The Network Newsletter:
tackling social exclusion in libraries, museums, archives and galleries

Number 165, January 2015

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The Network's Website is at www.seapn.org.uk and includes information on courses, good practice, specific socially excluded groups, as well as the newsletter archive.

Contents List

Did you see …?

Museums Journal

The January 2015 issue[1] has a couple of useful short articles:

- Jocelyn Dodd "Seize the chance to boost health and wellbeing" ("Comment" column), which introduces the action research project (and report), *Mind, body, spirit …*[2] [p14]
- Skinder Hundal "The arts sector must learn to think 'diversity': "If we want success we need to instigate new action with courage and experimentation, where new thoughts and activities oscillate together, with intent." [p15]

Plus a longer one:

- Geraldine Kendall "Escape to the country"[3], which looks at some of the ways that rural museums are engaging with current social issues [pp20-25]

Tackling social and digital exclusion – Other Agencies

Austerity bites …

This 2014 title[4],[5] from Policy Press has received considerable media coverage[6].

The book:

> "… chronicles the true impact of austerity on people at the sharp end, based on her 'real-time' 12-month journey around the country just as the most radical reforms were being rolled out in 2012 and 2013."[7]

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[1] *Museums Journal*, Jan 2015. Further information at: http://www.museumsassociation.org/museums-journal.

[2] This report was assessed in *The Network Newsletter*, 164, Dec 2014, pp12-14, http://www.seapn.org.uk/uploads/files/Newsletter-NS-164.pdf.

[3] This article is available for MA members to download from: http://www.museumsassociation.org/museums-journal/features/02012015-escape-to-the-country.

[4] Mary O'Hara. *Austerity bites: a journey to the sharp end of cuts in the UK*. Policy Press, 2014. Published price: £15.99. Further info at: http://www.policypress.co.uk/display.asp?K=9781447315605.

[5] "Mary O'Hara is an award-winning social affairs journalist (Including Mind Journalist of the Year and Highly Commended European Diversity Journalist of the Year 2013). She writes about health, poverty and social justice for publications including *The Guardian* and *The Observer*." Taken from: http://www.policypress.co.uk/display.asp?K=9781447315605.

[6] For example, it was nominated by Owen Jones as his *Guardian* book of the year (see: http://www.theguardian.com/books/2014/nov/29/-sp-writers-pick-best-books-2014?CMP=share_btn_tw); and widely reviewed, eg by *THES* (see: http://www.timeshighereducation.co.uk/books/austerity-bites-a-journey-to-the-sharp-end-of-cuts-in-the-uk-by-mary-ohara/2014634.article).

It includes chapters on:

- "Money's too tight to mention" especially food poverty and hunger
- "The Big Squeeze", poverty, financial insecurity
- "Welcome to 'Wongaland'", personal debt and the rise of 'payday' lenders
- "Work Maketh the Person", which looks at the increasing demonisation of unemployed people (and establishing the "strivers versus skivers" myth)
- "All work and no pay", looking at work and wages
- "Bearing the Brunt", the effect that austerity is having on disabled people
- "A Life Lived in Fear is a life half lived", how austerity is pushing people to the edge.

The evidence that Mary O'Hara has gathered from her first-hand interviews and from other sources is powerful, and very well presented. As several reviewers and commentators have said, it should be required reading for every politician!

She has also pulled together a huge number of references and weblinks, so, for the foreseeable future, this will also be an invaluable source tool.

However, her conclusions seem disappointing. She rightly identifies resistance to austerity and particularly to funding cuts, for example from newly-formed national and local political and community groups, as well as longer-established organisations, and ends on a strong note, quoting two of the women she met in Croxteth:

> "Sharon: '… People feel they are on their own and they're not going to get listened to. They need to get together to make people listen to them.'" [p257])

However, I think this is undermined by two other concluding remarks:

> "If there was one overriding message from the journey I made around Austerity UK it was this: people were only prepared to take so much." [p257]

and, quoting journalist Kate Belgrave (and this quote has been picked up in a number of reviews of the book):

> "'There will still be a political vacuum until Ed Miliband wakes up from his coma.'" [p255]

Given the incredibly detailed and thorough gathering of evidence, more could have been made in the analysis. For example, are there alternatives to continuing austerity? If there are, how does that agenda get heard, given – as Mary O'Hara identifies – the united voices of many politicians and most political parties and the media? And people may only be "prepared to take so much", but

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[7] Taken from: http://www.policypress.co.uk/display.asp?K=9781447315605.

