information

The Idox Information Service is your first port of call for the latest research, news and issues in your field. We offer a range of tools which allow members to keep abreast of the latest developments in their professions.

The Weekly Bulletin

Our weekly bulletin contains approximately 50 carefully-chosen abstracts of new reports, articles and books. It presents the edited highlights of the new material that we've added to the database in the past week and showcases the most significant developments in a range of subject areas. Resources are compiled under the following headings:

- > Local Government and Management
- > Economic and Business Development
- > Education
- > Environment and Nature Conservation
- > Housing
- > Planning, Development and Property
- > Social Services
- > Transport and Infrastructure
- > Urban and Rural Regeneration

The New Government Publications section provides links to time-sensitive publications from government departments, such as

consultations, press releases and guidance, which are presented without abstracts to ensure rapid dissemination of this important information.

Our 'Most Popular Articles' list, which is emailed with the weekly bulletin, lets you see what our hot topics are and allows you to keep up to date with the issues having the greatest impact on others in your profession.

Topic updates

Our fortnightly topic updates offer our members more targeted, subject-specific updates, alerting subscribers to new documents added to the database in a wide range of subject areas.

With 29 themes to choose from, there is an update for everyone:

- > Architecture and Design
- > Business Development
- > Children and Young People
- > Community Involvement
- > Crime
- > Economic Development
- > Education
- > Employment
- > Energy
- > Environment
- > Equality
- > Health
- > Housing
- > ICT

- > Information Management
- > Learning and Skills
- > Management
- > Partnership Working
- > Property Development
- > Public Finance
- > Rural Development
- > Social Exclusion
- > Social Services
- > Sustainable Development
- > Tourism and Leisure
- > Town and Country Planning
- > Transport
- > Urban Regeneration
- > Waste

Information alerts

Our personal information alerts provide an even greater degree of personalisation. You can carry out a search on our database in an area that interests you and save it as an email alert to receive updates whenever new content that matches your search criteria is added to the database. These targeted updates allow you to focus on the specific areas that you need for your work.



For further information on our Information Service product and how it can benefit your organisation, contact our Commercial team on 0844 874 0739, email solutions.sales@idoxgroup.com or visit our website at: http://is.idoxgroup.com/products/info_service.cfm.

LEARNING POINT 29:

collaborative gain

- test out the tools for identifying collaborative gain and share evidence about their effectiveness;
- support people to develop the skills they need for collaborative gain;
- promote a holistic view of community regeneration to funding bodies and local decision-makers.

Partners in Regeneration

Partners in Regeneration was set up by the Scottish Centre for Regeneration as a network for interaction, rather than collaboration.

Organisations use the partnership to share information, develop relations with others and improve their understanding of other organisations. But the potential to go beyond this is huge. Individual partners could think about how they can use this resource to develop collaborative working and other ways to add value to their own work. Website: www.partnersinregeneration.com

Further reading

Chris Huxham has written several articles and publications on the theory and practice of collaborative gain and advantage. These include:

Managing to Collaborate: The Theory and Practice of Collaborative Advantage by Chris Huxham and Siv Vangen, Routledge, 2005.

Realising the advantage or succumbing to inertia?, published in *Organisational Dynamics*, Vol 33 No 2, pp199-201.

FOR MORE INFORMATION

If you would like more information about any of the issues mentioned in this learning point, please contact:

Scottish Centre for Regeneration

Communities Scotland
Festival Business Centre
150 Brand Street, Glasgow G51 1DH
telephone 0141 419 1690
email: scr@communitiescotland.gsi.gov.uk
www.scr.communitiescotland.gov.uk

Our Learning in Regeneration Skills Pack and How to Guides can also be found online at: www.scr.communitiescotland.gov.uk

Other formats

You can also ask for this publication in large print, Braille or on audio cassette, and we can also provide translations into other languages. Please contact Janette Campbell on 0131 479 5162 or email her at translations@communitiescotland.gsi.gov.uk.

The Scottish Centre for Regeneration is part of Communities Scotland, the Scottish Government's housing and regeneration agency.



What are learning points?

Learning points share what people have learned from their experience in regeneration. They share the lessons from people working or talking together, or from research into issues and evaluation of what is happening. Learning points are one of the ways that help people and organisations identify what works and what doesn't work to improve their practice.

What is this learning point about?

This learning point looks at 'collaborative gain'. Also known as collaborative advantage, collaborative gain helps organisations understand the benefits and challenges of cooperation more fully.

This learning point captures some of the issues and lessons from a Partners in Regeneration learning event on collaborative gain held in June 2007.

December 2007

The learning point also draws on the work of Chris Huxham at Strathclyde University who has researched partnerships in the public and private sectors.

What are the important issues?

Regeneration can make a real difference to people's lives by providing better services to local communities to achieve lasting change. But the task is complex and cannot be achieved by one group or profession working in isolation. For this reason, collaboration between organisations is promoted as a good thing within the regeneration sector. But there can be differences in why people choose to collaborate, what they assume collaboration means, and what happens in practice. This raises several issues including:

- how can we show that collaboration is providing benefits to all partners and to local communities;
- how can we measure the success of collaboration;
- how can collaboration take place so that it is not an end in itself but delivers real change;
- how can we make sure that collaboration does not run out of steam with nothing to show for it;

What is known already?

In every community, the relationships between housing, education, the economy, and the environment affect local people and their quality of life.

Organisations involved in these issues are committed to working together on community regeneration and there are many examples of successful collaboration. However, some groups have a stronger tradition of joint working than others.

Collaborative gain happens when partnerships:

- gather evidence of need in the communities and the benefits achieved;
- agree shared objectives and ways to measure performance, both annually and in the longer term;



- enable and empower members to deliver objectives themselves;
- do not collaborate just to secure funding;
- are clear about what they can offer and deliver in a partnership;
- establish clear accountability; and
- can describe what they would have been doing if they hadn't been in partnership.

What did people learn from this?

There are lots of tools and techniques that can help with taking a collaborative approach.

- 'Technology of Participation' is a way to describe complex problems. It encourages different views to be expressed and then helps create a consensus about what needs to be done.
- 'Mind mapping' can help identify causes and effects. It visually describes the key problem and builds a picture of the issues and factors that affect it. It is also a good way to show the connections between these different factors.
- 'Cross-impact analysis' shows how addressing some problems may indirectly help to improve other issues. It helps you to decide which actions should happen first and which will give most benefit.
- 'Action planning' turns an objective into a set of actions. It helps you focus ideas and decide what steps you need to take to achieve specific goals.

- 'Open space workshops' are a democratic way to allow groups of people to identify the issues that are most important to them. They can be used either to agree priorities or to identify specific actions to solve an issue and who should lead on delivering them.
- 'Customer blueprinting' examines how people in communities experience local services. It can show if poor collaboration is creating problems of which individual service providers are unaware of.
- The 'value chain network' helps organisations to identify what their strengths and weaknesses are and where they would gain from collaboration.
- 'Forcefield analysis' identifies forces which will help or threaten a planned change. This allows resources to be targeted at the barriers to change. It also helps show the roles that different partners can play.

As well as the normal skills needed for successful partnership working, collaborative gain is more likely if you:

- communicate and engage people so you can share the lessons from the collaboration back to people who have been involved or benefited;
- monitor and track what you are doing to make sure that the collaboration is worthwhile and making a difference;
- clearly link what you are doing with your organisation's strategic objectives or business plan; and
- manage knowledge so everyone involved can learn from research and experience elsewhere.

If you take a collaborative gain approach it will help you to:

- describe complex situations;
- provide different viewpoints on the causes of a problem;
- decide which problems need to be tackled first;
- create opportunities to be innovative and to do things differently;

- understand how changes in one area such as housing development can have a positive or negative impact on other issues;
- understand that sometimes small changes can have a bigger impact than expected;
- look at your work and see if anything contradicts what other partners are doing; and
- decide if and how to change policies and actions to make them similar to successful projects by others so that your work has a bigger impact.

Collaboration can help you:

- work more efficiently through cooperation and coordination;
- reduce the duplication or overlap of work between organisations;
- target a wider area or group of people or take a longer-term approach thanks to a larger pool of resources;
- attract special funding from other agencies;
- influence other organisations or mainstream service providers; and
- influence national policy.

What next?

The inevitable challenges of collaborative working can be managed and minimised.

In the future it will be important to:

- continue to learn from others who have been able to demonstrate the benefits of collaboration;



TOWN AND COUNTRY PLANNING TOPIC UPDATE

Ref No: [A36289](#) (click to access full text on our site)

Holland, Tiffany

Call to open sewage to waste firms, IN Materials Recycling Week, Vol 198 No 13 30 Sep 2011, p11

Journal article.

2011

Pages: 1

Reports on a recent OFT (Office of Fair Trading) report which found that competition for waste management businesses to treat sewage sludge is 'extremely restricted' because water and sewage companies (WaSCs) believe that contracting out the work is too risky. Notes that the OFT decided not to refer the issue to the Competition Commission for investigation, but instead made recommendations which include changes to the economic regulation of WaSCs. Looks at issues including: the current methodology for the calculation of transfer prices; barriers to co-treatment because of differing regulations; alignment of quality standards; revisions to the EU Sludge Directive; barriers to planning new facilities due to local opposition; the role of Ofwat; and the potential of anaerobic digestion. Includes a view from the head of EU, competition and regulation at Lawrence Graham.

UNITED KINGDOM/ WASTE MANAGEMENT/ SEWERAGE/ REGULATIONS/ ENVIRONMENTAL PROTECTION/ RENEWABLE ENERGY/ COMPETITION/ BUSINESS/ STANDARDS/ QUALITY/ TOWN AND COUNTRY PLANNING/ PLANNING PERMISSION/ MARKET/ NFB/ HT

Ref No: [A36271](#) (click to access full text on our site)

Quartermain, Steve

Government urges waste action, IN Waste Planning, No 89 Oct 2011, p10

Journal article.

2011

Pages: 1

Discusses the role of the planning system in the achievement of the government's 'zero-waste' ambitions. Suggests that changes contained within the Localism Bill which will replace the existing planning system, which is often viewed as highly centralised, bureaucratic and adversarial, will create a new system which aims to enable local people to shape their surroundings in a way that delivers development sensitive to the locations history and character. Reports however that waste is largely excluded from neighbourhood plans, and suggests that it is critical that local authorities put up-to-date waste plans in place. Highlights obligations under the European Waste Framework Directive. Suggests that although local authorities will remain responsible for waste plans, they must involve local communities and the waste industry in their development and throughout the planning process.

