

## Appendix C

### PROJECT INITIATION DOCUMENT

# Idea Stores Technology Refresh

## Project Initiation Document (PID)

<b>Project Name:</b>	Idea Stores Technology Refresh		
<b>Project Start Date:</b>	December 2016	<b>Project End Date:</b>	September 2017
<b>Relevant Heads of Terms:</b>	CPAY		
<b>Responsible Directorate:</b>	CLC		
<b>Project Manager:</b>	David Walters		
<b>Tel:</b>	0207 364 5926	<b>Mobile:</b>	07507 842921
<b>Ward:</b>	Borough wide		
<b>Delivery Organisation:</b>	Idea Stores, RFID Library Management System supplier		
<b>Funds to be passported to an External Organisation?</b>	No		
<b>Does this PID involve awarding a grant? ('Yes', 'No' or 'I don't know')</b>	No		
<b>Supplier:</b>	RFID Library Management System supplier, computer hardware supplier		
<b>Does this PID seek the approval for capital expenditure of up to £250,000 using a Recorded Corporate Director's Action (RCDA)? (if 'Yes' please append the draft RCDA form for signing to this PID)</b>	No, the capital estimate will be adopted as part of Cabinet process.		
<b>Has this project had approval for capital expenditure through the Capital Programme Budget-Setting process or</b>	No		

<b>through Full Council? ('Yes' or 'No')</b>	
<b><u>S106</u></b>	
<b>Amount of S106 required for this project:</b>	£249,238.42
<b>S106 Planning Agreement Number(s):</b>	PA/11/00829, £39,420.00 PA/13/02692 £10,584.42 PA/12/00637 £147,266.96 PA/11/01944 £22,160.88 PA/14/00293 £5640.16 PA/13/02529 £17,423.00 PA/13/02722 £3933.00 PA/13/00384 £2810
<b><u>CIL</u></b>	
<b>Amount of CIL required for this project:</b>	None
<b>Total CIL/S106 funding sought through this project</b>	£249,238.42
<b>Date of Approval:</b>	

### Distribution List

Organisation	Name	Title
LBTH – D&R	Aman Dalvi	Corporate Director
LBTH – D&R	Owen Whalley	Service Head – Major Project Development
LBTH – D&R	Chris Holme	Finance, D&R
LBTH - D&R	Andy Scott	Service Manager – Economic Development
LBTH – D&R	Matthew Pullen	Infrastructure Planning Team Leader
LBTH – D&R	Helen Green	S106 Programme Coordinator
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Organisation	Name	Title
LBTH - D&R	Andy Simpson	Business Improvement & S106 Programme Manager
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LBTH - D&R	Anna McGill	S106 Planning Obligations Officer
LBTH CLC	Thorsten Dreyer	Strategy & Business Development Manager - Culture, Public Realm and Spatial Planning
LBTH Public Health	Tim Madelin	Senior Public Health Strategist
LBTH ESCW	Pat Watson	Head of Building Development
LBTH CLC	Shazia Hussain	Service Head Cultural Learning and Leisure
LBTH	Judith St John	Head of Idea Stores

### Related Documents

ID	Document Name	Document Description	File Location
<b>If copies of the related documents are required, contact the Project Manager</b>			

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<i>[Once this project has been completed a project closure document is to be completed and submitted to the Infrastructure Planning Team and the S106 Programme Manager] .....</i>	<i>20</i>