so what? She has identified that many people are now living in fear, and/or are too worn down to fight back.[8]

A major contribution that the cultural sector could make, it seems to me, would be to gather and present local evidence and start to encourage real debate. Leading into the Election, care would obviously have to be taken to ensure that this wasn't interpreted as being Party political, but this book – and its accompanying website[9] – could provide a good starting point.[10]

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Hard edges: mapping severe and multiple disadvantage – England

This new report[11] from the LankellyChase Foundation:

> "… sought to provide a statistical profile of a key manifestation of 'severe and multiple disadvantage' (SMD) in England. In this report, SMD is a shorthand term used to signify the problems faced by adults involved in the *homelessness*, *substance misuse* and *criminal justice systems* in England, with *poverty* an almost universal, and *mental ill-health* a common, complicating factor. The study also included an initial qualitative scoping phase.
>
> The main findings were as follows:
>
> - each year, over a quarter of a million people in England have contact with at least two out of three of the homelessness, substance misuse and/or criminal justice systems, and at least 58,000 people have contact with all three;
> - SMD, as defined in this report, is distinguishable from other forms of social disadvantage because of the degree of stigma and

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[8] By chance, the latest set of blogs and articles from New Start, "Twelve short essays of hope for 2015", http://newstartmag.co.uk/back-issues/twelve-short-essays-hope-2015/, has just arrived, and many of these would make a good starting point for 'what next?'. See, for example: Neil McInroy "Many have never had it so bad", http://newstartmag.co.uk/your-blogs/many-never-bad/; John Tizard "This New Year needs to be a turning point", http://newstartmag.co.uk/your-blogs/this-new-year-needs-to-be-a-turning-point/; John Houghton "The word that most symbolises 2014? Foodbank", http://newstartmag.co.uk/your-blogs/word-symbolises-2014-foodbank/; Julian Corner "Hope is contagious", http://newstartmag.co.uk/your-blogs/hope-contagious/.

[9] See: http://www.austeritybitesuk.com/.

[10] The new report from the Centre for Local Economic Strategies has a number of recommendations for dealing with the impact of austerity on local government; see: *Austerity uncovered*. CLES, 2014. Available to download as a pdf (1530 kb) from: http://www.tuc.org.uk/sites/default/files/TUC%20Final%20Report%20Dec%2714_1.pdf.

[11] Glen Bramley *et al. Hard edges: mapping severe and multiple disadvantage – England*. LankellyChase Foundation, 2015. Available to download as a pdf (5710 kb) from: http://www.lankellychase.org.uk/assets/0000/2858/Hard_Edges_Mapping_SMD_FINAL_VERSION_Web.pdf.

dislocation from societal norms that these intersecting experiences represent;
- people affected by this form of SMD are predominantly white men, aged 25–44, with long-term histories of economic and social marginalisation and, in most cases, childhood trauma of various kinds;
- in addition to general background poverty, it seems to be in the realms of (very difficult) family relationships and (very poor) educational experience that we can find the most important early roots of SMD;
- the 'average' local authority might expect to have about 1,470 SMD cases over the course of a year (as defined by involvement in two out of the three relevant service systems);
- in practice the distribution of SMD cases varies widely across the country, and is heavily concentrated in Northern cities and some seaside towns and central London boroughs. However, all local authorities contain some people facing SMD;
- the quality of life reported by people facing SMD is much worse than that reported by many other low income and vulnerable people, especially with regard to their mental health and sense of social isolation;
- SMD creates a significant cost for the rest of society, particularly with respect to disproportionate use of certain public services;
- there are also significant social costs associated with SMD, not least the potentially negative impacts on the children with whom many people facing SMD live, have contact, or are estranged from;
- there are some encouraging short-term improvements reported by services working with people who face SMD, but progress is weaker amongst those with the most complex problems." [p6]

This is an important investigation into an area which is frequently overlooked. As the report concludes:

> "Severe and multiple disadvantage seems to result from a combination of structural, systemic, family and personal factors." [p44]

It points the way for further work to look at this, and also to investigate the impact on other groups (such as women, young people, older people, and ethnic minorities).[12]

Health & Wellbeing issues – Government, Government Agencies and Local Government

Health Education England

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[12] Source: Clinks *Light Lunch*, Issue 376, 23 Jan 2015.