UNITED KINGDOM/ WASTE/ WASTE MANAGEMENT/ LOCAL GOVERNMENT/ COMMUNITIES/ NEIGHBOURHOODS/ POLICY/ TOWN AND COUNTRY PLANNING/ SUSTAINABLE DEVELOPMENT/ SUSTAINABILITY/ INDUSTRY/ NFB/ DG

Ref No: [A36274](#) (click to access full text on our site)*Tilling, Simon; Charlton, Fergus***Complaints or compliance?, IN Waste Planning, No 89 Oct 2011, p20***Journal article.*

2011

Pages: 1

Discusses a recent court case which is said to have widespread implications for the control and management of odour by the waste sector. Highlights the role of the planning system and the environmental permitting regime in the control of odour emissions from the waste sector. Highlights recent cases in which operators have been fined for breaches in relation to odour. Notes the relevance of public, private and statutory nuisance regimes for odour control. Reports on the case of R (Ethos Recycling Ltd) v. Barking and Dagenham Magistrates' Court, in which a recycling operator who was negotiating with the Environment Agency on dust suppression technology was served an abatement notice under the statutory nuisance regime. Reports that the notice was upheld on appeal and the company had to comply with its permit and abatement notice. Considers the implications of the judgement for waste operators.

UNITED KINGDOM/ WASTE/ WASTE MANAGEMENT/ ODOUR/ NUISANCE/ TOWN AND COUNTRY PLANNING/ LOCAL GOVERNMENT/ LANDFILL/ PRIVATE SECTOR/ AMENITY/ COURTS/ LAW/ IB771/ DG

Ref No: [A36297](#) (click to access full text on our site)*Goff, Clare***DIY boom town (building up local economies), IN New Start, Sep 2011, pp30-31***Journal article.*

2011

Pages: 2

Considers how UK cities can find new ways to build local economies during a time of public sector budget cuts. Looks at the example of Portland, Oregon. Suggests that Portland's success has been partly due to a strategy that enhances its own uniqueness rather than mirroring the economic policies of its neighbours. Compares the evolution of economic policy in Portland with the allegedly narrow focus on growth in the UK, suggesting that growth at the expense of nurturing the important links that are needed to build a better society and better places will be counterproductive. Suggests that if cities in the UK consider the localised partnership-based approach and focus on place, while promoting strong stewardship, bold decisions and allowing the interests of all sides of the economy to get involved, they will be able to tap into their distinctiveness and individuality with success, as Portland has done.

UNITED KINGDOM/ NORTH AMERICA/ UNITED STATES/ OREGON/ PORTLAND/ URBAN AREAS/ PUBLIC EXPENDITURE/ GROWTH/ ECONOMIC DEVELOPMENT/ RECESSION/ REDUCTION/ REGENERATION/ REDEVELOPMENT/ PARTNERSHIPS/ LEADERSHIP/ STRATEGIC PLANNING/ TOWN AND COUNTRY PLANNING/ ECONOMIC PLANNING/ POLICY PLANNING/ NFB/ KM

Ref No: [A36296](#) (click to access full text on our site)*Tennant, Ivan***Culture change (town centre development), IN New Start, Sep 2011, pp26-27***Journal article.*

2011

Pages: 2

Reviews some of the more creative approaches to town and city centres as the retail sector continues to struggle. Asks what our high streets are for. Looks at the evolution of the town centre from a purely trading hub to an area where retail and culture complement one another.

UNITED KINGDOM/ URBAN AREAS/ TOWN CENTRES/ TOWN AND COUNTRY PLANNING/ REGENERATION/ REDEVELOPMENT/ SHOPPING DEVELOPMENTS/ RETAILING/ SHOPS/ SHOP FRONTS/ LOCAL SHOPS/ CULTURAL ACTIVITIES/ NFB/ KM

Ref No: [A36236](#) (click to access full text on our site)*Klein, Deborah***Local quarrying must be nurtured (local stone quarrying), IN Mineral Planning, No 137 Oct 2011, pp16-17***Journal article.*

2011

Pages: 2

Discusses the value of using local stone to help create a sense of place in building and restoration projects, particularly in rural areas. Explains that, in many cases, local stone needed for roof tiles or floors is supplied from small quarries using traditional methods. Describes the situation in Herefordshire where there is a shortage of good local stone, and numerous issues facing the small-scale industry. Highlights problems such as planning permission for delves, waste (from sub-standard stone), timescales for planning permission, the need for traditional skills, public perceptions, and landscape/environmental impact issues. Looks at local landscape benefits from restoration projects in the Wye Valley. Highlights the benefits and argues for maintaining local stone quarries.

LANDSCAPE/ SITES/ QUARRYING/ HEREFORDSHIRE/ ENGLAND/ WEST MIDLANDS/ UNITED KINGDOM/ BUILDING MATERIALS/ BUILDING/ HOUSEBUILDING/ RESTORATION/ RENOVATION/ TOWN AND COUNTRY PLANNING/ RURAL AREAS/ ENVIRONMENTAL IMPACT/ IMPACT/ NFB/ MINERALS/ DL

Ref No: [A36243](#) (click to access full text on our site)*Hansen, Anne Merrild***Strategic environmental assessment (SEA) as a means to include environmental knowledge in decision making in the case of an aluminium reduction plant in Greenland, IN Journal of Environmental Planning and Management, Vol 54 No 9 Nov 2011, pp1261-1278***Journal article.*

2011

Pages: 18

Evaluates the effectiveness of strategic environmental assessment (SEA) in securing environmental knowledge in a decision-making process, based on the objective for the SEA of a proposed aluminium reduction plant (ARP) in Greenland. Presents different perceptions and the development of the concept of effectiveness related to SEA. Outlines the method and research design for analysing effectiveness of SEA in the case of the ARP, focusing on inclusion and environmental knowledge. Analyses the effectiveness of SEA in the ARP case focusing on four decision arenas. Concludes that the SEA secured inclusion of environmental knowledge in three out of four key decision arenas, which determined the direction and outcome of the process. Discusses whether environmental knowledge, in this decision making process, equals influence - particularly as there was no conflict between economic and environmental recommendations, and hence no visible proof of SEA's influence on the outcome of the decision.

GREENLAND/ DENMARK/ EUROPE/ STRATEGIC ENVIRONMENTAL ASSESSMENT/ ENVIRONMENTAL IMPACT ASSESSMENT/ ENVIRONMENTAL PROTECTION/ DECISION MAKING/ IMPACT/ INDUSTRY/ INDUSTRIAL PREMISES/ TOWN AND COUNTRY PLANNING/ NFB/ DL

Ref No: [A36242](#) (click to access full text on our site)*Yu, Kongjian; Wang, Sisi; Li, Dihua***The negative approach to urban growth planning of Beijing, China, IN Journal of Environmental Planning and Management, Vol 54 No 9 Nov 2011, pp1209-1236***Journal article.*

2011

Pages: 18

Proposes the use of a 'negative approach' to urban growth planning in China, and in particular Beijing, where conventional approaches to urban development planning have failed. Highlights the impact of the uncontrolled spread of the growing city of Beijing and the effect on the natural environment and cultural heritage. Focuses on some of the issues facing the city such as the water crisis, loss of habitat and biodiversity, loss of the cultural landscape, inaccessibility of landscape for recreational use, and loss of agricultural land fertility. Outlines the idea of a 'negative approach' towards urban development planning which gives priority to the planning of Ecological Infrastructure (EI). Explains that this approach evolved from the Feng-shui model, the notion of

greenways as urban recreational infrastructure, the idea of green belts as urban form makers, and the idea of ecological networks and EI as biological preservation frameworks. Notes that EI is composed of critical landscape elements and structures that are strategically identified, planned and developed to safeguard natural assets and ecosystems services, using less land but preserving the ecosystem more efficiently. Highlights the benefits of sustainable systems which use less land. Demonstrates the benefits of EI as a tool to guide and frame sustainable urban development, using Beijing as an example.

ECOLOGICAL INFRASTRUCTURE/ SUSTAINABLE DEVELOPMENT/ LAND USE/ LANDSCAPE/ TOWN AND COUNTRY PLANNING/ CHINA/ ASIA/ URBAN AREAS/ URBAN FRINGE/ URBAN SPRAWL/ INFRASTRUCTURE/ GREEN BELTS/ DEVELOPMENT PLANNING/ GROWTH/ ENVIRONMENTAL PROTECTION/ LAND/ DL/ NFB

Ref No: [A36241](#) (click to access full text on our site)

Gazzola, Paola

Can environmental appraisal be truly interdisciplinary?, IN Journal of Environmental Planning and Management, Vol 54 No 9 Nov 2011, pp1189-1208

Journal article.

2011

Pages: 20

Explores the extent to which environmental appraisal is interdisciplinary and how it is attempting integration by blending scientific knowledge, skills and processes. Explains that environmental appraisal is a multidisciplinary decision-making support tool which aims to promote sustainable development through environmental management and planning policies. Examines the disciplinary roots of environmental appraisal, focusing on multidisciplinary and interdisciplinary approaches. Looks at the interface between environmental appraisal and planning disciplines, and explores the conventions with which environmental appraisal is understood and practised in competent planning organisations (organisations responsible for subjecting public sector policies to environmental appraisal). Adopts a cultural filters approach to investigate the relationship between the two disciplines through the interactions between environmental and planning practitioners and processes, as mediated by: language and communication; the set-up of organisational structures and procedures; and their diverging views. Suggests that, to date, environmental appraisal is far from being truly interdisciplinary, and that in order to strengthen and improve practice, environmental appraisal needs to evolve into a more interdisciplinary tool, with greater cross-fertilisation between disciplines, and closer collaborations between practice traditions and communities of professionals.

UNITED KINGDOM/ TOWN AND COUNTRY PLANNING/ PLANNERS/ ENVIRONMENTAL IMPACT ASSESSMENT/ APPRAISAL/ ENVIRONMENTAL PROTECTION/ INTEGRATION/ ORGANISATIONS/ PUBLIC SECTOR/ PROFESSIONALISM/ PROCEDURES/ POLICY/ IB771/ DL

Ref No: [A36268](#) (click to access full text on our site)

Andersson, Ingela; Petersson, Mona; Jarsjo, Jerker

Impact of the European Water Framework Directive on local-level water management: case study Oxunda Catchment, Sweden, IN Land Use Policy, Vol 29 No 1 Jan 2012, pp73-82

Journal article.