## 1.0 Purpose of the Project Initiation Document

- 1.1 Agilisys are in the midst of implementing a £2m public access infrastructure improvement project for all council public access ICT. Now that the project is nearing completion, Idea Stores are able to exploit new technology opportunities. It has not been possible to implement any of the service improvements contained within this PID until the completion of the infrastructure improvement project.
- 1.2 This PID has been prepared to secure Section 106 funding to deliver upgraded Radio Frequency Identification (RFID) self-service equipment that complies with International Organisation for Standardisation (ISO) 28560-2:2014. Idea Stores have been pioneers in using RFID self-service technology to empower customers, prevent theft, automate stocktakes, locate items and free up staff from being tied to a helpdesk therefore enabling staff to better help customers. RFID, particularly self-service kiosks have become a vital operational tool with approximately 80% of all transactions being done by customers using self-service kiosks. RFID shelf readers have cut the time taken to undertake a stock take from days to hours. Stock security is provided by RFID security gates which record every item that leaves an Idea Store. If an item has not been correctly discharged the security gates will sound alerting staff.
- 1.3 The RFID equipment currently in use across Idea Stores is now end of life and must be replaced. The equipment has been in use since 2007 and is based on the now defunct Windows XP operating system; furthermore the equipment does not meet the new ISO standard. Bibliotheca, who maintain Idea Store RFID equipment have given notice that as of 1<sup>st</sup> July 2016 the existing Idea Store equipment will no longer be supported. It is therefore imperative that Idea Stores have an agreed replacement plan with a supplier who will continue support throughout the transition period. To ensure Public Service Network compliance, LBTH ICT Client team has taken the decision to remove all Windows XP devices from the corporate network therefore Idea Stores have no option but to replace all self-service kiosks. The self-service kiosks cannot be upgraded and the only option is complete replacement.
- 1.4 Idea Stores are part of the London Libraries Consortium (LLC) and purchase stock under a London wide stock contract. Items arrive with their RFID tags pre-programmed and ready to go on the shelf. The new ISO standard means that stock for Idea Stores will need to be specially programmed to the old standard so it is compatible with our legacy equipment. The stock supplier has stated that as of 1<sup>st</sup> July 2016 Idea Stores will be charged an additional charge to deliver stock programmed to the old standard. If Idea Store RFID equipment met the current

standard there would not be an additional charge, of £1.00 per book, this amounts to approximately £22,000 per year for the children books alone. This project seeks to replace all Idea Store RFID equipment namely self-service kiosks, shelf readers, staff deactivation pads and security gates so they meet the current ISO standard. This will improve Library provision for current and future residents and users.

- 1.5 To further enhance the customer experience this project goes beyond the evolutionary replacement of legacy RFID equipment and proposes the use of wifi enabled mobile technology giving staff full access to the entire Library Management System (LMS) as they floor walk and interact with customers.

## **2.0 Section 106/CIL Context**

### Background

- 2.1 Section 106 (S106) of the Town and Country Planning Act 1990 allows a Local Planning Authority (LPA) to enter into a legally-binding agreement or planning obligation with a developer over a related issue. Planning Obligations / S106 agreements are legal agreements negotiated, between an LPA and a developer, with the intention of making acceptable development which would otherwise be unacceptable in planning terms.
- 2.2 CIL is a £ per square metre charge on most new development. In April 2015, the council adopted its own CIL Charging Schedule. CIL must be spent on the provision, improvement, replacement, operation or maintenance of infrastructure, where a specific project or type of project is set out in the Council's Regulation 123 List.
- 2.3 On the 5<sup>th</sup> January 2016, the Mayor in Cabinet agreed the implementation of a new Infrastructure Delivery Framework which will help ensure the process concerning the approval and funding of infrastructure using CIL/S106 will be appropriately informed and transparent.

### S106

- 2.4 This S106 PID is part of the Tower Hamlets Council S106 Delivery Portfolio and is aligned with the agreed Heads of Terms (HoT) for the Deed creating Planning Obligations and undertakings for the development at the following *sites* PA/11/00829- Greenheath Business Centre, 31 Colts Lane, PA/13/02692- Sceptre court, PA/12/00637- land adjacent Langdon Park Station, PA/11/01944-Thomas Road, PA/14/00293- 7 Lime harbour, PA/13/02529- Car Park Cygnet Street,

PA/13/02722-Peterley Business Centre , PA/13/00384 -Former Queen Elizabeth Hospital.