"Health Education England (HEE) [13] is responsible for the whole of the NHS workforce development, education and training – that's everything from planning how many doctors and nurses we need to better cross-sector working (integration) and to finding new ways to deliver better care (innovation) so we can all live well and ultimately die well. So more 'compassion in care' and 'More than Medicine'[14] approaches to both stemming demands (keeping people well) and therefore a deeper understanding of the wider determinants of health and causes of health inequalities.

HEE is made up of thirteen Local Education Training Boards (LETBs). And it is worth checking out what your local LETB is up to.

Widening Participation – Social Mobility and Social Justice Agendas

If you are interested in social justice agendas it is worth reading the HEE national widening participation strategy, *It matters*[15], and checking out the introduction to the national directory of widening participation best practice initiatives[16] which identifies key priorities. It is a heartening read

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[13] See: http://hee.nhs.uk/.

[14] This refers to the implementation of the report from Nesta: *More than medicine: new services for people powered health*. Nesta, 2013. Available to download as a pdf (542.2 kb) from: http://www.nesta.org.uk/sites/default/files/more_than_medicine.pdf. This report "brings together our practical learning and evidence on different ways to integrate and promote community-based services into health and social care ...

Three elements help the process and are described in detail in the report:

- Social prescribing – a clear, coherent and collaborative process in which healthcare practitioners work with patients and service users to select and make referrals to community-based services.
- Signposting – new roles and support for people who help patients and service users understand, access and navigate community-based services that will improve their health.
- A balanced and healthy ecosystem of community-based services and providers so that a wide range of opportunities are available." [Taken from: http://www.nesta.org.uk/publications/more-medicine-new-services-people-powered-health].

[15] *Widening participation: it matters! Our strategy and initial action plan*. NHS Health Education England, 2014. Available to download as a pdf (1020 kb) from: http://nw.hee.nhs.uk/files/2014/11/r-HEE-Widening-Participation-Strategy_Booklet_20141014.pdf.

[16] *Widening participation directory: a directory of best practice*. NHS Health Education England, no date [2014?]. Available to download as a pdf (2130 kb) from: http://nw.hee.nhs.uk/files/2014/02/r-HEE-WP-Directory_201411V1.pdf. To compile the Directory, HEE put out a call for best practice:

"The call for best practice was particularly concerned with seeking developments which focused and had impact in at least one of the three areas:

• widening access and recruitment for training and/or employment to the healthcare workforce
• developments designed to aid career progression for under-represented groups

> if you believe in the need for a better and more equal society and are looking for partners outside of your sector.
>
> HEE are currently collating information on all kinds of widening participation initiatives and I know that many cultural players are delivering a range of volunteering programmes with wellbeing and employability themes that resonate. If your programme is relevant you should be making the health strategic decision makers aware of it – and this is an opportunity to do just that [[17]]."[18]

Broader issues – Libraries, Museums, Archives and Cultural and Heritage Organisations

The Sieghart Review

As you will know, there has been a huge response[19],[20],[21] to this report[22]. For this assessment, we are going to concentrate on the social justice elements of the Review[23].

To quickly recap, the Government commissioned William Sieghart[24] and an advisory panel[25]:

> • initiatives, such as local policy and procedures developments, leading to an increase in diversity of the healthcare workforce." [p2]

[17] The online form to submit information about your initiative is at: http://nw.hee.nhs.uk/our-work/widening-participation-incubator-project/widening-participation-the-healthcare-workforce-about-your-initiativeproject/.

[18] Source: email from Jo Reilly, 23 Jan 2015, with additional references by John Vincent.

[19] See, for example responses from: SCL, http://www.goscl.com/scl-responds-to-independent-library-report-for-england/; CILIP, http://www.cilip.org.uk/cilip/news/sieghart-report-public-libraries-convincing-roadmap; ASCEL, 23 Dec 2014, http://www.ascel.org.uk/press.asp; The Reading Agency, http://readingagency.org.uk/news/blog/our-response-sieghart-report.html; and Booktrust, http://www.bookstart.org.uk/news/news/184; as well as considerable professional and general media coverage.

[20] Thanks to Amanda Harper and ASCEL for the listing of responses to the Review.

[21] See also: http://leonslibraryblog.com/2014/12/19/much-ado-about-nothing-the-sieghart-report/; http://www.thebookseller.com/news/government-must-fund-digital-resource-libraries-says-sieghart.

[22] *Independent library report for England*. DCMS, 2014. Available to download as a pdf (553 kb) from: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/388989/Independent_Library_Report-_18_December.pdf.