2011

Pages: 10

Considers the local implementation of the European Union's Water Framework Directive (WFD), which provides a common framework for water policy that focuses on holistic and integrated water management. Determines how the implementation of the WFD has influenced local-level water management, including the interpretation of new environmental quality standards. Looks at experiences from local-level water management and land use planning at the municipal level in one sub catchment of the Northern Baltic Sea River Basin District in Sweden. Describes the structure of the WFD, the implementation of the WFD in Sweden and the relationship between the Swedish municipalities and the WFD. Discusses how the WFD implementation influences operational water handling at the local level.

EUROPE/ SWEDEN/ RIVERS/ WATER/ LAND USE/ TOWN AND COUNTRY PLANNING/ LAW/ POLICY/ IMPLEMENTATION/ LDB/ NFB/ WATER SUPPLY

Ref No: [A36267](#) (click to access full text on our site)*Jaeger, William K; Plantinga, Andrew J; Grout, Cyrus***How has Oregon's land use planning system affected property values?, IN Land Use Policy, Vol 29 No 1 Jan 2012, pp62-72***Journal article.*

2011

Pages: 11

Assesses how Oregon's land use planning system has affected property values. Examines a longitudinal series of undeveloped land value data, covering periods before and after the adoption of Oregon's revised planning system (including parcels of land receiving differential treatment with respect to development rights). Analyses data for three sites in Oregon, and contrasts this data with the results from two sites in Washington. Considers whether: lands subject to Oregon's land use regulations decline in value; the growth in value for lands with development restrictions differ significantly from that of lands without such restrictions; and the growth in land values in Oregon counties differ from that in similar Washington counties. Finds that land values have generally risen since the introduction of Oregon's land use planning system in 1973. Suggests that some landowners may experience negative restriction effects that outweigh the positive amenity effects or scarcity effects, while others may experience the opposite.

UNITED STATES/ OREGON/ WASHINGTON/ LAND USE/ TOWN AND COUNTRY PLANNING/ REGULATIONS/ PRICES/ LAND/ PROPERTY DEVELOPMENT/ RESTRICTIONS/ AMENITY/ LDB/ NFB

Ref No: [A36266](#) (click to access full text on our site)*Pinto-Correia, Teresa; Carvalho-Ribeiro, Sonia***The Index of Function Suitability (IFS): a new tool for assessing the capacity of landscapes to provide amenity functions, IN Land Use Policy, Vol 29 No 1 Jan 2012, pp23-34***Journal article.*

2011

Pages: 12

Describes the development of the Index of Function Suitability (IFS), an integrated conceptual tool for incorporating social demands into landscape management. Outlines the conceptual approach and methodology of the IFS. Tests the IFS calculation procedures for the Portuguese region of Alentejo. Examines the strengths and weaknesses of the IFS approach. Finds that the IFS assesses the capacity of landscapes to provide amenity functions, under different scenarios of change. Suggests that there is a need to integrate social values into modelling and planning.

EUROPE/ PORTUGAL/ SOCIAL IMPACT/ LANDSCAPE/ RURAL AREAS/ AMENITY/ LAND USE/ CHANGE/ TOWN AND COUNTRY PLANNING/ LDB/ NFB

Ref No: [A36195](#) (click to access full text on our site)*Ball, Tony***Traveller's tales (dispute over Travellers' site at Dale Farm), IN MJ, 6 Oct 2011, pp16-17***Journal article.*

2011

Pages: 2

Looks at the history of Europe's largest illegal traveller settlement at Dale Farm near Basildon. Argues that a planning dispute has been politicised into a battle over ethnicity, lifestyle choice and human rights.

UNITED KINGDOM/ ENGLAND/ EAST/ ESSEX/ BASILDON/ TRAVELLING PEOPLE/ HOUSING/ BUILDING/ TEMPORARY/ TOWN AND COUNTRY PLANNING/ LOCAL GOVERNMENT/ RIGHTS/ HUMAN RIGHTS/ NFB/ KM

Ref No: [A36310](#) (click to access full text on our site)*Collins, Francis Leo; Friesen, Wardlow***Making the most of diversity: the intercultural city project and a rescaled version of diversity in Auckland, New Zealand, IN *Urban Studies*, Vol 48 No 14 Nov 2011, pp3067-3085***Journal article.*

2011

Pages: 19

Analyses the Intercultural City Project (ICP), a multicity international planning model that focuses on the links between cultural diversity, innovation, and prosperous communities. Discusses the Auckland case study of the IPC, which addresses the issues surrounding diversity and urban planning in the city. Highlights the role of cultural diversity as a key aspect of successful urban outcomes and examines the recommendations made for improving interculturalism and biculturalism. Finds that the 'international' ICP approach to planning for diversity, focuses too much on contemporary global models of crafting a creative and competitive city and focuses too little on the impact of local diversity on planning in Auckland. Concludes that the model could exacerbate rather than reduce the 'distance' between urban inhabitants.

BB/ NFB/ NEW ZEALAND/ AUCKLAND/ URBAN AREAS/ CASE STUDIES/ PLANNING/ COMMUNITIES/ MODELLING/ PROJECTS/ TOWN AND COUNTRY PLANNING/ CULTURE/ IMPACT

Ref No: [A36300](#) (click to access full text on our site)*Dawson, Kevin***Improving the connection (improving the Peterborough planning service), IN *Building Control*, Oct 2011, pp10-11***Journal article.*

2011

Pages: 2

Discusses the transformation of Peterborough City Council planning department from a poorly performing service to one which has won customer service, and design and construction awards. Explains that over the last two years, an action plan has been implemented, which involved a programme of performance management, a culture shift and investment in staff development. Describes the change process, including an initial 'grass-roots' assessment of stakeholders' views and an in-depth analysis of staff discontentment, in order to identify areas for improvement. Outlines the issues identified, including a lack of communication between various sections of the planning service and inconsistencies in service delivery. Looks at the changes introduced, including: moving to a contemporary open-plan office environment to encourage more cooperative working; a new electronic document management system; a quality manual to meet ISO 9001 standards; the alignment of the staff structure to meet customer demands and budget pressures; the back scanning of historic planning records; and the introduction of agile/remote working.

BB/ IB771/ UNITED KINGDOM/ ENGLAND/ EAST/ PETERBOROUGH/ CAMBRIDGESHIRE/ LOCAL GOVERNMENT/ TOWN AND COUNTRY PLANNING/ MANAGEMENT/ CHANGE/ PERFORMANCE MANAGEMENT/ SERVICES/ CUSTOMER CARE/ STAFF DEVELOPMENT/ ATTITUDES/ PERCEPTIONS

Ref No: [B22829](#) (full members click to request from library)*Bishop, Peter***The Bishop review: the future of design in the built environment***Design Council, 34 Bow Street, London WC2E 7DL**(Available on the internet at: <http://www.designcouncil.org.uk/Documents/Documents/OurWork/CABE/TheBishopReview.pdf>)*

2011

*Pages: 47**Price: na*

Explores the role of design in the built environment, six months after the merger of the Design Council with the Commission for Architecture and the Built Environment (CABE). Explains that the purpose of the review was to clarify and recommend a nationwide system of support to deliver design quality in the built environment that will: be supported by the built environment professions and industry; be recognisable and accessible to the public; support the national growth agenda; and enable sustainable development. Makes recommendations for the future of design in the UK's built environment, and the role of Design Council CabE, around the following four themes: creating a national design agenda; developing future practice; achieving good design through the planning system; and designing better neighbourhoods.

UNITED KINGDOM/ ARCHITECTURE/ DESIGN/ URBAN AREAS/ TOWN AND COUNTRY PLANNING/ BUILDING/ QUALITY/ STANDARDS/ AESTHETICS/ BUILDINGS/ HOUSING/ NEIGHBOURHOODS/ SUSTAINABLE DEVELOPMENT/ PERFORMANCE MANAGEMENT/ IB772/ HT

Ref No: [A36389](#) (click to access full text on our site)

Ellis, Hugh

A road to nowhere? (draft National Planning Policy Framework), IN Town and Country Planning, Vol 80 No 10 Oct 2011, pp422-426

Journal article.

2011

Pages: 5

Explores issues raised by the draft National Planning Policy Framework (NPPF) (PLANEX Ref. B21750). Argues that the draft NPPF removes too much key strategic guidance to local planning authorities and fails to present a vision for the future of England. Considers problems with the presumption in favour of sustainable development, highlighting issues with past presumptive policy. Looks at strategic cooperation and critiques the draft NPPF's core planning principles. Observes that the document makes no reference to new settlements. Contends that there is a lack of guidance on data handling in relation to climate change and housing. Highlights the removal of targets on brownfield allocations and social housing, and considers potential problems with over-emphasis on the viability of schemes. Discusses legal questions presented by the draft NPPF. Looks at transitional arrangements. Considers how to address problems with the draft NPPF.

TOWN AND COUNTRY PLANNING/ POLICY/ SUSTAINABLE DEVELOPMENT/ NEW SETTLEMENTS/ CLIMATE CHANGE/ HOUSING/ SOCIAL HOUSING/ AFFORDABLE HOUSING/ LAW/ TARGETS/ ENGLAND/ UNITED KINGDOM/ IB772/ LD

Ref No: [B22666](#) (full members click to request from library)

Department for Communities and Local Government

Community Infrastructure Levy: detailed proposals and draft regulations for reform - consultation

CLG, Eland House, Bressenden Place, London SW1E 5DU

(Available on the internet at: <http://www.communities.gov.uk/documents/planningandbuilding/pdf/1997385.pdf>)

2011

Pages: 33

Price: na

ISBN No: 9781409831365

Explains that the Community Infrastructure Levy allows local authorities to choose to charge a levy on new development in their area in order to raise funds to meet the associated demands placed on the area and to enable growth. Seeks views on proposals to: implement neighbourhood funds; allow receipts to be used to provide affordable housing; provide transitional provisions to allow fair operation of the levy in Mayoral Development Corporation areas; require charging authorities to report more openly and regularly on receipts and understanding of the contribution that developers are making, and how those funds are used; and to add new Development Orders to the list of developments that may be liable to a charge. Includes consultation questions.