2.5 The agreement obliged the Developer to pay the Council (See below) for the purposes of (see table below)

Planning Application	HOF T	Site Address	Expiry Date	Funding Requirement	Amount Agreed	Total Requested
PA/11/00829	CPAY	Greenheath Business Centre, 31 Colts Lane	23/10/2022[10 years from of practical completion	Provision of additional leisure and community facilities or for useful planning purposes for the benefit in which the development is situated.	£39,420	£39,420.00
PA/13/02692	CPAY	10 years from practical completion	10 years from practical completion	towards idea stores, libraries and archives in the borough	£ 10,584.42	£10,584.42
PA/12/00637	CPAY	land adjacent Langdon park station	expended or committed within 7 years from date of practical completion of the whole development	additional community facilities (idea store and leisure) in the borough	£259,755	£147,266.96
PA/11/01944	CPAY	Thomas Road	expended in full or committed for expenditure within 5 years from the date of practical completion of the whole development	Provision of and improvements to idea stores, libraries and archives within the general locality of the development(See Appendix C)	£ 17,263	£22,160.88
PA/14/00293	CPAY	7 Lime harbour	expended in full or committed within 10 years from date of practical completion	library and Idea store facilities in the borough	£ 35,698	£17,423

PA/13/02529	CPAY	car park cygnet street	expended in full or committed within 10 years from date of practical completion of the whole development	Idea Stores, archives and library facilities in the borough	£ 10,599	£5,640.16
PA/13/00384	CPAY	Former Queen Elizabeth Hospital	expended in full or committed within 10 years from the date of practical completion of the whole development	community and Leisure Facilities in the Borough	£49,879	£2810
PA/13/02722	CPAY	Peterley Business Centre	expended in full or committed within 10 years from the date of practical completion	towards Idea Stores in the borough	£ 17,100	£3933.00

### 3.0 Legal Comments

- 3.1 Legal Services consider Idea Stores to be community facilities for the purposes of the various S106 agreements listed in the table in section 2.5 above.
- 3.2 We note that the agreements for the developments at: the Greenheath Business Centre, 31 Colts Lane (PA/11/00829); and land adjacent Langdon park station (PA/12/00637); expressly require that the monies be spent on the provision of “additional” community or leisure facilities. In terms of the agreement for PA/11/00829, the Council has the flexibility to use the monies for any planning purposes that will benefit the locality of that particular development. However, the contribution from PA/12/00637 does not have that fall back. Arguably then the monies from that agreement should only be used for new further facilities rather than an upgrading of what is already available. That said, if it can be demonstrated that the project will tangibly result in new facilities that will supplement those presently provided then a case could be made that it is within the scope of that

S106 agreement.

- 3.3 The funding from the S106 agreement for the Thomas Road development (PA/11/01944) requires the money to be used for improvements to Idea Stores in the vicinity of the development. There is no legal definition of vicinity and a number of factors should be borne in mind such as proximity, accessibility, the availability of other such facilities and the extent to which occupiers of the land can be reasonably be expected to be served by the project. Appendix C is helpful in this regard. If the Crisp Street Idea Store is the nearest (or only) facility serving that development then it would go some way in supporting the proposition that it is in the vicinity. The relevant funding from the S106 for that development, however, should be spent on the improvements to that Idea Store specifically.
- 3.3 Subject to the above comments, we consider that the funding for this PID is in line with the purposes for the contributions under the S106 agreements listed above.
- 3.4 These comments are limited to addressing compliance with the terms of the s106 agreements mentioned above (as based on the information detailed in the PID) and advice on any other legal matters (such as advice on procurement) should be sought separately if appropriate.

#### **4.0 Overview of the Project**

Agilisys are in the midst of implementing a £2m public access infrastructure improvement project. Now that the project is nearing completion, Idea Stores are able to exploit new technology opportunities.

Up until now Idea Stores have not been able to exploit the new technological improvement opportunities, however, now that the infrastructure project is nearing completion the service requires a full refresh of this technology.