[23] Just a reminder that The Network submitted a response to the Inquiry, see: http://www.seapn.org.uk/post/response-to-the-independent-review-of-public-libraries.

[24] "William Sieghart … is a British philanthropist, entrepreneur, publisher and the founder of the Forward Prizes for Poetry", http://en.wikipedia.org/wiki/William_Sieghart.

[25] Sue Charteris, Janene Cox, Luke Johnson, Roly Keating, Caroline Michel, Stephen Page and Joanna Trollope.

> "…to investigate how the public library system could best work, in the future." [p4]

> "It has taken us seven months. We have visited large numbers of libraries, both urban and rural, discussed the issues and challenges facing libraries at length with local government, considered over 200 submissions of written evidence, and heard invited oral evidence from many of the above including distinguished bodies such as Arts Council England. All our evidence has been gathered with an acute awareness of the sustained and severe financial situation affecting everyone, the rapid pace of current change, and the imperative that no-one is left behind." [p4]

No one could really quibble with the two themes which the Review identified:

- There have already been far too many library reviews in recent years which have come to nothing.
- Not enough decision-makers at national or local level appear sufficiently aware of the remarkable and vital value that a good library service can offer modern communities of every size and character. [Taken from p4]

nor with its three major recommendations:

1. "The provision of a national digital resource for libraries, to be delivered in partnership with local authorities
2. The setting up of a task and finish force, led by local government, in partnership with other bodies involved in the library sector, to provide a strategic framework for England, and to help in implementing the following
3. The task force, to work with local authorities, to help them improve, revitalise and if necessary, change their local library service, while encouraging, appropriate to each library, increased community involvement." [p5]

The report clearly takes on board some social justice issues which come through very strongly in the Foreword, eg:

- "Despite the growth in digital technologies, there is still a clear need and demand within communities for modern, safe, non-judgemental, flexible spaces, where citizens of all ages can mine the knowledge of the world for free, supported by the help and knowledge of the library workforce. This is particularly true for the most vulnerable in society who need support and guidance and to children and young people who benefit from engagement with libraries outside of the formal classroom environment." [p5]

- "The library does more than simply loan books. It underpins every community. It is not just a place for self-improvement, but the supplier of an infrastructure for life and learning, from babies to old age, offering support, help, education, and encouraging a love of reading. Whether you wish to apply for a job, or seek housing benefit, or understand your

pension rights or the health solutions available to you, or learn to read, the library can assist." [p5]

- "[Libraries] are not only safe places for literacy and learning, they have also been the starting point of empowerment for many citizens who lack opportunities at home. And, in many cases, across the country, there are outstanding examples of libraries who benefit, and engage with, their local lives and communities." [p6]

- "Libraries could and should play a major role in rectifying literacy standards. A re-energised library network would be a natural and established partner for every school, as well as being the provider of courses in both literacy and adult education." [p6]

Yet, somehow, these strong aims get watered down as the report progresses, and it becomes more and more engaged with digital detail.

The report goes on to look at:

- The enhancement of the digital network, which it sees as enabling greater access to resources, as well as improving communication between libraries (and with their partner organisations)

- The establishing of "a library taskforce to provide the necessary leadership and to help ensure that the actions detailed in this report are delivered. It is not envisaged that it would be practical or desirable to create a new body to deliver this. Instead it should be set up as a task and finish group."[26]

- Ensuring that there is greater cross-government recognition and support for libraries, eg via the digital inclusion strategy:

    "As part of the Get Online campaign, libraries have already enabled over 3 million people with access to online facilities and with appropriate investment and partnership there is huge potential for libraries to do more in the future. Libraries provide access to books, on-line resources, workforce training, support and space.

    Some rural library services in particular have close relationships with social services and adult education, amongst others. Further joint working across departments, alongside communities and other providers, is required to maximise efficiencies and opportunities.

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[26] It has subsequently been announced that Paul Blantern, the CE of Northamptonshire County Council, will head the new task force, see: http://www.northantstelegraph.co.uk/news/top-stories/northants-county-council-boss-to-take-charge-of-government-s-national-library-taskforce-1-6480310, and he has said that the task force "will have failed if it does not deliver changes in the next 18 months" (Joshua Farrington "'Eighteen months to implement Sieghart', says library task force chair", http://www.thebookseller.com/news/eighteen-months-implement-sieghart-says-library-task-force-chair).