UNITED KINGDOM/ PROPOSALS/ TAXATION/ ENGLAND/ WALES/ INFRASTRUCTURE/ DEVELOPMENT/ PROCEDURES/ LAW/ REGULATIONS/ REFORMS/ LOCAL GOVERNMENT/ TOWN AND COUNTRY PLANNING/ NFB/ RB

Ref No: [A36240](#) (click to access full text on our site)

Edwards, Martin; Martin, John

Jot down a list of reasons for permission (duty to provide reasons for granting planning permission), IN Estates Gazette, No 1140 8 Oct 2011, p100

Journal article.

2011

Pages: 1

Notes that the legislative change to the duty to provide reasons for granting planning permission has proved particularly troublesome for planning authorities. Reports on a case highlighting problems with the adequacy of the reasons. Sets out the Court of Appeal's clarification on the change, noting that it may reduce the scope for legal challenge solely on the adequacy of reason for granting planning permission.

UNITED KINGDOM/ COURTS/ PLANNING APPEALS/ PLANNING PERMISSION/ ADVICE/ TOWN AND COUNTRY PLANNING/ PROCEDURES/ TELFORD/ LOCAL GOVERNMENT/ ENGLAND/ KIRKLEES/ FOREST OF DEAN/ EAST RIDING OF YORKSHIRE/ NFB/ RB

Ref No: [A36309](#) (click to access full text on our site)

Handy, Niall

Developments in European environmental law, IN Irish Planning and Environmental Law Journal, Vol 18 No 3 Autumn 2011, pp134-139

Journal article.

2011

Pages: 6

Reports on the final assessment of the 6th Community Environment Action Programme; an EU consultation on improving air quality; a new ban on the use of industrial creosote; and wider restrictions on the use of hazardous substances in electrical and electronic equipment.

EUROPEAN UNION/ COURTS/ LAW/ REGULATIONS/ PROPOSALS/ REFORMS/ PROGRAMMES/ POLICY/ AIR POLLUTION/ SHIPPING/ POLLUTION/ REDUCTION/ FUELS/ HAZARDOUS SUBSTANCES/ TOWN AND COUNTRY PLANNING/ ENVIRONMENTAL IMPACT ASSESSMENT/ ENVIRONMENT/ INFORMATION/ ENVIRONMENTAL PROTECTION/ NFB/ RB

Ref No: [B22641](#) (full members click to request from library)

Berwin Leighton Paisner LLP

Planning and localism: too much too soon?

Berwin Leighton Paisner LLP, Adelaide House, London Bridge, London EC4R 9HA

(Available on the internet at: http://www.blplaw.com/media/pdfs/BLP_Localism_Report_2_Oct_2011.pdf)

2011

Pages: 12

Price: na

Presents key findings from a survey of developers' opinions about the government's localism agenda. Looks at responses to proposals concerning: the abolition of regional strategies, the establishment of local development and neighbourhood plans, economic growth, and the powers of the Mayor of London. Indicates that developers are not yet convinced that localism, supported as it is by the presumption in favour of sustainable development, will deliver on the government's intentions. See the Localism Bill at PLANEX Ref. B18644.

UNITED KINGDOM/ DEVELOPERS/ ATTITUDES/ SURVEYS/ ANALYSIS/ TOWN AND COUNTRY PLANNING/ PROPOSALS/ REFORMS/ LAW/ REGULATIONS/ POLICY/ CENTRAL GOVERNMENT/ NFB/ RB

Ref No: [A36399](#) (click to access full text on our site)

Carmona, Matthew

Design and the NPPF, IN Town and Country Planning, Vol 80 No 10 Oct 2011, pp456-458

Journal article.

2011

Pages: 3

Explores the treatment of urban design within the draft National Planning Policy Framework (NPPF) (PLANEX Ref. B21750) through comparison with past design principles. Looks at design process principles which were set out in 'Circular 28/66: elevational control' from June 1966: control of design can help to eliminate bad design, but by itself will not deliver good design; skilled designers are required; design should be judged in relation to its context; a careful and skilled review process is required before judgements can be made about the merits or otherwise of good design proposals; and the pursuit of good design is important. Contends that the message that design is important permeates the draft NPPF, and that it returns to the first of the 1966 principles in its emphasis on the need for planning authorities to plan positively for the achievement of high-quality and inclusive design for all development. Observes that the draft NPPF requires planners to develop robust and comprehensive policies that detail the quality of development that will be expected for an area. Comments that the document asserts that decision-making should be based on an assessment of context, and that communities should be involved in the production of plans and decision-making. Highlights the document's emphasis on the need for systematic review.

TOWN AND COUNTRY PLANNING/ DESIGN/ POLICY/ HISTORY/ QUALITY/ SKILLS/ ARCHITECTURE/ ENGLAND/ UNITED KINGDOM/ NFB/ LD

Ref No: [A36398](#) (click to access full text on our site)*Pritchard, Bob***Fringe benefits (legitimate benefits of planning agreements), IN Town and Country Planning, Vol 80 No 10 Oct 2011, pp454-455***Journal article.*

2011

Pages: 2

Debates where the line should be drawn between what constitute legitimate planning benefits and the unacceptable purchase and selling of planning permissions, discussing the Court of Appeal's judgement in Derwent Holdings Ltd. Reports that the judge stated that there was nothing objectionable in principle in a council and a developer entering into an agreement to secure objectives which are regarded as desirable for an area, regardless of whether they are necessary to reinforce the planning case for a particular development. Discusses the issue of the legality of enabling developments. Observes that the case confirms that planning agreements can encompass measures which exceed those which are strictly necessary to make the development acceptable. Suggests that authorities will need to be clear when making planning decisions which objectives are in fact essential and which go beyond that requirement.

TOWN AND COUNTRY PLANNING/ PLANNING OBLIGATIONS/ REGENERATION/ DEVELOPMENT/ DEVELOPERS/
ENGLAND/ UNITED KINGDOM/ NFB/ LD

Ref No: [A36397](#) (click to access full text on our site)*Tew, Tom***Working with biodiversity offsets, IN Town and Country Planning, Vol 80 No 10 Oct 2011, pp449-451***Journal article.*

2011

Pages: 3

Explores the benefits of biodiversity offsetting and considers how it might operate in practice. Observes that England's biodiversity continues to decline, despite growing levels of environmental regulation. Explains that biodiversity offsets are conservation activities which aim to generate biodiversity benefits in compensation for losses, in a measurable way. Suggests that good offset systems save developers time and money, provide local planning authorities with a simpler system than long-term section 106 agreements and make the ownership and registration of wildlife sites economically viable. Argues that an independent brokering system is vital, and explains how this could operate.

TOWN AND COUNTRY PLANNING/ BIODIVERSITY/ ENVIRONMENTAL PROTECTION/ DEVELOPMENT/ DEVELOPERS/
LOCAL GOVERNMENT/ PLANNING OBLIGATIONS/ WILDLIFE CONSERVATION/ ENGLAND/ UNITED KINGDOM/ NFB/ LD

Ref No: [A36396](#) (click to access full text on our site)*Brownhill, Sue; Kochan, Ben***Docklands redevelopment: looking back, looking forward, IN Town and Country Planning, Vol 80 No 10 Oct 2011, pp445-448***Journal article.*

2011

Pages: 4

Reviews regeneration activity in London's docklands from the past 30 years. Highlights different political perspectives on the regeneration of London's docklands. Debates how to measure the success of regeneration projects, highlighting the drive to build and a lack of emphasis on social and cultural provision. Discusses efforts to target jobs at local people. Looks at views that central and local government did not adequately address the challenges posed by the transition from an economy offering employment for semi-skilled workers to one dominated by financial services. Examines perspectives on the shortcomings of regeneration agencies in securing local benefit and trust. Explores the emotional aspects of regeneration. Looks at agencies and strategies to which London docklands has been subject. Discusses changes in community action which have taken place over time. Considers the potential to accommodate more community-based projects delivered by social enterprises. Explores possible future developments in docklands regeneration.

REGENERATION/ URBAN AREAS/ DEVELOPMENT/ TOWN AND COUNTRY PLANNING/ POLITICS/ EMPLOYMENT/ ECONOMY/ POLICY/ COMMUNITIES/ SOCIAL ENTERPRISE/ LONDON/ ENGLAND/ UNITED KINGDOM/ NFB/ LD

Ref No: [A36395](#) (click to access full text on our site)

Vine, Jim; Strutt, Jennifer

More homes and better places, IN Town and Country Planning, Vol 80 No 10 Oct 2011, pp442-444

Journal article.

2011

Pages: 3

Considers the challenges of building more homes and creating better places. Discusses the impact of housing undersupply on individual households, the economy and society as a whole. Examines causes of housing undersupply, highlighting difficulty in obtaining planning permission for development and local opposition to new development. Discusses strategic objectives set out in 'More homes and better places' (PLANEX Ref. B22226) for increasing housing supply. Considers the role of local authorities in building new places which was outlined in the report. Looks at how to improve the delivery of land.

TOWN AND COUNTRY PLANNING/ HOUSING/ SUPPLY/ ECONOMY/ ADVICE/ LOCAL GOVERNMENT/ ENGLAND/ UNITED KINGDOM/ NFB/ LD

Ref No: [A36394](#) (click to access full text on our site)

Zetter, John

A presumption in favour of change (planning reform), IN Town and Country Planning, Vol 80 No 10 Oct 2011, pp438-441

Journal article.

2011

Pages: 4

Considers the need for a new approach to planning, discussing the Localism Bill (PLANEX Ref. B18644) and the draft National Planning Policy Framework (NPPF) (PLANEX Ref. B21750). Argues that one of the main purposes of planning is to make housing more affordable for more people, and that increasing housing provision is the principal test for any reform of the English planning system. Considers problems with past approaches to increasing housing numbers. Discusses positive aspects of the Localism Bill and the draft National Planning Policy Framework. Looks at evidence from Western Europe on the benefits of local-level planning, suggesting that it helps housing supply to be well-balanced with demand. Considers issues with the definition of sustainable development. Emphasises the need to increase the pace of development, and argues that the Localism Bill and the NPPF should be seen as a transition towards a more balanced planning system which can gain widespread public approval.