This project will be delivered in two distinct phases. Phase 1 will see a service improvement brought about by the use of wifi enabled mobile technology. Phase 2 will cover the replacement of legacy RFID equipment.

#### **4.2 Phase 1 – wifi enabled mobile technology**

A key part of the project will see upgraded wifi installed at all Idea Stores, thus for the first time Idea Stores can use the cloud-based version of our LMS. Rather than having customers queue up at a helpdesk, the helpdesk can essentially be brought

to the customer.

With customers using self-service, the need for staff to be assigned to helpdesks will reduce. Staff freed from helpdesk duty will be assigned to floor walk and thus better engage with customers. To assist customers with enquiries floor walking staff will need access to information, specifically the LMS. It is proposed that up to six tablet devices are purchased for each Idea Store so that when staffs are assigned to floor walk they can pick up a tablet from the workroom and roam the building with access to all the information they need. This model is already in use by other LLC members and now that improved wifi is in place, it has become an option for Idea Stores. To access the cloud-based LMS Idea Stores need wifi enabled mobile devices (tablet PCs), software licences and training. As the service is cloud-based it opens the possibility of bringing the LMS to outreach locations and improving the effectiveness of housebound services.

The introduction of the tablets will offer residents greater accessibility to Idea Store facilities. For the first time, the Idea Stores will be able to provide a comprehensive mobile outreach service; the tablets will be able to connect from any location which has a telephone signal. Customers will be able to view the book stock and register to join the Idea Store, at community events, markets, schools etc.

In addition, this facility will prove extremely beneficial to vulnerable residents, such as the elderly and the housebound, who are unable to visit an Idea Store or library, they will be able to view the entire LLC book stock and reserve books using the tablets, This means that they will be able to choose the books that they want to read, rather than a member of staff choosing books for them.

#### 4.3 Phase 2 – Replacement of legacy RFID equipment

##### 4.3.1 Self-service kiosks

Self-service is now part of everyday life, consumers expect to see it. Idea Stores were one of the first public libraries to introduce self-service in every branch. This project seeks to replace twenty eight self-service kiosks across five Idea Stores and two libraries enabling a quicker throughput of customers who will not need to queue at a helpdesk. Nineteen of the kiosks will be for issuing and returning books with each site also receiving at least one dedicated kiosk to manage public access PC bookings and print management.

Print release kiosks will be a completely new facility that the Idea Store will be able to offer to its customers. At present if a customer wants to print they need to log onto a public access computer, send their job to the printer and then find a member of staff to pay for their print job. The introduction of print release kiosks will mean that customers will be able to pay at a kiosk and release their own print job; they will no longer have to wait for a member of staff to print their work. With print release kiosks, for the first time the entire process of booking a PC to printing work will be entirely self-service, thus freeing up staff time to interact and help those customers who need assistance.

#### 4.3.2 RFID shelf readers

Before the advent of RFID tags and shelf readers a library stock take would require a complete closure of the service for days. With RFID shelf readers the same stock take can be performed in hours with little disruption to normal operations. The RFID tag contains all the information about an item. With a RFID shelf reader all a librarian needs to do is walk down each aisle touching each shelf with the reader. Stock information is then downloaded to a laptop and compared to information held on the LMS.

Shelf readers are not limited to being used for the annual stock take. Everyday each branch is given a list of items to be pulled from shelves for customer reservations. Items are not always shelved correctly so it can be a time consuming to go through the list and identify all customer reservations. Shelf readers can be used to lead a librarian to a specific stock item. This project proposes the purchase of seven shelf readers, one for each site.

#### 4.3.3 RFID security gates

All Idea Store stock has a programmed RFID tag that is fixed into a book or CD cover. If an item is removed from site without being correctly discharged the security alarm is activated. With the change in ISO standards our existing gates will not be able to read new tags and thus the security process will be flawed. To ensure continued stock security, new gates will be required at all locations.

