



QLP News

The Newsletter for the Quality Leaders Project –
Management Development Through Service Development

No 3 March 2004

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Editorial

Welcome to the third issue of QLP News – the newsletter for the Quality Leaders Project. Since the previous issue the Quality Leaders Project has made some substantial developments. Firstly, and perhaps most importantly, the focus of the QLP on social exclusion has been both strengthened and broadened through its success in attracting significant new funding from a number of prestigious bodies. This has enabled the long-planned youth strand of QLP to be implemented and as this copy of the newsletter goes to press, the first phase of QLP-Youth is well underway. More details about this strand and the authorities who are participating can be found inside this issue. Secondly, and for the first time in the history of QLP, we have attracted funding to follow through the initial first phase of the programme (consisting of a six-month work-based learning service development project) to a fully-fledged two-year implementation phase. Again, further details about this can be found inside this issue of the newsletter. Thirdly, the programme continues to grow in recognition and prestige and has won its first national award in the Diversity Awards, sponsored by CILIP (the Chartered Institute of Library and Information Professionals). It is within the context of this national recognition that QLP is now extending its horizons as it enters a more international arena, as this issue of the newsletter marks another first for the programme – the incorporation of a number of international invited speakers from as far afield as Palestine and Ethiopia. Other developments include a new focus upon the development of services to address the needs of refugees and asylum seekers and the launch of the first formal accreditation of the scheme in the form of a University Diploma. As emphasised in the editorial from the last issue, these developments do not come easily and a big thank you is owed to many people who have been involved in the development of the approach including funders, various national and local government and public sector agencies and the individuals whose continued commitment and support have enabled the scheme to go from strength to strength and thereby benefit even more individuals and organisations involved in combating social exclusion as well as enhance the opportunities of socially excluded communities themselves. As usual, we hope that you find these articles both interesting and informative and we are always interested in receiving your own feedback, comments and suggestions for

QLP Developments

There have been a number of developments to the QLP work since the publication of the last newsletter, not least of which is the new two-phase structure implemented in our current cohort. Other changes have involved setting up and developing the programme's infrastructure, such as a new website (see article in this issue), a new logo (as appears on this edition) and the new focus in our strapline which highlights the dual nature of the scheme – that of "Management Development Through Service Development". There have also been changes which have involved

working on developing and refining the methods which we use in our approach to training. For example, we have considerably enhanced the mentoring aspect of the programme and provided a special section aimed at mentors in our most recent induction session. The QLP retains many of its original features: a six-month work-based learning development project aimed at developing staff who work with socially excluded communities and thereby helping organisations to provide equal employment opportunities, while at the same time developing services to meet unrecognised or under-recognised needs amongst socially excluded communities, thereby providing value for all communities. More recent developments have tested and extended the flexibility of the

model and shown that it is applicable to different aspects of service development, addressing racial inequality in staffing & service development, issues faced by refugees and asylum seeker and youth inequality in the current Youth strand (QLP-Y) and we are confident that it can offer a suitable approach to addressing other "deficit" areas e.g. disabled communities. The model is also applicable to different types of public sector services, for example libraries, youth service, archives and museums. Many of these and other developments are featured in the articles in this edition of QLP News and, taken together, they provide a most rewarding picture of the program blooming in its various areas of strength.

The QLP- Youth Strand

The latest strand of the Quality Leaders Project - Youth (QLP-Y) started in January this year. The induction session took place at the Management Research Centre, London Metropolitan University, on January 8th 2004. The day was well attended, with a total of 14 local authority staff and 3 QLP staff taking part and with representation from each of the following 7 authorities who are all participating in the scheme:

- Birmingham
- Westminster
- Liverpool
- Haringey
- Merton
- Gloucestershire
- Swansea

The session included an overview of the QLP-Youth programme from Dean Bartlett and a session on innovation in youth work from Alison McKay, of the NYA as well as sessions on the changing world of public libraries and leadership for change from Shiraz Durrani. Eli Anderson

talked about addressing the youth agenda through QLP while Dean Bartlett finished off by considering how to maximise the benefits of the programme and how to put ideas for service innovation into action. The session also included a special section devoted entirely to sponsors and mentors and considered their role in the scheme and the newly-established reporting arrangements for monitoring the progress of service development projects throughout the course of the scheme. The arrangements for the second phase of the scheme were also introduced to the participating authorities and delegates were invited to return to their home authorities and feedback any issues which arose during the day in order to consult more widely within participating authorities at this early stage.