TOWN AND COUNTRY PLANNING/ HOUSING/ AFFORDABLE HOUSING/ REFORMS/ PROPOSALS/ POLICY/ SUPPLY/ SUSTAINABLE DEVELOPMENT/ CENTRAL GOVERNMENT/ ENGLAND/ UNITED KINGDOM/ NDB/ LD

Ref No: [A36392](#) (click to access full text on our site)

Swain, Corinne

Addressing the missing spatial dimension in the NPPF, IN Town and Country Planning, Vol 80 No 10 Oct 2011, pp432-434

Journal article.

2011

Pages: 3

Considers the need for stronger locational guidance in the draft National Planning Policy Framework (NPPF) (PLANEX Ref. B21750). Contends that a national planning framework which lacks locational guidance and the loss of regional spatial strategies (RSSs) threaten strategic planning. Observes that many commentators have argued for the inclusion of a national spatial vision within the NPPF. Makes the case for a companion guide to the NPPF which makes spatial connections between different government policy areas. Looks at how locational elements in the draft NPPF could be enhanced.

TOWN AND COUNTRY PLANNING/ POLICY/ PROPOSALS/ ADVICE/ ENGLAND/ UNITED KINGDOM/ NFB/ LD

Ref No: [A36391](#) (click to access full text on our site)*Levett, Roger***The golden thread has feet of clay (draft National Planning Policy Framework), IN Town and Country Planning, Vol 80 No 10 Oct 2011, pp428-431***Journal article.*

2011

Pages: 4

Explores the presumption in favour of sustainable development set out in the draft National Planning Policy Framework (NPPF) (PLANEX Ref. B21750) . Looks at issues with how the draft NPPF defines sustainable development and argues that economic growth is a partial and unreliable measure of material prosperity. Comments that the document removes current requirements and guidance on the prioritisation of the development of previously developed land, maximum car parking spaces and noise exposure categories, and suggests that it weakens and provides less detail than the existing planning policy guidance (PPG) and planning policy statements (PPS) on green infrastructure and regional-scale infrastructure. Expresses concern about the document's insistence that economic growth should take precedence over other goals. Argues that sustainable development as it is defined in the draft NPPF does not constitute sustainable development. Discusses definitions and meanings of sustainable development.

TOWN AND COUNTRY PLANNING/ POLICY/ SUSTAINABLE DEVELOPMENT/ ADVICE/ PROPOSALS/ INFRASTRUCTURE/ CENTRAL GOVERNMENT/ GROWTH/ ENGLAND/ UNITED KINGDOM/ NFB/ LD

Ref No: [A36314](#) (click to access full text on our site)*Anon.***Shedload of bother (Carbuncle Awards shortlist), IN Urban Realm, Autumn 2011, pp13-17,20-23***Journal article.*

2011

Pages: 9

Sets out the nominees for the Urban Realm 2011 'Carbuncle Awards' in Scotland. Outlines the three towns nominated in the 'worst town' category: Linwood, Fort William and Nairn. Puts forward the views of those who nominated the towns, which cover issues including: lack of local authority responsibility; town centre degradation; health and safety issues; lack of public amenities; bad road and transport planning; vacant buildings and abandonment; obstruction of natural features such as rivers; inappropriate housing development; and poor tourism strategies. Discusses the three buildings nominated in the 'worst new building' category: Fraserburgh Pool; Timmer Market Clinic (a drug rehabilitation clinic in Aberdeen); and the Invergordon Fabrication Shed. Gives an overview of the developments nominated in the 'worst planning decision' category: Fife Leisure Park in Dunfermline; the Menie Estate; and Triple Kirks in Aberdeen.

LINWOOD/ RENFREWSHIRE/ FORT WILLIAM/ HIGHLAND/ NAIRN/ MORAY/ FRASERBURGH/ ABERDEENSHIRE/ ABERDEEN/ INVERGORDON/ DUNFERMLINE/ FIFE/ SCOTLAND/ TOWN AND COUNTRY PLANNING/ URBAN AREAS/ RURAL AREAS/ BUILDINGS/ DESIGN/ ARCHITECTURE/ TOWN CENTRES/ LOCAL SHOPS/ SHOPPING DEVELOPMENTS/ RETAIL PLANNING/ TRANSPORT PLANNING/ ROADS/ WATERFRONTS/ REGENERATION/ TOURISM/ INDUSTRIAL PREMISES/ SPORT/ HEALTH SERVICES/ REDEVELOPMENT/ IB772/ HT

Ref No: [A36388](#) (click to access full text on our site)*Guy, Cliff***Downsize matters (shopping centre redevelopment), IN Town and Country Planning, Vol 80 No 10 Oct 2011, pp415-416***Journal article.*

2011

Pages: 2

Discusses the redevelopment of Taff Vale precinct in Pontypridd town centre. Comments on the current lack of shopping centre development activity in the UK. Looks at different schemes that were proposed for Taff Vale precinct from 1988 onwards. Reports that work is about to commence to replace the precinct with a 'Riverside Centre' of 70,000 square feet, with car parking underneath the shops. Notes that value retailers Wilkinson and Poundland will be the main occupiers, and suggests that they are well-suited to the catchment population. Looks at factors which led to a delay of over 20 years in redeveloping Taff Vale precinct. Highlights the following lessons from the precinct redevelopment: planners should actively promote the provision of modern grocery

Please use the Ref No. at the top of each abstract to order the items which look useful.

shopping in every town, rather than hoping that a town centre site will become available, and that it is necessary to be realistic about what can be achieved in medium-sized town centres.

REDEVELOPMENT/ RETAILING/ RETAIL DEVELOPMENTS/ CAR PARKS/ URBAN AREAS/ TOWN AND COUNTRY PLANNING/ RHONDDA CYNON TAFF/ WALES/ UNITED KINGDOM/ NFB/ LD

Ref No: B22735 (full members click to request from library)

Department for Communities and Local Government

Neighbourhood planning regulations: consultation

Department for Communities and Local Government (DCLG), Eland House, Bressenden Place, London SW1E 5DU

(Available on the internet at: <http://www.communities.gov.uk/publications/planningandbuilding/planningregulationsconsultation>)

2011

Pages: 35

Price: F

ISBN No: 9781409831327

Seeks views on: the government's proposed new regulations governing the process for establishing neighbourhood areas and forums; the requirements of community right to build organisations; and the preparation of community right to build orders, neighbourhood plans and neighbourhood development orders. Considers whether the proposed approach to neighbourhood planning strikes the right balance between standardising the approach to neighbourhood planning across the country and providing for sufficient local flexibility to reflect local circumstances.

UNITED KINGDOM/ ENGLAND/ PROPOSALS/ REFORMS/ REGULATIONS/ TOWN AND COUNTRY PLANNING/ BUILDING/ LAND/ NEIGHBOURHOODS/ COMMUNITIES/ DEVELOPMENT/ NEIGHBOURHOOD MANAGEMENT/ BUILDING REGULATIONS/ BUILDING CONTROL/ PLANNING APPLICATIONS/ LOCAL GOVERNMENT/ NFB/ KM

Ref No: B22729 (full members click to request from library)

European Commission

Regional policy contributing to sustainable growth in Europe

European Commission, Directorate General for Regional Policy, Avenue de Tervuren 41, 1040 Brussels, Belgium

(Available on the internet at: http://ec.europa.eu/regional_policy/information/pdf/brochures/rfec/2011_sustainable_growth_en.pdf)

2011

Pages: 28

Price: na

ISBN No: 9789279203336

Discusses the importance of investing in sustainable growth in Europe. Considers our ability to preserve nature and its resources, to save energy and increase take-up of renewable energy sources. Looks at how these abilities will impact on growth opportunities, the creation of new jobs and the well-being of EU citizens. Argues that to speed up the transition towards sustainable growth, regions and cities should invest more in areas such as energy efficiency of buildings, new sources of renewable energy, and clean urban transport. Advises that principles of sustainable development should be mainstreamed into all projects.

EUROPE/ EUROPEAN UNION/ SUSTAINABLE DEVELOPMENT/ SUSTAINABILITY/ ENVIRONMENTAL PROTECTION/ ENERGY CONSERVATION/ ENERGY/ MICROGENERATION/ EFFICIENCY/ RENEWABLE ENERGY/ GROWTH/ EMPLOYMENT/ QUALITY OF LIFE/ REGIONS/ REGIONAL PLANNING/ REGIONAL POLICY/ URBAN AREAS/ TOWN AND COUNTRY PLANNING/ BUILDINGS/ TRANSPORT/ POLICY/ POLICY PLANNING/ NFB/ KM

Ref No: A36387 (click to access full text on our site)

Olcayto, Rory

Masterplanning, IN Architects' Journal, Vol 234 No 11 13 Oct 2011, pp35-39

Journal article.

2011

Pages: 5

Reports on the success of BDP's masterplan for York's Heslington East campus, where easy movement around the lakeside and making the most of the surrounding parkland were central to the vision. Focuses on the five-step masterplan which involved: determining an ethereal brief as the spiritual springboard; shaping the plan around the climatic context to form a positive microclimate for the future; designing with human scale and identity in mind; creating a place with people at the heart of the idea, giving them an environment they enjoy; and forming a sequence of settings that can be experienced discretely or serially allowing for organic growth.

UNITED KINGDOM/ YORK/ ENGLAND/ DESIGN/ TOWN AND COUNTRY PLANNING/ ARCHITECTURE/ UNIVERSITIES/ NFB/ RB

Ref No: [B22771](#) (full members click to request from library)*Department for Communities and Local Government***An introduction to neighbourhood planning***Department for Communities and Local Government, Eland House, Bressenden Place, London SW1E 5DU**(Available on the internet at: <http://www.communities.gov.uk/documents/planningandbuilding/pdf/1985896.pdf>)*

2011

Pages: 5

Price: na

ISBN No: 9781409831303

Explains that neighbourhood planning is a new way for communities to decide the future of the places where they live and work, and will be introduced through the Localism Bill. Sets out why the issue is an important one, and outlines its five key stages: defining the neighbourhood, preparing the plan, independent examination, a community referendum, and legal force. Summarises the various sources of advice and support for communities who are interested in doing neighbourhood planning.