> Members of the library workforce spend a large proportion of their time helping people with poor computer and internet literacy. An increase in online transactions will only make the library more relevant to the digitally excluded as the one place where they can access a whole range of facilities and support free of charge.
>
> The future of libraries should be seen as all of Government's responsibility not just for the Department for Culture Media and Sport and the Department for Communities and Local Government." [p18]

- Making progress in establishing e-lending in public libraries.

- Professional development:

> "The 21st century librarian will need to be more of a community impresario with digital and commercial expertise who can champion their communities' needs and generate new business and audiences for the library.
>
> The creation of programmes to recruit, encourage and develop library workforce at all levels should be led by the library taskforce with the active involvement of the Society of Chief Librarians, the Chartered Institute of Librarians and Information Professionals and other interested partners." [p21]

- Volunteers and community-led libraries:

> "A core set of guidelines needs to be developed for working with volunteers and communities. This could share information, lessons learnt and best practice alongside legal, regulatory and operational issues. It can then be disseminated nationally through the digital network as well other channels." [p22]

- A restatement and reinforcement of the key role of local government.

It's not that there is anything 'wrong' with any of this (except, perhaps, for not being specific enough, for example over the key role that libraries play in supporting children and young people), but it doesn't seem to follow through from its strong Foreword beginnings.

This is exemplified by the case studies. These are all excellent library services (Northamptonshire, for example, having won the 2014 CILIP Libraries Change Lives Award, and Devon and York are clearly providing a range of services to engage the wider community), and the examples of other partnerships (such as with "Learn My Way" and with CABx) are important, but it comes across as though 'digital' has to be the answer to everything, rather than an aspect of increasing public libraries' service for socially excluded people. (It was interesting that, when asked at CILIP's Big Day about the social justice elements of his findings, William Sieghart spoke almost entirely about digital provision.)

It is really important that this Review is acted upon urgently, and there are good, practical steps that can be taken immediately, but its ambition needs to be wider if it is to make a real difference to public libraries, and, more importantly, to the communities they serve. In the words of the Library Campaign:

> "Everyone [at the meeting] said they are dead keen to get going.
>
> But get going on what? The taskforce is the only thing the report has delivered so far.
>
> Now it's time for the taskforce to deliver."[27]

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Expert Review of Public Libraries in Wales 2014

This Review[28] was published in November 2014, and has received considerable coverage[29], so, again, we'll just concentrate on the social justice elements here.

To recap the background, in December 2013:

> "… the then Minister for Culture and Sport announced that he would be commissioning an expert review of the current and future plans by local authorities to deliver public library services in Wales." [p7]

The Panel[30] concluded that:

5. "The review reaffirmed the importance of the public library service and that it will continue to make a positive impact to the life of individuals and their communities in the future. Libraries will play a vital role in the ongoing delivery of local and national priorities such as social inclusion, lifelong learning, literacy, digital inclusion, health and wellbeing and community cohesion.

6. The Panel noted that much progress had been achieved in delivering improved services as part of previous Welsh Government library strategies and the current _Libraries Inspire_ [[31]] strategy. The

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[27] Laura Swaffield reporting for the Library Campaign on the All Party Parliamentary Group on Libraries meeting 14 Jan 2015, http://www.librarycampaign.com/sieghart-report-the-latest/.

[28] _Expert Review of Public Libraries in Wales 2014._ Welsh Government, 2014. Available to download as a pdf (1510 kb) from: http://wales.gov.uk/docs/drah/publications/141021libraries-review-report-en.pdf.

[29] There is a good summary of the main points in "Alyson's Welsh libraries blog", https://libalyson.wordpress.com/2014/10/22/libraries-vital-role-in-wales-says-review/.

[30] "The Review was undertaken by a Reference Panel (Panel) chaired by Claire Creaser, Director of LISU, Loughborough University; with Prof. Hywel Roberts, library expert; Dr Steve Davies, Lecturer, Cardiff University; and Peter Gomer, Policy Officer, Welsh Local Government Association." [p11]

[31] CyMAL. _Libraries inspire: the strategic development framework for Welsh libraries 2012_-16. Welsh Government, 2011. Available to download as a pdf (2350 kb) from:

improvements include, modernising library buildings, the joint procurement of e-services, the roll-out of new initiatives such as 'Every Child a Library Member' and a library management system for Wales. However it concluded that unless there was a step-change in the level of collaboration between local authorities, the Welsh Government and other stakeholders to work together to address the practical challenges and the financial imperative, public library provision in Wales will be irreparably damaged and will no longer be able to address local community needs." [p7]

The Review then commended a number of recommendations to the Welsh Government, around the themes of:

- Managing change
- Strategic improvements
- Future models of service delivery.