#### 4.3.4 Deactivation pads

Not all customers are comfortable using self-service kiosks. A minority still prefer to interact with a member of staff and want their items to be checked out at the helpdesk. Occasionally self-service machines fail and in these circumstances the only option is to use the helpdesk. Idea Stores cannot rely entirely upon self-service machines and there must be a back-up option. Issuing items at the helpdesk is not desirable but when it is necessary there must be a mechanism to deactivate the RFID security tag so that when the customer leaves the building the alarm does not sound. RFID deactivation pads are connected to helpdesk PCs and allow staff to discharge items. Existing deactivation pads will not read RFID tags programmed to the new ISO standard and thus all deactivation pads will need to be replaced.

### 5.0 Business Case

- 5.1 The Idea Store model is based on self-service and customer empowerment. Self-service kiosks and using shelf readers to automate stock checks has improved efficiency and is well used by customers. If self-service kiosks and shelf readers are not replaced the likelihood is opening hours will need to be reduced and/or sites closed. At present smaller library sites can be operated with a skeleton staff team.

This may not be feasible if we do not have self-service or need to undertake labour intensive stock takes. This would lead to a reduction in library service capability while demand from a growing population increases.

- 5.2 The RFID element within the self-service kiosks provides both stock security and stock management. Stock is delivered to each branch shelf ready with programmed RFID tags. The tags perform two key tasks, they hold all the information about item and they also have a security bit that toggles between on and off. When an item arrives in store the security bit is set to on so if the item leaves, without being correctly discharged the door alarm will sound and a message will flash up on a nominated staff PC detailing exactly what item has been removed from store. If an item is correctly discharged then the security bit will toggle to off and the door alarm will not sound. The use of RFID tags and RFID security gates is how Idea Stores protect and manage stock. If Idea Store security gates cannot read new RFID tags then the entire stock security process breaks down, impacts on value for money.
- 5.3 Idea Stores are part of the LLC stock contract. Stock now arrives direct to each site shelf ready. All staff need to do is simply put the items on display as the stock supplier has already programmed the tags. In 2014 a new ISO RFID standard was introduced (ISO 28560), Idea Store RFID equipment cannot read tags programmed to the new ISO standard. The LLC stock supplier has given notice that as of 1<sup>st</sup> July 2016 all items supplied under the stock contract will be programmed to the new ISO standard. Idea Stores now have three options:
- Replace RFID equipment so it is compliant to the new ISO data model
  - Manually program stock in-house using the old data model
  - Pay a premium for the stock supplier to manually apply the old data model to Idea Store stock

To bring tag programming back in-house would require significant work redesign. Idea Store staff would need to manually programme c. 25,000 items per year. In addition to the tedious and repetitive task of programming tags, items would also need to be centrally stored and then distributed to each site. Idea Stores do not have the staff, space or logistics required to programme tags in-house. Equally the stock fund cannot absorb the additional cost required (estimated to be at least £25,000 per annum) to have Idea Store tags programmed with a legacy data model. The preferred option is to update our entire RFID estate with industry standard ISO 28560 compliant equipment.

- 5.4 With staff free from the helpdesk and able to floor walk they will need mobile access to information so they can better assist customers. There seems little point in removing staff from the helpdesk if they need to constantly return to access information. If staff are sent out to floor walk and help customers wherever they are in an Idea Store then they need mobile access to the LMS. This project aims to deliver substantial improvements to the customer experience. Rather than queue up at a helpdesk customers will be able to process their own items and be given detailed assistance wherever they are in store. With a wifi enabled tablet connected to the LMS staff will be taking the power of the helpdesk out into the store.