UNITED KINGDOM/ COMMUNITIES/ TOWN AND COUNTRY PLANNING/ PROPOSALS/ REFORMS/ CENTRAL GOVERNMENT/ POLICY/ NEIGHBOURHOODS/ PROCEDURES/ ADVICE/ NFB/ RB

Ref No: [B22772](#) (full members click to request from library)*Mayor of London***Safeguarded wharves review 2011/2012: consultation draft***Mayor of London, City Hall, The Queen's Walk, London SE1 2AA**(Available on the internet at: <http://www.london.gov.uk/sites/default/files/safeguarded-wharves-review.pdf>)*

2011

Pages: 97

Price: na

Explains that the demand for water-borne freight and the need to facilitate this through the safeguarding of wharves is driven by policies at the national and London wide level. Considers water freight demand forecasts for the River Thames, water freight trade on London's canals, and broad wharf capacity estimates. Reports on the spatial distribution of demand and capacity and provides site assessments of safeguarded wharves. Outlines next steps.

UNITED KINGDOM/ PROPOSALS/ POLICY/ TOWN AND COUNTRY PLANNING/ RIVERS/ CANALS/ LONDON/ LOCAL GOVERNMENT/ DEMAND/ SUPPLY/ FREIGHT TRANSPORT/ ESTIMATES/ SUSTAINABLE DEVELOPMENT/ ECONOMIC DEVELOPMENT/ NFB/ RB

Ref No: [A36349](#) (click to access full text on our site)*Alexander, David***The UK Marine Policy Statement, IN Briefing for Planners and Surveyors, No 39 17 Oct 2011, pp4-6***Journal article.*

2011

Pages: 3

Examines the framework for the preparation of Marine Plans and decision-making affecting the marine environment. Describes the provisions of the EU's marine strategy, noting that all marine states of the EU must implement it through national strategies. Suggests that one of the ways of achieving the strategy's aims is through the establishment of marine protected areas (MPAs). Sets out how the UK is working towards achieving these aims. Outlines the provisions of the Marine Policy Statement (MPS) and its objectives for marine planning.

UNITED KINGDOM/ EUROPEAN UNION/ TOWN AND COUNTRY PLANNING/ STRATEGIC PLANNING/ COASTAL AREAS/ COASTAL WATERS/ MARINE CONSERVATION/ SUSTAINABILITY/ SUSTAINABLE DEVELOPMENT/ LAW/ POLICY/ IB772/ HC

Ref No: [B22897](#) (full members click to request from library)*Barclay, Christopher***National Planning Policy Framework (Standard Note SN/SC/6066)***House of Commons Library**(Available on the internet at: <http://www.parliament.uk/briefing-papers/SN06066.pdf>)*

2011

Pages: 13

Price: na

Examines the government's draft National Planning Policy Framework (NPPF) (PLANEX Ref.

B21750). Discusses the NPPF's presumption in favour of sustainable development. Presents objections to the NPPF made by the National Trust and other organisations. Considers the implications of the NPPF for weakening the protection of town centres. Summarises other criticisms of the draft NPPF from organisations. Discusses whether the government is working on an updated version of the NPPF. Sets out the government's reasons why the term 'brownfield land' does not appear in the NPPF.

UNITED KINGDOM/ ENGLAND/ SUSTAINABLE DEVELOPMENT/ TOWN AND COUNTRY PLANNING/ POLICY/ CENTRAL GOVERNMENT/ TOWN CENTRES/ BROWNFIELD LAND/ LAND USE/ LDB/ NFB

Ref No: [A36360](#) (click to access full text on our site)

Lennertz, Bill

High-touch / high-tech charrettes (public workshops), IN Planning (American Planning Association), Vol 77 No 8 Oct 2011, pp26-30

Journal article.

2011

Pages: 5

Examines how social media and web-based tools are increasing the capacity for public involvement in planning. Suggests that technology must be used within a public involvement strategy for engaging all community viewpoints. Gives examples of development projects which have used social media and web-based tools within their planning process. Looks at the use of: keypad polling to chart community preferences for three alternative plans in Denver; a virtual town hall, as part of El Paso's comprehensive planning process; an interactive website, and social and traditional media, in order to explore ways to turn a road thoroughfare into a pedestrian-friendly, mixed use corridor; a monitored online public comment process about projects in Ashland, Oregon; online 'walkshops', which allowed participants to share photos of their built environment; touchscreens, to learn about and vote on new land-use and transportation schemes in Cape Cod. Concludes that high-tech tools can be used to support face-to-face public planning meetings.

UNITED STATES/ PUBLIC PARTICIPATION/ TOWN AND COUNTRY PLANNING/ PROPERTY DEVELOPMENTS/ COMMUNITIES/ NEIGHBOURHOODS/ TECHNOLOGY/ INTERNET/ MEDIA/ LDB/ NFB/ REGENERATION/ INFORMATION AND COMMUNICATION TECHNOLOGY

Ref No: [A36379](#) (click to access full text on our site)

Bar-Hillel, Mira

Earls Court controversy, IN Property Week, 14 Oct 2011, pp74-75

Journal article.

2011

Pages: 2

Reports on problems faced by the property developer, Capital and Counties, in gaining planning permission for a 77 acre Earls Court development. Looks at protests by locals against the scheme, which would involve the demolition of council housing. Considers the developers' rebuttals of arguments that the development would be too high density and would involve building high-rise developments. Describes the four 'villages' which would make up the Earls Court scheme.

UNITED KINGDOM/ ENGLAND/ LONDON/ PLANNING PERMISSION/ TOWN AND COUNTRY PLANNING/ URBAN AREAS/ PROPERTY DEVELOPMENT/ HOUSING/ DEVELOPERS/ LDB/ NFB

Ref No: [A36358](#) (click to access full text on our site)

Ricketts, Simon

Do proper revision for success, IN Estates Gazette, No 1141 15 Oct 2011, pp112-113

Journal article.

2011

Pages: 2

Discusses planning permission and whether previously permitted schemes can be amended in order to meet current commercial requirements, without going through the planning, compulsory purchase and highways orders again. Outlines the reasons why this is difficult to achieve including; that true outline planning permission no longer exists; the three-year deadline for implementing full planning permission; and changed commercial requirements, particularly in

terms of reducing the scale of retail schemes. Explores the situations where existing planning permissions can be amended, including the extensions to time limits for implementing existing permission; non-material amendments; and minor material amendments. Describes the issues involved in requests to amend section 106 agreements, and the likelihood of halting compulsory purchase orders (CPO's) and highway orders.

BB/ NFB/ UNITED KINGDOM/ PLANNING PERMISSION/ TOWN AND COUNTRY PLANNING/ PROPERTY DEVELOPMENT/ ECONOMIC IMPACT/ ECONOMY/ RECESSION/ CHANGE

Ref No: [A36357](#) (click to access full text on our site)

Joyce, Jacqui; Rowling, Jon

Dilapidations: practice and law, essential reading, IN Estates Gazette, No 1141 15 Oct 2011, pp108-110

Journal article.

2011

Pages: 3

Discusses the Dilapidations Protocol, which aims to help parties focus on the settlement of disputes; prevent landlords exaggerating claims and disputes avoidance. Briefly reviews the history of the protocol, with the first edition introduced in 2002, the second in 2006 and the third in 2008. Explains that the Civil Procedure Rules Committee has agreed that it should be adopted as a formal pre-action protocol in England and Wales and outlines the changes that the Civil Justice Council (CJC) and the Rule Committee made to make it compliant with their general criteria. Indicates that the wording of the landlord's endorsement has been altered to reflect recent case law that an endorsement by the tenant's surveyor has been introduced, and the wording of the requirements in respect of diminution valuations has been summarised. Notes that the protocol will be adopted on 1 January 2012 and considers the implications of non-compliance.

BB/ NFB/ UNITED KINGDOM/ TOWN AND COUNTRY PLANNING/ DILAPIDATIONS/ PROCEDURES/ DECISION MAKING/ LAW/ LANDLORDS/ TENANTS/ SURVEYING/ ENGLAND/ WALES

Ref No: [A36438](#) (click to access full text on our site)

Gower, Patrick

Why planning reform stacks up, IN Property Week, 21 Oct 2011, pp32-35

Journal article.

2011

Pages: 4

Discusses the controversy surrounding the coalition government's proposed planning reforms following the leaked version of the National Planning Policy Framework (NPPF) in May 2011. Reports that the focus among the conservation lobby has been on the presumption in favour of sustainable development. Outlines the case for the reforms following the abolition of regional spatial strategies. Highlights the concerns of Shelter that environmental concern is being used by some as a smoke screen for protecting housing wealth, at the expense of younger generations. Presents a range of views on the proposed reforms from a series of interested parties, including a solicitor, the chief executive of Shelter, and a director of an architecture firm.

UNITED KINGDOM/ ENGLAND/ TOWN AND COUNTRY PLANNING/ PLANNING PERMISSION/ REFORMS/ PROPOSALS/ POLICY/ SUSTAINABLE DEVELOPMENT/ HOUSING/ HOUSEBUILDING/ ENVIRONMENTAL PROTECTION/ NFB/ DG

Ref No: [A36446](#) (click to access full text on our site)

Marrs, Colin

Evolution not revolution (Welsh planning system), IN Planning, No 1920 21 Oct 2011, pp21-22

Journal article.

2011

Pages: 2

Discusses the Welsh planning system, and highlights progress that has been made towards the shift from unitary development plans (UDPs) to local development plans (LDPs). Reports that five planning authorities out of the 25 in Wales have already adopted LDPs, but that the Welsh Government does not expect complete LDP coverage until the end of 2014. Notes that most councils have encountered obstacles that have hindered the transition to LDPs. Discusses some

Please use the Ref No. at the top of each abstract to order the items which look useful.

of the factors that have contributed to delays, such as difficulties consulting with the public, court challenges and the local elections in Wales in 2008. Highlights the progress made by Cardiff Council and their experience of the transition to LDPs. Notes that the Welsh Government has announced that it will bring forward a new planning bill within the current term, although this is unlikely to fundamentally change the LDP system. Suggests that a review of the LDP system that is currently underway may lead to some modest revisions of the guidance.

UNITED KINGDOM/ WALES/ TOWN AND COUNTRY PLANNING/ LOCAL PLANS/ LOCAL GOVERNMENT/ POLICY/ NFB/ DG

Ref No: [A36444](#) (click to access full text on our site)

Townsend, Sarah

Talks over speedier local plan process, IN Planning, No 1920 21 Oct 2011, pp6-7

Journal article.