In considering the likely impact of changes to funding and other issues affecting public libraries in Wales, the Review assessed the way that consultation had been carried out (bearing in mind particularly the findings of the "Wirral Inquiry Report"[32]). It took notice of over 70 letters/emails from the public, which:

> "… highlighted the importance of local public libraries and their contribution to:
>
> - Improving literacy, especially for children;
> - Delivering digital inclusion, including free access and assistance in using computers and the Internet for those who cannot afford to get online at home;
> - Supporting lifelong learning;
> - Providing a safe community venue for a range of activities and meetings; and
> - The difficulty, due to a lack of personal transport, of reaching alternative libraries." [p24]

The Review report also noted that:

72. "All the local authorities which are undertaking significant changes to public library provision provided evidence that [Equality Impact Assessments] had been undertaken. There were clear examples, for example Pembrokeshire, where the local authority had revised proposals to mitigate the impact of the proposed changes to the library service on various groups of people. Where there were proposals to reduce or withdraw the mobile library service, the housebound/home delivery

service was strengthened to mitigate the impact on people who could not visit alternative library facilities. Also some charged services have remained free for people with disabilities. A number of local authorities are revising their mobile library service and this will have significant impact of library users in rural areas of Wales.

73. However in some cases, whilst the EIAs outlined the impact on sections of the community, for example, the elderly, children, those digitally excluded and in areas of deprivation, the information provided did not outline how the EIA had influenced the final decisions and full details of the actions taken to mitigate the impact.

74. There was little evidence of the use of research reports to support the impact on service delivery …" [p25]

The major part of the Review report is concerned with structural and other changes to public libraries, but they do conclude (positively):

> "The Panel reviewed a substantial and valuable body of evidence from a range of stakeholders covering a wide spectrum of opinions. This evidence reaffirmed the importance and popularity of the public library service and the positive impact that libraries have on people's lives. Public libraries will continue to play a vital role in the ongoing delivery of local and national priorities such as social inclusion, lifelong learning, literacy, digital inclusion, health and wellbeing and community cohesion.
>
> … There needs to be a clear library strategy and leadership in place to ensure that people who are already disadvantaged are not further disadvantaged, especially by the introduction of the online delivery of Universal Credit, resulting in additional costs to other public funded services. Libraries have a vital role to play supporting the most vulnerable in society, in working with other support organisations …
>
> We consider that the principle of free public access to knowledge and information for all continues to underpin our public library services." [p53]

Broader issues – Government, Government Agencies and Local Government

Outcomes frameworks: a guide for providers and commissioners of youth services

This new document[33] from the Cabinet Office:

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[33] *Outcomes frameworks: a guide for providers and commissioners of youth services.* Cabinet Office, 2014. Available to download as a pdf (611.44 kb) from: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/391030/Outcomes_Frameworks_a_guide_for_providers_and_commissioners_of_youth_services_A.pdf.

"… aims to make it simpler to navigate [the outcomes framework] landscape and forms part of wider work to support the sector to feel confident in demonstrating their impact." [p2]

Although aimed specifically at Youth Service providers and commissioners, the document includes some very useful, practical guidance which we could draw on in our own work to:

- "understand how measuring impact can help you to learn from and improve your initiatives;
- understand how the ability to demonstrate impact can, for providers, help you develop a more powerful case when applying for funding and, for commissioners, enable you to assess the potential effectiveness of investment;
- begin to identify the outcomes which matter most to the young people with whom you work and your organisation;
- understand the difference between existing outcomes frameworks, how they relate to one another and what they look like when in use 'on the ground'; and
- understand the next steps to integrate an outcomes framework into your work and where to go for further guidance and support." [p5]

The outcomes frameworks that the Cabinet Office draws together here (the DfE's "Framework of outcomes for young people"; the "Youth Social Action Quality Framework"; the "Ready for Work Framework"; and the "Journey to Employment (JET) Framework") may also prove valuable for us to draw on.

Finally, the guidance includes masses of information about and links to other support and initiatives. Well worth a look.

Abbreviations and acronyms

ASCEL = Association of Senior Children's and Education Librarians
CABx = Citizens Advice Bureaux
CILIP = Chartered Institute for Library and Information Professionals
DCMS = Department of Culture, Media and Sport
MA = Museums Association
SCL = Society of Chief Librarians
THES = *Times Higher Education Supplement*