## **6.0 Approach**

- 6.1 Indicative costs have been sought from RFID market leaders for self-service kiosks, shelf readers, security gates and deactivation pads. Prospective suppliers must be able to support Idea Stores existing equipment during the transition phase. Due to the specialist nature of RFID library equipment and the need to support existing equipment as part of any agreement, it is proposed that a supplier is selected through restricted tender. Suppliers must offer a full turnkey solution with installation, testing, training and project management.
- 6.2 Tablet devices can be supplied from any hardware manufacturer as the only requirement is for a wireless connection, internet browser and current operating system. Tablet devices will not be connected to the staff network so do not need to be supplied by Agilisys.
- 6.3 Support and maintenance will be provided by the LMS supplier, the equipment will not be supported by Agilisys. Idea Stores have a contract in place with the LMS supplier and this equipment will be added to that contract. The RFID equipment will connect to the public not staff network, Idea Store ICT technicians have been given admin rights over the public network, and therefore Agilisys involvement will be minimal.

## **7.0 Infrastructure Planning Evidence Base Context**

- 7.1 This project is captured within the Idea Stores Improvement Programme referred to in the Infrastructure Delivery Framework Evidence Base. This is ranked as the equal top priority Idea Stores project.

## **8.0 Deliverables**

- 8.1 This project will deliver the following:
- A fully ISO compliant and refreshed RFID system
  - Continued stock security
  - Web based LMS access
  - A new service model with more staff floor walking
  - An improved Outreach and Housebound service

A detailed list of individual deliverables by site can be found in Appendix A.

## 9.0 Local Employment and Enterprise Opportunity

9.1 Consultation will be undertaken with the procurement team to ensure that where practical opportunities for local businesses to supply goods are fully explored. However, due to the specialist market of RFID library management equipment it is unlikely that the kiosks or shelf readers can be sourced locally. It may be possible to source the tablet PCs from a local business.

## 10.0 Programme Timeline

### 10.1 Project Budget

<b>Table 1</b>					
<b>Financial Resources</b>					
<b>Description</b>	<b>No.</b>	<b>Unit cost</b>	<b>Amount</b>	<b>Funding Source</b>	<b>Funding (capital/revenue)</b>
Self-service kiosk	19	£5,000	£95,000	S106	Capital
Print release kiosk	9	£5,000	£45,000		
Shelf reader	7	£3,000	£21,000		
Tablet PC	36	£110	£3,960		
Deactivation pads	22	£1,000	£22,000		
Security gates	7	£5,000	£35,000		
Project Mgt (External)	7 days	£660	£4,620		
Contingency (10%)			£22,658.42		
<b>Total excluding VAT</b>			<b>£249,238.42</b>		

- Any unused Contingency will be returned to the S106 portfolio or used for additional works.

## 10.2 Financial Profiling

<b>Table 2</b>									
<b>Financial Profiling</b>									
Description	2016/17				2017/18				Total
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Self-service kiosk				£95,000					£95,000
Print release kiosk					£45,000				£45,000
Shelf reader					£21,000				£21,000
Tablet PCs				£3,960					£3,960
Deactivation pads				£22,000					£22,000
Security gates				£35,000					£35,000
Professional services					£4,620				£4,620
Contingency (10%)						£22,658.42			£22,658
<b>Total</b>				£155,960	£70,620	£22,658.42			£249,238.42

### 10.3 Outputs/Milestone and Spend Profile

<b>Table 3</b>			
<b>Project Outputs/Milestone and Spend Profile</b>			
<b>ID</b>	<b>Milestone Title</b>	<b>Baseline Spend</b>	<b>Baseline Delivery Date</b>
Phase 1	Delivery of Tablet PCs	£3,960	February 2017
Phase 1	Promote new service to Idea Store users	n/a	February 2017
Phase 1	Training in use of cloud based LMS	n/a – online training video	February 2017
Phase 2	Agree procurement process agree and undertake	n/a	November 2016
Phase 2	Installation & configuration of self-service kiosks	£95,000	March 2017
Phase 2	Installation & configuration of helpdesk deactivation pads	£22,000	March 2017
Phase 2	Installation & configuration of security gates	£35,000	March 2017
Phase 2	Installation & configuration of shelf readers	£21,000	May 2017
Phase 2	Installation & configuration of print release kiosks	£45,000	May 2017
<b>Total</b>		<b>£221,960*</b>	