2011

Pages: 2

Reports that the government is in talks with the Planning Inspectorate over ways to speed up the process of examining local plans to ensure that they comply with the new National Planning Policy Framework (NPPF) (PLANEX Ref. B21750). Outlines the planning reforms within the NPPF concerning local plans and the presumption in favour of sustainable development. Looks at councils' response to the NPPF consultation relating to the presumption in favour of sustainable development, local plans, brownfield first policy, town centre first policy and transitional arrangements.

UNITED KINGDOM/ TOWN AND COUNTRY PLANNING/ LOCAL GOVERNMENT/ LOCAL PLANS/ SUSTAINABLE DEVELOPMENT/ SUSTAINABILITY/ REFORMS/ PLANNING APPLICATIONS/ NFB/ DG

Intelligence

EMPLOYMENT AND SKILLS E-BULLETIN

Issue 32, June 2011

EMPLOYEE ENGAGEMENT AND BUSINESS INVESTMENT IN SKILLS

The Intelligence briefing contains a topical “spotlight” feature, where we focus on a key issue relating to the work of the UK Commission for Employment and Skills and its partner organisations. This month we look at **the relationship between employee engagement and business investment in skills**.

Introduction

A range of research has been conducted in recent years which supports the idea that employee engagement can lead to both improved organisational performance and increased employee well-being. This Spotlight article highlights some of the key findings of this research and explores the links between employee engagement and business investment in skills.

Nature of employee engagement

There is no single agreed definition of employee engagement. The MacLeod Review, an independent evaluation of employee engagement recognised this, describing employee engagement as:

a workplace approach designed to ensure that employees are committed to their organisation’s goals and values, motivated to contribute to organisational success, and are able at the same time to enhance their own sense of well-being. (MacLeod and Clarke, 2009, p.9).

The concept of employee engagement has different dimensions or aspects. The MacLeod Review (2009) identified three such aspects: attitude, behaviour and outcomes. The Chartered Institute of Personnel and Development (CIPD) identifies intellectual, emotional and behavioural dimensions of employee engagement:

An engaged employee is someone who thinks hard about their work, feels positive when they do a good job and discusses work-related matters and improvements with those around them. (Alfes et al., 2010, p. 5).

Attempts to define employee engagement in practice tend to focus on describing characteristics exhibited by engaged employees. Effective employee engagement is a multi-way process which involves the individual employee, the employees’

colleagues and the employing organisation. Factors such as perceptions of job characteristics, organisational support, quality of leadership, fairness, rewards and trust contribute to creating the bonds between employees and employers that create engagement (Balain and Sparrow, 2009).

The Employee Engagement Consortium, based in the Centre for Research in Employment, Skills and Society, has identified a range of practical processes for employee engagement through case study research (Alfes et al., 2010). For example, the use of innovation champions can help capture staff ideas and feed them to management. Requesting feedback from employees on draft business plans can help them feel that they have a stake in the future direction of the firm. Manual workers and remote workers can be less engaged than other employee groups within firms and addressing this through specific communication strategies can help. Linking personal objectives and career development plans to business objectives through an appraisal system is another example.

Why is employee engagement important?

Employee engagement matters because it is linked to both business performance and individual well-being. The review of the evidence during the MacLeod Review (2009) led it to conclude that employee engagement benefits the individual at work, the enterprise or service, and the country as a whole.

The Review identified a range of organisational benefits stemming from employee engagement, including:

- improved productivity of individual employees and better overall organisational performance;
- engaged employees are more innovative;
- engaged employees are significantly more loyal to their employer.

This can result in outcomes such as lower sick leave levels, higher productivity and turnover and ultimately higher profits and perceptions of service provision.

Individual benefits include better health and well-being, including improved ability to cope with work-related problems. MacLeod and Clarke (2009) argue that “individuals will maximise their psychological well-being when they are engaged in meaningful work that provides positive emotional experiences.”

How is engagement created?

The literature on employee engagement highlights the debate on how engagement is created. The two main perspectives are:

- ‘Bottom-up’ - levels of engagement are primarily a function of employees’ experiences in their jobs. Engagement is therefore largely a result of factors controlled by first-level supervisors.

- 'Top down' - engagement is created by the behaviour of an organisation and its top-level leaders. Engagement flows out of values and strategic leadership. (Balain and Sparrow, 2009)

There are certain practices that have been identified as helping engage employees:

- CIPD suggest that meaningful work is the most important driver of engagement (Alfes et al., 2010).
- Leadership and management can help mediate participation and commitment.
- Self-management, discretion and multi-skilling help employees utilise their skills (SQW, 2010).
- Consultation, communication and involvement all help engage employees.

The participation of employees in organisational decision-making or 'employee voice' is a strong driver of engagement, according to the CIPD (Alfes et al., 2010). This can be achieved directly through initiatives to involve employees, and indirectly through trade union representation. In reviewing evidence on the contribution of collective representation to engagement, the MacLeod Review (2009) noted that there are synergies between engagement approaches and partnership working between unions and employers, where trust, co-operation and information sharing are key. Successful employee engagement is likely to encompass the expression of both individual and collective concerns.

Tamkin et al. (2008) identified three key processes whose presence in a firm made it more likely that it would perform better on key indicators like profit and sales growth:

- the organisation evaluates staff development in a systematic way;
- the organisation focuses on the long term development of its managers;
- the organisation encourages and captures the suggestions of the workforce.

This highlights the importance of engagement for improving organisational performance.

How is engagement linked to skills and training?

Engagement, argue Balain and Sparrow (2009), should be seen as an outcome of employee attitudes and beliefs, and these in turn result in changes in behaviour. If firms wish to improve company performance then they need to consider what they expect an engaged workforce to do, rather than simply measuring employee attitudes. This requires firms to take a strategic approach to HR practice, internal communication, skills utilisation and work practices.

Many studies have shown a connection between workforce development and subsequent organisational performance. In the context of employee engagement, research suggests that employers are more likely to train employees they believe will be loyal to the organisation (O'Connell and Byrne, 2009).

Analysis of data from the 2006 Skills Survey, (covering 6,829 employees across the UK) by the Centre on Skills, Knowledge and Organisational Performance (SKOPE) found that one of the main factors of engagement - employee involvement - significantly increased the likelihood of a workplace providing high quality training. Importantly, employee involvement also increased the impact of that training, resulting in enhanced motivation and performance (Felstead et al., 2008).

An evaluation of workplace learning funded through the Union Learning Fund (ULF) highlights the benefits of formal learning agreements between employers and trade unions. The research, conducted by the Centre for Employment Relations Innovation and Change (Stuart et al., 2010), found that although union learning does not specifically aim to increase employee engagement, a significant minority of participating employers stated that union learning activity contributed towards increases in organisational performance (32%), improved service quality (34%), increased morale (42%), employee commitment (39%) and consultation (46%). (Stuart et al., 2010)

The workplace (and organisation of work) has been shown to be a crucial mediating factor in determining the quality of employment, independent of occupation and individual worker characteristics (Williams, 2009). In turn, it has been suggested that engagement, quality of work, effort and reward can mutually reinforce each other, bringing benefits to employees and organisations (Alfes et al., 2010).

Receiving training can be interpreted by the employee as a vote of confidence in their potential. As well as improving productivity through developing competence, training can therefore also lead to a 'feel-good' factor which results in increased motivation (Felstead et al., 2008). In contrast, under-utilising skills leads to employees disengaging from their work (MacLeod and Clarke, 2009).

Employee engagement and working practices

Other research has demonstrated that the investments that firms make in their workforce make a difference to business performance. Research into the links between the way employees are managed and organisational performance (surveying 2,905 organisations in the UK) found a significant positive relationship between the degree to which firms invest in their people and organisational performance measures (Tamkin et al. 2008).

The results suggested that if a business increases its investment in its workforce (skills, training and other people management practices) by around 10% then this would equate to improved performance of:

- an increase in profit margins per employee of between 1.19 and 3.66 per cent;
- a 0.09 per cent increase in sales growth per employee;
- a 3.1 per cent increase in the probability of achieving sales from new technology.

The results also showed that firms are likely to benefit from adopting a coherent range of HR practices and investments in their people, regardless of the firm size, sector or previous performance. Even where firms already invested in their workforce, there was no evidence of diminishing returns on this investment.

These findings are echoed in analysis on the impact of the [Investors in People Standard](#) on business performance, from Bourne *et al.* (2008). This analysis identified the positive role of employee engagement on the performance of firms, both non-financial and financial.

Employee engagement and high performance working

One approach to supporting skills utilisation in the workplace in a holistic way is high performance working (HPW). The UK Commission defines high performance working as “a general approach to managing organisations that aims to simulate more effective employee involvement and commitment in order to achieve high levels of performance” (Giles and Rudiger *et al.*, 2010, p.10).

HPW encompasses the organisation of work, human resource and general management practices and skills development and utilisation. Proponents argue that HPW helps engage employees through greater job satisfaction and higher wages (O’Connell and Byrne, 2009). International evidence suggests that adopting HPW practices can lead to ‘increased staff retention, employee engagement and long-term organisational performance improvements’ (Stone, forthcoming, 2011).

Case study research carried out on behalf of Skills Development Scotland (SDS) and Scottish Enterprise found a strong belief among companies that better skill utilisation improved staff motivation, and also helped the firm recruit and retain staff (SQW, 2010).

Research also suggests that ‘high-involvement’ work practices can help develop the beliefs and attitudes associated with employee engagement (Alfes *et al.*, 2010). These include participative, consultative working arrangements where employees are highly involved in deciding how their work is organised. Evidence submitted to the MacLeod Review by Professor John Purcell suggested that effective team working and high levels of worker autonomy cannot thrive where staff are not trusted or valued.

Analysis of employee responses to the 2004 Workplace Employment Relations Survey (Williams, 2009) found an association between high-involvement task practices and perceptions of employment quality. There is also evidence that training is more effective in HPW workplaces. Analysis of Skills Survey 2006 data by SKOPE found that “workplaces that allow employees greater leeway in the way they carry out their work are more able to use the training they receive to change and improve what they do” (Felstead *et al.*, 2008, p. 36).

It can be argued that HPW stimulates demand for training (by encouraging continuous learning) but it may also encourage employers to provide training (Felstead et al., 2008). This is partly because employers recognise that workers need to have the ability to take more responsibility. It may also be that HPW employers assume greater loyalty from their employees, and so are less concerned about highly-skilled employees leaving.

