Module title: Change management and leadership in public library services

http://moodle.uelconnect.org.uk/course/view.php?id=64

Skills project details: http://www.seapn.org.uk/editorial.asp?page_id=69

LECTURE TOPICS (one hour)

Week	Date	TOPIC
1	06-09-10	Introduction to the Module Role and purpose of the public library
2	13-09-10	Public libraries and the search for relevance & justice
3	20-09-10	Achieving the vision of a just information society
4	27-09-10	Management & leadership in public libraries
5	04-10-10	Policies, planning and performance
6	11-10-10	Meeting information needs of people
7	18-10-10	Projects and co-production
8	25-10-10	The modernisation review of public libraries
9	01-11-10	**Zoinul Abidin:** LBB&D Libraries: policies & priorities
10	08-11-10	Innovation & change: the power of "correct" ideas
Coursework submission: 29-11-10 (see. P.7)		

STUDENT WORKSHOPS & DEBATES (one hour)

Students will be divided into 2 groups. Groups will prepare in advance and present their ideas on the topic of the week to the whole class. The purpose is to generate debate, discussion and reflection.

Week	Date	Topic
1	06-09-10	Current debates in public library services (set task)
2	13-09-10	Investigating communities – how and what (short session followed by "investigating communities" bus ride).
3	20-09-10	Reports from "investigating community" bus ride: lessons
4	27-09-10	Analyse changes in social life in the last 10 years
5	04-10-10	Library dreams (1): The Dark Angel experience *
6	11-10-10	Investigate possible library partners within & outside B&D
7	18-10-10	Staff & community empowerment exercise
8	25-10-10	Your experiences of "good" and successful library services, policies & practices. What made them "good" & successful?
9	01-11-10	Group exercise: Planning a service "fit for purpose"
10	08-11-10	Innovation & change case studies

* "On June 1, 2009, months after Max's escape, terrorists detonate an electromagnetic pulse weapon in the atmosphere over the U.S., which destroys the vast majority of computer and communication systems, throwing the country into utter chaos".
[http://en.wikipedia.org/wiki/Dark_Angel_(TV_series)]. Discuss in groups how London residents would survive in the absence of computers and communication systems and present group views to the class.

Learning by doing (one hour)

These sessions will include guest speakers and visits to places of interest/relevant to the Module outcomes.

Week	Date	Topic
1	06-09-10	Library dreams (2): Design a relevant, "equal" library
2	13-09-10	"Investigating local communities" bus ride – group reports to be presented in Workshops & Debates Week 3
3	20-09-10	UEL Docklands Library (cancelled)
4	27-09-10	Paul Hogan, Head of Service for Leisure
5	04-10-10	UEL Docklands Library
6	11-10-10	Richard Sved, MLA
7	18-10-10	Waterstones in Ilford
8	25-10-10	Tim Coates
9	01-11-10	Management Forum (tbc)
10	08-11-10	Guest speaker suggested (by Week 4) by students

Tasks before Module start

1. Read and familiarize yourself with issues mentioned in *IFLA/UNESCO Public Library Manifesto* (1994). Available at: http://archive.ifla.org/VII/s8/unesco/eng.htm

2. Read a recent issue of *Library and Information Update* (last 3 months). Identify any two issues that reflect "current debates in public library services". Present these at the Workshop & Debate session in Week 1 (06-09-10).

3. Familiarise yourselves with articles in "Readings in Innovation and development in information Services. Resource pack" (2007).

Week 1

Date: 06-09-10

Lecture: **Role and purpose of the public library**

Readings

"The role and purpose of the public library". Chapter 1 in "The Public library service: IFLA/UNESCO guidelines for development". International Federation of Library Associations and Institutions. Ed. for the Section of Public Libraries by Philip Gill et. al. München : Saur, 2001. (IFLA publications 97). Available at: http://archive.ifla.org/VII/s8/proj/publ97.pdf

Leadbeater, C. (2003): Overdue; How to create a modern public library service. London: Demos. Available at: www.demos.co.uk/files/overdue.pdf [Accessed: 23-07-10]. Chapters 1, 2 and 6.

Handout 1: "Investigating communities".

Week 2

Date: 13-09-10

Lecture: **Public libraries and the search for relevance & justice**

Readings

"Meeting the needs of the users" Chapter 3 in in "The Public library service: IFLA/UNESCO guidelines for development". International Federation of Library Associations and Institutions. Ed. for the Section of Public Libraries by Philip Gill et. al. München : Saur, 2001. (IFLA publications 97). Available at: http://archive.ifla.org/VII/s8/proj/publ97.pdf

Week 3

Date: 20-09-10

Lecture: **Achieving the vision of a just information society**

Readings

Ten point program presented to the groups which met at the Vienna Conference of progressive librarians sponsored by KRIBIBIE. Available at: http://libr.org/plg/10-point.php [Accessed: 23-07-10].