The first development day in a program of six took place shortly afterwards on 27th January and looked at project management and community consultation and introduced delegates to the combating racism module and the new youth work module. Delegates worked on producing an initial project plan for the first 6-month

phase of the project in the form of a Gantt chart. The session also covered the QLP approach to their learning and development which has, for the first time, included a regular review meeting and report back to the QLP Steering Group from the Mentors in each authority. Delegates were also given instructions on how to sign up to the QLP network electronic discussion list. Sessions were led by Dr. Dean Bartlett, Shiraz Durrani MBE and Eli Anderson.

One key focus of the session was how to choose a target group for consultation and delegates discussed the focus of the programme upon socially excluded young people, especially those that come from a refugee or asylum seeker background. Delegates were informed that, they must demonstrate a concern for equalities in their service development proposals. Some time was spent emphasising the way in which socially excluded groups may fall outside of the main groups in the community with which local authorities regularly come into contact, so will require special efforts and innovative approaches to be developed.

Report Identifies Mentoring as a Key Component of Adult Learning

One of the key findings of 'Successful learning at work' a survey report from the Adult Learning Inspectorate (ALI) is that mentoring is a crucial component of success for learners in work-based learning. The report examines different methods of supporting people through work-based learning and shows that the adoption of a mentoring strategy, whereby a new trainee is assigned a more experienced 'mentor', makes it more likely that the new learner will attain their work-based qualifications. Mentoring is central to the QLP approach and in the current round of QLP-Youth a special session was convened for mentors in order to explore and discuss the mentoring relationship and how it contributes to success in

QLP. This was followed up by a much closer involvement of mentors in the day-to-day monitoring of the development projects taking place in each of the participating authorities. Prior to a number of the development days mentors are sent a Mentors Meeting pack of information which they use to help structure a meeting with the QL they are mentoring. They then complete some information and return this to the QLP project manager who uses their feedback to structure discussions in the following development discussion. This was conceived as a great way to get sponsors more fully involved in the projects, but also as a constructive aid to learning for the QLPs themselves.

National Youth Agency Supports QLP

The latest strand of this innovative project, QLP-Youth, has been given funding of £20,000 by the National Youth Agency. The funding comes from the Agency's Partners in Innovation Programme and is being used to fund initial 6 month work-based learning programme run by Dean Bartlett, of the Management Research Centre at London Metropolitan University. Sessions involve project management, consultation, service planning, partnership development, equalities etc. The development days help to develop staff as well as the library service itself, into one which young people need, approve of, and help develop.

Gloucestershire Starts a QLP

Gloucestershire is taking part in the new QLP-Youth scheme. The Quality Leader is Ros Armstrong who is Senior Librarian, Children & Learning for Gloucestershire Libraries & Information. Her role is to plan and support the development, implementation, monitoring and promotion of library services for children, young people and adults that support learning and literacy. Ros will be spending two days a week working on the Quality Leaders programme. She sees the Quality Leaders Programme as a welcome opportunity to develop her professional expertise and to develop new ways of responding to young peoples needs. Helen Briggs, who is Ros's mentor sees the programme as "an opportunity for in depth consultation with young people to enable us to provide appropriate services". Helen is

Principal Librarian, Learning & Literacy is responsible for services for children and young people, services to schools and lifelong learning. Other key personnel who are involved in Gloucestershire's QLP project include Liz Dubber, Assistant Head of Libraries and Information, who is the sponsor for this programme. Liz's responsibilities include policy planning and quality assurance, as well as oversight of work for children and young people. She says, "The Quality Leaders programme will enable us to meet our Best Value targets to improve services and customer care for young people. We also hope it will enable us to modernise and transform these services and I look forward to supporting the project in any way I can".

QLP Appears at conference

The Public Libraries Group (PLG) Spring conference will feature a presentation from one of the current Quality Leaders. Brochures for the conference have now gone out to library authorities across the country and the website is also now up and running with the same information at www.cilip.org.uk/plgspring. Ciara Eastell, Principal Assistant County Librarian at Somerset Libraries Arts and Information Service says that "I hope, when you see the entire programme, you'll agree that the programme is varied and interesting. It's been a real pleasure, as Director of Studies, to shape the programme and we're hoping for a good attendance at the conference.

The Paul Hamlyn Foundation supports the Quality Leaders Project

The Paul Hamlyn Foundation has awarded £180,000 to fund the second phase (Implementation) of the QLP-Youth strand, aimed at developing innovative services to youth, with a special emphasis upon young refugees and asylum seekers. The QLP-Youth Project will refocus public library services so that young people themselves decide on the services they need. In this way services to young people will be mainstreamed. Susan Blishen from the Paul Hamlyn Foundation (PHF) explained PHF's interest in the Quality Leaders Project: "The Paul Hamlyn Foundation has a strong interest in improving access to books, reading and library services for young people, and others, who are affected by disadvantage. Its Reading and Libraries Challenge

Fund, launched this year, will support innovative projects that share this commitment to improving access. Although an award was granted to The QLP-Youth Project prior to the opening of the PHF's Fund, its focus, direction and proposed methods of delivery fit very well with the criteria of the Foundation's new scheme."