While research suggests that there is no single practice or approach that leads to effective employee engagement, it is important for firms to think about engagement as part of their business strategy. In particular, during a difficult economic climate firms may make decisions which impact negatively on their employees. The question of how attitudes and beliefs influence organisational performance, and therefore how to best manage employee engagement, becomes even more essential.

How does the UK perform on employee engagement?

Evidence is mixed about current levels of employee engagement in the UK. This is partly because of the different methods used to assess levels of engagement, reflecting differing understandings of the concept (Alfes et al., 2010). However, both the MacLeod Review (2009) and the CIPD research (Alfes et al., 2010) conclude that levels of engagement could be higher. The MacLeod Review also identified a failure to appreciate the impact of employee engagement on business performance.

The importance of sharing knowledge on how to generate employee engagement is reflected in the UK Government's recent backing of a new employer-led independent Employee Engagement Task Force, which launched at the end of March 2011. The Task Force is chaired by David MacLeod, who co-authored the 2009 MacLeod Review of employee engagement. It aims to work with academics, practitioners and think tanks to develop practical solutions, advice and support for all those interested in engaging employees, in both public sector and private sector organisations.

The Task Force is due to report in 2012 on their recommendations for the strategies that firms should adopt.

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Intelligence

EMPLOYMENT AND SKILLS E-BULLETIN

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A EUROPEAN PERSPECTIVE ON SUPPORTING YOUNG PEOPLE INTO EMPLOYMENT

The Intelligence briefing contains a topical “spotlight” feature, where we focus on a key issue relating to the work of the UK Commission for Employment and Skills and its partner organisations. This month we offer **a European perspective on the issue of supporting young people into employment.**

Introduction

Countries across Europe have experienced a significant increase in youth unemployment since the start of the recession in 2008. This article reviews the labour market situation faced by Europe’s young workforce (15-25 year olds who have left compulsory education) and describes a range of European Union (EU) and country-level initiatives which aim to help young people into employment.

Labour market challenges

The OECD (2010b) forecasts that youth unemployment rates will remain high throughout 2011. School-leavers will continue to compete with more jobseekers for fewer vacancies. Young people who have been in temporary employment will find it difficult to convert their labour market experience into permanent work. In addition, low-skilled youth, who have always faced multiple barriers in finding work, are now at high risk of long-term inactivity and exclusion. (Employment Committee, 2010)

Young people and the changing nature of the labour market in Europe

Prior to the recession, the labour market conditions for young people in many advanced economies had been improving. (OECD, 2010b) It was still the case however that young people across Europe were more likely to be unemployed than adult workers. There are a number of structural reasons for this, which include employers’ preference for more experienced workers and the high proportion of young people in certain industries that are particularly sensitive to recession.

Recent evidence has noted that the UK labour market is marked by the experience of under-employment among young people. In her *Review of Vocational Education* Alison Wolf cites a factor which might contribute to this trend: the practice of ‘credentialism’ in youth labour markets (Wolf, 2011). This is where employers use

certain qualifications, degrees in particular, as a filter when selecting potential candidates even when the job does not require this level of qualification. These practices may explain the fact that the proportion of degree-qualified 24 to 29 year olds who are working in jobs that do not require this qualification level is 26% compared to an OECD average of 23%. (OECD, 2010a).

The UK Commission for Employment and Skills has also suggested that flexibility in the labour market has resulted in under-employment, as employers have reduced existing staff hours and wages as a result of the recession. Not only are young people more likely to be under-employed themselves but employers have the flexibility to raise output significantly by increasing hours worked of existing staff rather than increasing staff numbers, heightening the risk of a so-called jobless recovery (UK Commission for Employment and Skills, 2011).

Policy measures

The EU and its Member States are taking a range of actions designed to improve the likelihood of young people getting a job and staying in work.

The EU has set a number of targets for 2020 that relate to youth employment. These are confirmed in the strategy *An Agenda for New Skills and Jobs* (European Commission, 2010c).

- An overall employment rate target of 75% of women and men aged 20-64.
- Reduce early school leaving to 10% or less.
- Increase completion of tertiary education (higher education) or equivalent to at least 40%.

The EU's Europe 2020 economic growth strategy also contains general goals to promote youth entry into the labour market through apprenticeships and other work experience.

Several initiatives have been started at EU level to help meet these targets. These include a focus on reducing early school leaving and tackling barriers to labour market entry.

Vocational education and training

A core strand of tackling youth unemployment involves engaging young people in vocational education and training (VET). Since 2002, the Copenhagen Process has aimed to improve the performance, quality and attractiveness of VET through enhanced cooperation at European level.

In December 2010 participants of the Copenhagen Process agreed on common objectives in vocational training for the period 2011-2020 as well as an initial action plan. The resultant Bruges Communiqué (European Commission, 2010d) included a commitment to:

- improve access to integrated information, advice and guidance services for young people and adults;
- increase work-based learning and apprenticeships;
- provide high quality initial VET for young people which is perceived to be of the same value as academic education and which equips learners with both key competences and specific vocational skills.

Supporting school-to-work transitions is also helped by adapting curricula to the learning paces of different types of learners, and increasing the opportunities for work experience and engagement with employers. Recognising non-formal and informal learning can also encourage young people back into the formal education and training system. (Cedefop, 2010)

Tackling other barriers to labour market entry

As well as promoting the need to increase the attainment and skills levels of young people, the EU has also launched some broader initiatives.

Youth on the Move (European Commission, 2010a) aims to increase the chances of young people finding a job by enhancing student and trainee mobility and improving the quality and attractiveness of education and training in Europe.

The EU has also advanced the important role of public employment services (in the UK, Jobcentre Plus) in helping young people get their first job. The Agenda for New Skills and Jobs strategy highlights the importance of appropriate careers guidance and work experience programmes for reaching vulnerable groups in the labour market, such as young people.

The EU has also encouraged member states to offer a 'Youth Guarantee' to all young people after they leave school – consisting of a job, further education or activation measures (support to improve their employability). (European Commission, 2010a)

National initiatives

In the UK, the Future Jobs Fund was one of a number of interventions introduced by the Labour Government as part of a Young Person's Guarantee, with the aim of ensuring that everyone between the ages of 18 and 24 who had been looking for work for a year would receive an offer of a job, work experience or training.

The Coalition Government has committed to continuing to deliver elements of the Young Persons' Guarantee until transition to the Work Programme in summer 2011. It will also use findings from the Future Jobs Fund evaluation to learn lessons about the impact of the programme on the young unemployed and how to work with this group in future. (Department for Work and Pensions, 2011). The Government also set out measures to support young people in the Budget 2011, presented on 23rd March 2011 (HM Treasury, 2011). The Budget details funding to be dedicated to the creation of an additional 80,000 work experience placements.

At the devolved level within the UK, there is a commitment to support young people into employment via apprenticeships. In addition, service academies are under development in England, which will offer sector-specific pre-employment training and work placements.

Member States are also using well-established EU schemes to support youth employment. For example, the European Social Fund is used by various countries to support youth training, improve access to education and help integrate young people. In the UK it has funded projects to improve the employability of young people as well as support those who are not in employment, education or training. (Employment Committee, 2010)

A review of the national measures to boost youth employment implemented in the OECD area since the start of the recession identified three main areas of policy:

- funds that promote new skills for new jobs – for example Austria's Youth Foundation, which offers young people who have lost their jobs tailored assistance and training;
- initiatives to reduce the cost of employing low-skilled youth – Belgium, Sweden and France have reduced the social security contributions paid by employers hiring low-skilled workers;
- initiatives to reduce the gap between regulations for temporary and permanent contracts (a situation known as labour market duality). This is less of an issue in lightly regulated labour markets such as the UK. (OCED, 2010b)

The role of employers

There is currently much policy discussion around the role of employers in creating opportunities for young people to move into jobs and progress in work. In a survey of its members, the Chartered Management Institute found that 91% of respondents agreed that they had a duty to develop the skills of young employees (Woodman and Hutchings, 2011).

The skills strategy for England, *Skills for Sustainable Growth*, sets out the ambition of using skills as a driver of economic growth. It highlights the UK Commission's 'Best Market Frameworks' model of driving up ambition and demand for skills in industry sectors (Department for Business, Innovation and Skills, 2010, p. 24). The model offers a range of potential tools that employers might deploy to this end, including minimum professional standards, voluntary levies, procurement, human capital reporting and occupational licensing.

In its recently published *Youth Inquiry*, the UK Commission (2011) sets out the potential benefits of the 'Best Market Frameworks' approach, if adopted by employers. The *Inquiry* identifies a key outcome of this model as the creation of more entry level jobs, made possible through the articulation of clear work-based training pathways and progression opportunities (UK Commission for Employment and Skills, 2011).

Need for action in the UK

An exploration of youth unemployment, the *Youth Inquiry* looks at how well UK Government initiatives aimed at young people are working and identifies effective strategies from the employer's perspective in recruiting young people (UK Commission for Employment and Skills, 2011).

The *Inquiry* makes a broad range of recommendations that identify the collective responsibility of UK Government and employers themselves in tackling youth unemployment. In particular, the report argues that there is scope for UK Government support to become more simplified, targeted and visible. It reflects on the role of the Young Person's Guarantee to collectively articulate an offer of support to businesses in recruitment. Initially this resulted in a complex offer of seven separate strands but this was later simplified to three.

The *Inquiry* recommends that the Department for Business, Innovation and Skills, the Department for Work and Pensions and the devolved administrations build upon this work by communicating a simple and concise offer of support to employers, encompassing apprenticeships, internships and work experience placements.

There is also an emphasis in the *Inquiry* on the need to raise awareness of support available for private sector employers. Rather than national campaigns, the report calls for a new approach to awareness raising, one which is targeted at specific industries and sectors. It also highlights the opportunities for UK Government to exploit technology and capitalise on existing links with businesses, well known brands and offers to disseminate its message.

The *Youth Inquiry* places importance on the role of the UK Government to support relevant programmes, especially those with small and medium-sized enterprises. Reflecting on the buying power of public sector procurement to effectively leverage employment and training opportunities, the report envisages how this power can be harnessed to promote apprenticeships, internships or work placements and thus effect real change for young people, as well as bringing about wider economic benefits

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