World Summit on the Information Society: Declaration of Principles. Available at: www.itu.int/wsis/docs/geneva/official/dop.html. [Accessed: 23-07-10].

Week 4

Date: 27-09-10

Lecture: **Management & leadership in public libraries**

The Public library service: IFLA/UNESCO guidelines for development. International Federation of Library Associations and Institutions. Ed. for the Section of Public Libraries by Philip Gill et. al. München : Saur, 2001. (IFLA publications 97). Available at: http://archive.ifla.org/VII/s8/proj/publ97.pdf [Accessed: 21-07-10]. pp. 71-86.

Check relevant sections in **Innovation and development in information Services. Resource pack.** Sections on Management and development; public service and management issues; Interviews.

Week 5

Date: 04-10-10

Lecture: **Policies, planning and performance**

Readings

Durrani, Naila (2005): Policies & practices for an equal library service.

Check relevant sections in **Innovation and development in information Services. Resource pack**: Module Resources.

Week 6

Date: 11-10-10

Lecture: **Meeting information needs of people**

Readings

Smallwood, E. (2002): Communities Developing Communities. *Diversity*. No. 3, pp. 22-32, 75. Available from: http://www.seapn.org.uk/content_files/files/diversitynewslettermarch02.pdf [Accessed: 21-07-10].

Check relevant sections in **Innovation and development in information Services. Resource pack**.

Return

Week 7

Date: 18-10-10

Lecture: **Staff & community empowerment exercise**

Readings

Relevant material will be provided during the lecture.

Week 8

Date: 25-10-10

Lecture: **The modernisation review of public libraries**

Readings

Department of Culture, Media and Sport (2010): The modernisation review of public libraries: A policy statement. Available at: http://webarchive.nationalarchives.gov.uk/+/http://www.culture.gov.uk/images/consultation_responses/modernisation_review_public_libraries.pdf [Accessed: 21-01-10]. pp. 1-12.

Other relevant readings will be provided nearer the time.

"In common with many other organizations public libraries are going through a period of unprecedented and ongoing change as a result of the rapid development of information technology and social and demographic change. This presents tremendous opportunities for the public library, as information provision is one of its primary roles. It also presents challenges to managers and staff to ensure that change can be introduced with the maximum effectiveness and the least stress on staff and the organization. Library managers must be aware of the issues arising from continuous and fundamental change and establish methods of dealing with them."   -   "The Public library service: IFLA/UNESCO guidelines for development. International Federation of Library Associations and Institutions. Ed. for the Section of Public Libraries by Philip Gill et. al. München : Saur, 2001. (IFLA publications 97). Available at: http://archive.ifla.org/VII/s8/proj/publ97.pdf [Accessed: 21-07-10]. P.77

Week 9

Date: 01-11-10

Lecture

Zoinul Abidin: LB Barking & Dagenham Libraries: policies & priorities

Readings

To follow

Week 10

Date: 08-11-10

Lecture: **Innovation & change: the power of "correct" ideas**

Readings

Durrani, Shiraz; Smallwood, Elizabeth; Richens, Hannah; Lusted, Catherine (2008): Innovation in youth services: the Quality Leaders Project (Youth) empowers young people in Barnet. Paper presented at the 2008 EFMD Conference on Public Sector Management Development, 29-30 May 2008. Irish Management Institute, Dublin, Ireland. pp. 1-4.

Coursework submission: Monday 29-11-10

Coursework

Prepare a proposal for a pilot project to deliver a new library service as a way of meeting new or unmet needs. (1,000 -1,500 words).

GUIDANCE

- Discuss your proposal with your mentor to ensure that it reflects service priority.
- Explain in your answer how your proposal meets the requirements of the IFLA/UNESCO Public Library Manifesto (1994)[1] and justify the proposal using Barking and Daganham statistics.[2]
- As far as posible, include in your proposal the following aspects: resource implications; management and staffing and training needs. Discuss possible challenges that may arise and ways to deal with them. Try to justify any claims you make by refering to sources from the Bibliography.
- Please see "Guidance for writing essays" on pp 12-13 of this Booklet.

Coursework submission: 29-11-10

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[1] *IFLA/UNESCO Public Library Manifesto* (1994). Available at: http://archive.ifla.org/VII/s8/unesco/eng.htm.

[2] See:

1) Barking and Dagenham. Library Service: http://www.barking-dagenham.gov.uk/4-libraries/libraries-menu.html.