\*This figure excludes professional services and contingency, if these two items were included the figure would be £249,238.42

## 10.4 Realisation

<b>Table 4</b>	
<b>Benefit</b>	<b>Measure</b>
Improved customer satisfaction ratings	Annual CIPFA library survey, social media feedback, visitor numbers
Reduction in number of complaints from customers who feel they have had to wait too long before being served	Annual Residents Survey and number of complaints received
Fast, reliable equipment and mobile technology enabling staff to roam and engage with customers improved staff morale is another expected benefit.	Staff surveys, feedback via team meetings, 1:1's and PDR's
Quick and easy to find stock and undertake full stocktakes.	Improved stocktake accuracy
Provide a comprehensive Outreach and Housebound service, with the ability to sign up new members and renew items from remote locations.	Increase in Idea Store membership, increase in stock issues

## 11. Project Team

11.1 Information regarding the project team is set out below:

- Project Sponsor: Shazia Hussain (Service Head, CLC)
- Project Manager: David Walters (Operations Manager, CLC)
- Project Team Members:
  - Judith St. John (Head of Idea Store, CLC)
  - Sergio Dogliani (Deputy Head of Idea Store, CLC)
  - Kate Pitman (Idea Store Development Manager, CLC)
  - Sunil Hirji (Lead ICT Officer, CLC)
  - Andrew Chavez (Business Solution Architect, CLC)
  - Simon King (Service Relationship Manager, CLC)

- Procurement category manager

## 12. Project Reporting Arrangements

<b>Group</b>	<b>Attendees</b>	<b>Reports/Log</b>	<b>Frequency</b>
Project Team	Judith St. John Sergio Dogliani Kate Pitman Sunil Hirji Andrew Chavez Simon King	Forecast / Actual Spend and Delivery against outputs; Key risks and issues; Output/ Outcome Monitoring	Monthly, then weekly during delivery months. Delivery method likely to be voice conferences.
CLC Capital Board	Shazia Hussain (Chair), Project Managers, Heads of Service	Forecast / Actual Spend and Delivery against outputs; Key risks and issues; Output/ Outcome Monitoring.	Monthly

## 13. Quality Statement

- 13.1 The project will conform to CLC internal controls for assessment and reporting as designated with the established control frameworks.

## 14. Key Project Stakeholders

<b>Key Stakeholders</b>	<b>Role</b>	<b>Communication Method</b>	<b>Frequency</b>
Local residents	Idea Store users	Idea Store website, Newsletters, in store notices	Throughout the project
Idea Store staff	Staff	Team meetings, 1:1's staff briefings	Throughout the project
Ward Members	Elected	Via senior managers	When requested

**Table 6**

Key Stakeholders	Role	Communication Method	Frequency
	representatives		

## 15. Stakeholder Communications

15.1 Please refer to table 6, Idea Stores will actively engage will all relevant stakeholders throughout the lifetime of the project.

## 16. Key Risks

16.1 The key risks to this project are provided in the Table 7 below:

### Scale

Likelihood (1 – 5) where 1 is highly unlikely and 4 is almost certain

Impact (1 – 5) where 1 is minimal impact and 4 is devastating

**Table 7**

Risk No.	Risk	Triggers	Consequences	Existing Internal Controls – to be confirmed	Likelihood	Impact	Total
1	Project spends exceed budget	Hidden costs arising from additional works and/or equipment	Project stalling and ceasing. Damage to LBTH reputation with external groups	Clear costs for all works received. Contingency in place.	1	5	5
2	Procurement processes do not allow a restricted tender or direct appointment so Idea Stores are unable to use a	Advice from Procurement	Idea Stores will have an entire estate of old unsupported equipment that is increasingly prone to failure. Potential for	If possible, it will be a tender requirement that potential suppliers must be able to support	2	3	6