The Reading and Libraries Challenge Fund is one of a number of special projects devised by the Foundation in 2002-3 to address issues which are close to its heart and are not being adequately tackled elsewhere. The Fund, which has three streams, (Right to Read, Free with Words and Libraries Connect) aims to give young people, and others, with little or no experience of libraries and reading for pleasure

the chance to benefit from all the services libraries have to offer, with a special emphasis on books and reading. Susan, who is the Education Projects Manager at the Foundation, explained that "The Foundation has a long history of supporting innovative work to open up arts and learning to those with limited access. The new Fund is aimed at making libraries more accessible to new sections of the community as well as offering routes into reading for recreation and learning. We hope that the Fund will give libraries the chance to play a central role in tackling inequality and creating new cultures of reading.' Closing dates range from April to July 2004 and further details are available from the website www.phf.org.uk.

QLP Pushing Boundaries

The QLP will be pushing its boundaries far and wide this month as librarians from Palestine and Ethiopia who are visiting Merton as part of their Continents Connect program running from 8-11 March, 2004 will be talking to delegates at the next Development Day.

Mrs Iman Ammus is the Head Librarian at TAMER and has more than 10 years progressive experience as a librarian. TAMER (Tamer Institute for Community Education)

is a key children's organisation in Palestine and a significant partner for Book Aid International. It distributes books to children's libraries in the West Bank and Gaza and also runs reading promotion programmes and publishing activities for children, especially for the disabled. Mr Tesfaye Dubale is the Executive Director at CODE-Ethiopia with significant experience of Curriculum Development in Ethiopia. CODE-Ethiopia

distribute books to rural community resource centres in Ethiopia. CODE-Ethiopia's goal is to strengthen the literate environment and, in particular, improve the reading abilities of children through community and school library development, publishing, and training. The international visit is funded by Book Aid International (<http://www.bookaid.org/cms.cgi/site/index.htm>).

Managers need leadership skills

One of the main benefits of the QLP is in the development of leadership skills in delegates who complete it and it would appear from the recent Council for Excellence in Management and Leadership (CEML) report that such an approach is greatly needed as it concluded that many UK managers from both the public and private sectors do not have the necessary skills, such as strategic thinking and communication.

In response, Estelle Morris has

announced the government's strategy to help UK managers improve their leadership skills. "Around 4.5 million individuals in the UK have significant management responsibilities, yet many businesses say their managers lack the skills and qualifications to lead their workforces effectively", she said. The government has set up an advisory panel comprising senior business people, ministers and others with experience in leadership and management from the public and

private sectors. The document, Government response to the report of the Council for Excellence in Management and Leadership (CEML), is available at <http://www.dfes.gov.uk/ceml/>, while the full CEML report, *Managers and Leaders: Raising Our Game*, (May 2002) 40pp, and an 11-page summary, is available in pdf format at <http://www.managementandleadershipcouncil.org/reports/final.htm>

University Congratulates QLP Staff

The Vice-Chancellor of London Metropolitan University, who have been sub-contracted to deliver the first phase of the QLP-Youth program, has congratulated members of the QLP Steering Committee on the achievements of the program to date.

The university hosted the development day at which the Vice

Chancellor met Dr. Dean Bartlett and Shiraz Durrani, MBE who have been pioneering this work in the area of equalities for a number of years, developing their distinctive approach through the QLP which aims to develop innovative services to socially excluded communities and at the same time offer management development to local authority staff working in the area. Dr. Bartlett explained that “the approach involves

the development of management expertise in what has become known as social innovation or social entrepreneurship”. The academic research underpinning the approach has been published in numerous research journals such as Local Government Studies and the International Journal of Business and Performance Management, while the Quality Leaders Project has an agreement with the publisher Emerald to publish the QLP Manual which will be hitting the printing press later this year.



l-r Professor Roderick Floud, Vice-Chancellor, London Metropolitan University; Shiraz Durrani (MLHS); Dr. Dean Bartlett, Deputy Director, Management Research Centre, London Metropolitan University