2) Office of National Statistics. Neighbourhood Statistics. Barking and Dagenham (Local Authority). Available at http://neighbourhood.statistics.gov.uk/dissemination/LeadAreaSearch.do?a=7&r=1&i=1001&m=0&s=1282123396453&enc=1&areaSearchText=Barking&areaSearchType=13&extendedList=false&searchAreas=

Bibliography

NOTES ON THE STUDY PROGRAMME

1. Key readings are listed under each lecture. You should attempt to read these before each lecture. The main Bibliography is in two parts: Main readings give key resources for the Module, additional readings aim to give a wider range of readings – for the duration of the Module and afterwards.

2. Some Useful Websites provide links which you should visit from time to time to check on new material as well as to get key documents.

3. "Readings in Innovation and development in information Services. Resource pack" (2007).   Copies of the Readings will be made available before the start of teaching. Please use this to find relevant items each week. Guidance will be given on which articles are relevant for each topic covered in the lectures.

"INVESTIGATING COMMUNITIES" BUS RIDE

4. Start thinking about the assignment from about week 3. Raise any issues and questions with the Course Leader.

5. Each of you has a Mentor from the Library Senior Management Team. Please make sure you discuss with them your assignments as well as other aspects of you learning programme.

Main resources

Barking and Dagenham. Library Service: http://www.barking-dagenham.gov.uk/4-libraries/libraries-menu.html

Department of Culture, Media and Sport (2010): The modernisation review of public libraries: A policy statement. Available at: http://webarchive.nationalarchives.gov.uk/+/http://www.culture.gov.uk/images/consultation_responses/modernisation_review_public_libraries.pdf. [Accessed: 21-01-10].

Durrani, Naila (2005): Policies & practices for an equal library service. [Copies available in the library].

IFLA/UNESCO Public Library Manifesto. 1994. Available at:
http://archive.ifla.org/VII/s8/unesco/eng.htm [Accessed: 21-07-10).

Leadbeater, C. (2003): Overdue; How to create a modern public library
service. London: Demos. Available at:
www.demos.co.uk/files/overdue.pdf [Accessed: 23-07-10].

Office of National Statistics. Neighbourhood Statistics. Barking and Dagen-
ham (Local Authority). Available at
http://neighbourhood.statistics.gov.uk/dissemination/LeadAreaSearch.do?
a=7&r=1&i=1001&m=0&s=1282123396453&enc=1&areaSearchText=Bar
king&areaSearchType=13&extendedList=false&searchAreas=

Smallwood, E. (2002): Communities Developing Communities. Diversity.
No. 3, pp. 22-32, 75. Available from:
http://www.seapn.org.uk/content_files/files/diversitynewslettermarch02.p
df [Accessed: 21-07-10].

Ten point program presented to the groups which met at the Vienna Confer-
ence of progressive librarians sponsored by KRIBIBIE. Available at:
http://libr.org/plg/10-point.php [Accessed: 23-07-10].

The Public library service: IFLA/UNESCO guidelines for development. Inter-
national Federation of Library Associations and Institutions. Ed. for the
Section of Public Libraries by Philip Gill et. al. München : Saur, 2001.
(IFLA publications 97). Available at:
http://archive.ifla.org/VII/s8/proj/publ97.pdf [Accessed: 21-07-10]

World Summit on the Information Society: Declaration of Principles. Avail-
able at: www.itu.int/wsis/docs/geneva/official/dop.html. [Accessed: 23-
07-10].

Additional resources

Audit Commission (2002): Building better library services; learning from
audit, inspection and research. London: Audit Commission. Available
from: <http://www.audit-commission.gov.uk/reports/AC-
REPORT.asp?CatID=&ProdID=9D0A0DD1-3BF9-4c52-9112-
67D520E7C0AB>.[Accessed: 01 August 2007].

Department of Culture, Media and Sport (1999): Libraries for all: social inclusion in public libraries; policy guidance for local authorities in England. London: DCMS.

Department of Culture, Media and Sport (2003): Framework for the future: libraries, learning and information in the next decade. London: DCMS. Web version available at: <http://www.mla.gov.uk/webdav/harmonise?Page/@id=73&Document/@id=18382&Section[@stateId_eq_left_hand_root]/@id=4332>. [Accessed: 13 January 2007].

Goulding, Anne (2006): Public libraries in the 21st Century: defining services and debating the future. Aldershot, Hampshire: Ashgate.

House of Commons. Public Administration Select Committee (2008): User Involvement in Public Services. Sixth Report of Session 2007–08. HC 410. London: The Stationery Office Limited. (May 2008).