**Table 7**

<b>Risk No.</b>	<b>Risk</b>	<b>Triggers</b>	<b>Consequences</b>	<b>Existing Internal Controls – to be confirmed</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Total</b>
	supplier who will maintain current equipment during transition period.		reputational and increased staff costs as more transactions go through helpdesks and it takes longer to locate items.	Idea Store existing equipment throughout the transition.			
3	The project is not adopted as part of the Capital Programme.	Failure to obtain the required budget, unable to appoint a supplier.	The entire Idea Service could grind to a halt.	Council commitment for Idea Stores has been shown at the highest levels.	1	5	5

## Appendices

### Appendix A: Detailed list of deliverables by site

The following items will be delivered as part of this project:

#### Idea Store Bow

- Self-service kiosk x 3
- Print release and PC booking kiosk x 1
- Staff deactivation pad x 3
- Security gates x 1
- Shelf reader x 1
- Tablet PC x 6

#### Idea Store Canary Wharf

- Self-service kiosk x 3
- Print release and PC booking kiosk x 1
- Staff deactivation pad x 3
- Security gates x 1
- Shelf reader x 1
- Tablet PC x 6

#### Idea Store Chrisp Street

- Self-service kiosk x 3
- Print release and PC booking kiosk x 1
- Staff deactivation pad x 3
- Security gates x 1
- Shelf reader x 1
- Tablet PC x 6

#### Idea Store Whitechapel

- Self-service kiosk x 3
- Print release and PC booking kiosk x 2
- Staff deactivation pad x 5
- Security gates x 1
- Shelf reader x 1
- Tablet PC x 6

#### Idea Store Watney Market

- Self-service kiosk x 3
- Print release and PC booking kiosk x 2
- Staff deactivation pad x 4
- Security gates x 1
- Shelf reader x 1
- Tablet PC x 6

### Bethnal Green Library

- Self-service kiosk x 2
- Print release and PC booking kiosk x 1
- Staff deactivation pad x 2
- Security gates x 1
- Shelf reader x 1
- Tablet PC x 3

### Cubitt Town Library

- Self-service kiosk x 2
- Print release and PC booking kiosk x 1
- Staff deactivation pad x 2
- Security gates x 1
- Shelf reader x 1
- Tablet PC x 3

## Appendix B

### Details of Quality Criteria for Equipment

#### Self-service kiosks

- must be able to read RFID tags programmed to the current ISO data model
- must be able to read Idea Store membership cards presented by physical card or phone/tablet on the Idea Store app
- must be based on a current supported operating system approved by the ICT Client team
- must be able to read a RFID tag within 2 seconds of the item being placed in the scanning zone
- must allow a customer to review all current activity on their account
- must allow the issue, return and renewal of Idea Store items
- must be able to print a receipt after every transaction
- must have a customisable interface allowing Idea Stores to add branding and site specific messages
- should be able to read items presented from other LLC members
- should be able to read membership cards from other LLC members

#### Print release kiosks

- must allow customers to release print jobs without the intervention of staff
- must be compatible with current Idea Store PC booking software
- must accept Idea Store membership cards
- must be compatible with all Idea Store public access printers
- must accept coin payment
- must have a full audit trail detailing when a print job was paid for and released
- must have the ability to allow customers to print over wifi once wifi printing is enabled
- should allow customers to make advanced PC bookings
- should accept membership cards from other LLC authorities

#### Shelf readers

- must detect all RFID tagged stock
- must locate and guide staff to specific RFID tagged items
- must be able to download stock onto a portable device that can be used to compare details to those held on the LMS

#### RFID security gates

- must sound when an item leaves the store without being discharged

- must be able to read all Idea Store RFID tagged stock
- must detail on a nominated staff PC the item that has activated the alarm
- must create a log file of all items that activate the security alarm
- should include a patron counter recording number of visitors

#### 12.1 Tablet PCs

- must have wifi
- must weigh less than 600g
- must run IOS 9 or Android 5
- must have minimum 10" screen

## Appendix C

Distance from to PA/11/01944 (Thomas Road) to Chrisp Street Idea Store = 890.43m