QLP-BME Strand Update

The previous cohort of staff to take part in the Quality Leaders Project aimed at black and minority ethnic library and information workers have almost completed all of the assessment requirements in respect of the University Diploma in Work-Based Learning. In order to be considered for the award, which is a nationally recognised and fully accredited University Diploma, delegates had to deliver the Service Development Proposals they developed over the six-month development programme in front of a selected audience. Delegates were assessed on their presentations, which included descriptions of their consultation results and how these were developed into a new service. Delegates then had to submit a document to accompany the

audio-visual presentation which was also assessed. Finally, the learning log which is an integral part of the learning process in the scheme is submitted for assessment. At this stage in the development of QLP, entry for the diploma was not a compulsory part of the scheme and of the original cohort of 10, 5 chose to see this part of the programme through to completion. All of these have now made their presentations and many have also submitted their written reports and learning journals. The remaining documents will be submitted by the end of this month and the delegates will then go through the assessment process which, due to the need to ensure a high quality programme will have to go through the University examination process which

involves submitting this work to both an internal and an external examiner, before the results of the diploma are announced some time later this year.

This phase of the scheme was sponsored by Resource (The Council for Museums, Archives and Libraries, which has now been re-branded the MLA, standing for Museums, Libraries and Archives). Rajiv Anand, who was Resource's Cultural Diversity Development Officer at the time, said: “The Quality Leaders' Project will provide the public libraries domain with innovative ways for black and ethnic minority library and information staff to increase their skills through development and mentoring, enabling them to further develop their careers.”

Partnership Working Key to Success

Previous research which has looked at the involvement of service users in service improvement (e.g. Dibben and Bartlett, 2001) has seen a key role for involving actual users of services in partnership with the local authority. In the light of the recent interest in partnership working and the role of partnerships in local governance, the extent to which much wider involvement of whole communities occurs remains difficult to evaluate. The QLP sees partnership working as essential, not only in terms of the partnerships that are developed within local authorities, such as that between libraries and youth services in QLP-Youth, but also developing partnership working with outside agencies. Partnerships need to be successful at bringing on board and managing this diverse set of partners and the subsequent impact of this upon the performance of the partnership, as well as its relation to the overall success of the projects, can be assessed using previously established evaluative criteria (e.g. DTLR, 1998; Rhodes et al, 2002). Based upon previous analyses and descriptions of partnership working (Twineham and Joyce, 1998; Twineham, 2000) the way in which the different models of partnership are developed in each of the participating authorities can be assessed and the main benefits and problems with each of them highlighted.

Some of the key challenges for governance and community leadership thrown up by working with different partners on different issues and how the diversity of those partners impacts upon the

practical management of partnerships are likely to prove extremely challenging for Quality Leaders. While the formal mechanisms of, for example, partnership agreements can be leveraged to achieve coherence and help contribute towards a wider governance role in the local government context, there are a large number of difficult challenges which arise in practice when trying to build consensus around a wide range of issues, amongst a diverse group of partners, each with their own series of priorities.

Our analyses of partnership working in these cases, informs current debate about partnerships, which form a key concept in the current UK policy environment. Within this context, they are seen as central to the two main planks of government policy which are, firstly, the modernisation agenda where they provide a mechanism through which community and public service leadership can be delivered within a governance framework and, secondly, the social exclusion agenda where they represent the cornerstone of community development and urban regeneration. Partnership working is therefore viewed as essential to the projects of both democratic and neighbourhood renewal at the level of local government. Some writers have suggested that they are, therefore, key to both improving public services and revitalising communities and in this respect are an important vehicle for joining up policies and delivering truly joined-up government. The connections between development projects such as those which form part of the QLP and the wider

interactions of local authorities with both the public and other partner agencies have yet to be drawn out, but it is clear that this type of work is likely to become far more commonplace in the new environment facing local government in current times.

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QLP In The Press

The QLP has been attracting some significant coverage in a number of publications in the library and information services world, including an appearance in DIRECTIONS, the Newsletter of the Career Development Group (North & South Thames Division) in issue 8 of their publication as well as the Library and Information Update (May 2003 edition - Vol 2, pt. 5). This is very encouraging to

see the whole sector take an interest in the scheme and its developments, however perhaps more rewarding is the fact that it has also attracted coverage in the more mainstream general press, having been featured in less specialist publications such as the Wimbledon Guardian (June 2003), for example. In this article, the project and its approach to involving young people in QLP-

Youth was described at some length. By reaching out to the general public in this way, knowledge of the scheme and how it can help local people have a voice in how their services are developed can be spread to people who may not otherwise be aware of the efforts that participating authorities are making under the auspices of the scheme.

QLP wins award



L-R Kal Dale, Len Holmes (Director of the Management Research Centre, London Metropolitan University), Shiraz Durrani (Merton), Ismail and Philip.