The Library Campaign (2010): Change is overdue - a public charter for libraries. Available at: http://www.librarycampaign.com/ChangeIsOverdue [Accessed: 08-07-10].

UNESCO (2005): Towards knowledge societies. Paris: UNESCO. UNESCO World Report. Available from: http://unesdoc.unesco.org/images/0014/001418/141843e.pdf. [Accessed: 14 January 2007).

Some useful websites

Chartered Institute of Library and Information Professionals: <www.cilip.org.uk/default.cilip>.

Community Development Foundation: <http://www.cdf.org.uk/>.

International Federation of Library Associations (IFLA): <http://www.ifla.org/>.

Museums, Libraries and Archives Council (MLA) - "The Museums, Libraries and Archives Council (MLA) is the lead strategic agency for museums, li-

braries and archives":
http://www.mla.gov.uk/webdav/harmonise?Page/@id=90.

The Network, tackling social exclusion in libraries, museums, archives and galleries.   <http://www.seapn.org.uk/>.

Progressive Librarians Guild: http://libr.org/plg/index.php.

Quality Leaders Project (Youth): http://www.seapn.org.uk/qlp/

[Library] Skills for a Globalised World Project:
http://www.seapn.org.uk/editorial.asp?page_id=69

UNESCO Libraries Portal: <http://portal.unesco.org/ci/en/ev.php-URL_ID=6513&URL_DO=DO_TOPIC&URL_SECTION=201.html>. [Accessed: 13 January 2007].

World Summit on the Information Society: <www.itu.int/wsis/index.html>. Accessed: 13 January 2007].

Module resources (copies available in the library)

1. Communities of change and resistance (2007)

2. Ideas & Issues in social Exclusion (2006)

4. Policies & Practice (2008-09)

5. Readings in information, innovation, power and politics (2007)

6. Trends in contemporary society – media clippings (2008-09)

 All coursework and work of the Module should meet the requirements of UEL's policies
- Equality and Diversity Policy.
- Using the Harvard Style.
- Plagiarism.

Guidance for writing essays

In preparing your answers you should therefore bear the following criteria in mind:

- **Focus** – make sure you gear your response to the set question (and not a different one!)

- **Structure** -your responses should be logically ordered and include a clear introduction and conclusion

- **Content** – your responses should demonstrate critical reading of a range of relevant sources/perspectives on the issue.

- **Analysis** - independent analysis and signs of serious consideration about the topic will be rewarded in the marking as will the rigour of the analysis to which it is subjected and the extent to which you present a clear and cogent argument/discussion.

- **Style/use of English** -your responses should be written in a clear and straightforward manner and should not contain grammatical or spelling errors.

- **Presentation/referencing** - you should ensure your sources are fully acknowledged in the text and provide a full bibliography of the sources consulted for preparing each question. You should use the Harvard system appropriately.

Further points

1. Be clear about your audience/readership: this is an academic work, so use academic style/content.

2. Prepare an outline (bullet points) as a "map" of your essay. Divide it into an introduction, main body and conclusion.

3. Content (what you say) and form (how you say it) should reinforce each other. In some cases you may use section headings to make it easy to follow your arguments. Avoid long sentences and "big" words; divide your essay into appropriate paragraphs, with each paragraph carrying one idea.

4. Avoid the use of personal pronouns ("I", "you) in academic work unless the assignment requires this – remove yourself from the topic you are dealing with; use an "objective" style.

5. Use reliable references and sources to substantiate your arguments. Do not make claims or quote statistics without providing the source of information. Use the Harvard Style for referencing.

6. It is YOUR views and arguments that you need to bring out. Originality is important: is your contribution helping to push boundaries of knowledge? Are you saying something new or giving a new interpretation to an issue?

7. Move from descriptive to analytical: take a critical look at the topic, look at strategic issues, challenges, future developments and trends. Show evidence of reflective learning (if appropriate).

8. Keep to word limit (it is a good practice to write the number of words at the end of your essay).

9. All submissions should meet requirements of UEL's Equality policy. Guard against plagiarism.

10.   Read the question carefully and respond to what is asked for. Do not give information that is not asked for. Understand and define (if appropriate) key term.

KEY ACTIVITIES TO IMPROVE YOUR STYLE & CONTENT

1. Ensure you read recommended references.

2. Read peer reviewed relevant articles

3. Read quality newspapers such as The Guardian daily.

4. Listen to BBC Radio 4 and World Service – news as well as special interest programmes

5. Discuss your ideas and views openly in class. Listen to alternate opinions and contribute your views. Be open to new ideas and practices.

D2 (23-07-10)
Shiraz Durrani