The Quality Leaders Project has been highly commended in the organisational change category of the new CILIP Diversity Awards presented on 21 November, 2003. The CILIP Diversity Awards reward outstanding achievement in promoting diversity and challenging inequality. The Chartered Institute of Library and

Information Professionals, and its newly formed Diversity Group, set up the awards to recognise outstanding achievement in the promotion of diversity through library and information services, and the people and organisations responsible for them and to highlight good practice for the rest of the profession.

The aims of the Diversity Group are to unite those members of CILIP engaged in or interested in issues of diversity as they affect the library and information community, to foster communication between such members, to facilitate exchange of experience and the promotion of work relevant to those interests in order to promote and support library and information services to diversity and excluded communities. "Diversity" covers issues of race, religion, culture, ethnicity, class, gender, sexuality, age, disability – and other factors that result in discrimination and inequality.

Mentors Get Closer

During the current round of QLP, mentors get more closely involved in the development projects than in earlier rounds of QLP, taking part in four formal mentoring sessions which they have agreed to conduct with the Quality Leader from within their authority. The role of the mentor in the QLP-Y scheme is essentially to provide the first port of call for the QL within each home authority and to help

develop the QL's skills. This is achieved through the mentor:

- Providing guidance, coaching and day-to-day support for the QL
- Providing guidance on organizational systems and processes, managing people and teams and practical aspects of the project
- Inspiring the QL through your own behaviour (Behavioural role-modelling)

- Helping the QL to find practical solutions to any problems which they face
- Guidance on taking up issues with Sponsor and other senior Council officers

Mentors are supported in this role and are provided with a formal feedback sheet which is used to record the achievements of the QL in relation to the various components of the scheme.

Birmingham Continues Its Involvement in the Quality Leaders Project

Birchfield Library in Birmingham is in the process of modernisation and seems the ideal choice for participation in QLP-Youth. The demographic profile of Birchfield reflects the overall composition of the city and is home to a variety of Refugees and Asylum Seekers. Saleem Ayub, Birmingham's Quality Leader, said that he is "intending to make consultations with users/non-users as to what type of service would most benefit their needs before any plans are put in place for major changes.

Research will be undertaken by planners/designers, but this would be very different from the type of consultation to be undertaken by myself". Saleem is working for 3 days per week on the QLP for the first 6-month development phase of the project and is being sponsored by Patsy Heap, while being mentored by Phil Burns. Birmingham has had along involvement with the QLP, stemming right back to the initial feasibility study conducted in 1999.

QLP gets new website

The QLP now has its own website which is hosted by The Network, a network of public libraries, museums, archives, other organisations and individuals committed to tackling social exclusion. The organisation aims to assist libraries, museums, archives and galleries and other organisations to tackle social exclusion through the development of policy and practice to enable them better to interact with their local communities and wider audiences and it is supported by CILIP who host and update their site.

Full details of the QLP programme are available from the website which can be found by clicking on: <http://www.seapn.org.uk/qlp.html>

You will find news updates, copies of current issues and back issues of QLP News which are available for electronic download in PDF format, as well as a description of the QLP model and a number of background and research reports detailing the development and evaluation of the scheme, all of which are available for download.

Swansea's QLP

The quality leader in Swansea is Emma Rees who is Senior Manager, Children, Youth and Inclusion. Her role is to develop library and information services specifically to young people and those who, for whatever reason, are excluded from accessing services. Emma will be spending 2 days per week working on the programme and Peter Gaw, Head of Libraries and Lifelong Learning, is taking on the role of mentor and sponsor. Peter said 'I am very supportive of

leadership development and see the QLP as an ideal opportunity to develop staff and improve the performance and relevance of our service. The need to consult with target groups and challenge the way in which we deliver services is exciting. The programme also gives an external view of what we do and as the only Welsh authority to participate in QLP reduces the impact of perceived isolation from the rest of the United Kingdom'.

QLP in Merton

Anthony Hopkins is the QL for the London Borough of Merton Library and Heritage Service (MLHS) where he is Libraries Innovations Projects Officer. Anthony will be committing 17.5 hours per week to the project and, he says, is "very much looking forward to developing my own project management skills as well as developing a new and innovative service to young people in the local community".

The sponsor for the project is

Sue Evans (Director of Education, Leisure and Libraries) and the mentor is Janet Graves (Service Development Manager for Services to Young People). Janet says of the QLP-Y, "I am sure that I will also learn from this initiative and I hope that his findings from consultations in Phase One and the expertise that he gains as a Quality Leader lead to tangible improvements to the service that young people get from Merton Library Service."