



Report to the Paul Hamlyn Foundation

Quality Leaders Project – Youth (QLP-Y)

Update to the Final Report

March 2010



Quality Leaders Project - Youth

Supported by The Paul Hamlyn Foundation



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1. Executive summary

This report represents an update to the final Project report of the Quality Leaders Project - Youth, which was submitted to the Paul Hamlyn Foundation in December 2007. The report details those Project activities and developments that have taken place since the publication of the last report or which were not reported in the last report.

The Quality Leaders Project (Youth) (QLP-Y) is a Project funded, in its first, six-month phase, by the National Youth Agency and in its second, two-year phase, by the Paul Hamlyn Foundation. The purpose of the Project is to develop management ability in public library staff by supporting them in the design and delivery of new and innovative library services for young people. The Project has been administered by a Project Group based at London Metropolitan University.

A key part of the Project has been to design and deliver new services/activities for young people in consultation with young people. The services delivered are known henceforth as audience development activities. The concept of audience development was outlined in our funding proposal; briefly, it encompasses the development of young people via the development of new skills through the creation of arts/media-based artefacts. The term audience, in this context, can be used to mean both the young person involved in the activity and the wider community (young people, older people or both) who represent a potential audience for the artefact produced.

QLP-Y started in October 2005 and ended, officially, in October 2007. It involved four public library authorities: Lincolnshire County Council; the London Boroughs of Barnet and Haringey and Portsmouth City Council. While it was expected that project implementation would be time consuming and thus two years was allowed for this, it became clear during the Project that more time may be needed in certain authorities to implement the necessary changes. Additionally, internal restructuring within participants' authorities had a significant effect on Project timelines. In addition, the London Borough of Barnet started almost a year after other participants and did not complete its Project activities until July 2008. The London Borough of Haringey and Portsmouth City Council were keen to complete new service initiatives that were incomplete at the date of the last report and this report details those initiatives. The funds released by the departure of staff from the central Project Group made it possible to employ a part-time member of staff for administrative support as well as appoint another new member of the Project Team.

Lincolnshire County Council completed its Project activities at an earlier date. These were reported earlier and Lincolnshire will not, therefore, be included in this report.

A small follow-up evaluation, further to the main Evaluation Report published in December 2007, was commissioned in order to:

- Receive an updated evaluation report on outcome, progress and developments in QLP-Y since the main Evaluation Report
- Assess sustainability of staff development and service development activities based on evidence from QLPs, mentors, sponsors and young people.

Evaluation activities commenced in August 2008 and continued until September 2009.

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March 2010

2. General overview

2.1 Participating authorities

The authorities participating in activities beyond December 2007 were:

- The London Borough of Barnet, who had started the Project later than other participants and whose final activity was completed in August 2008.
- The London Borough of Haringey, who completed all Project activity in April 2008.
- Portsmouth City Council, whose ongoing internal re-organisation resulted in some delays and whose activity using QLP-Y Project monies was completed in February 2010.

It should be noted that challenges faced by participating authorities such as protracted internal re-structuring as in Portsmouth City Council or the resignation of a key member of the QL team as in Haringey, have resulted in certain audience development activities being changed or delivered differently from what was outlined in the previous report. For this reason, progress will be reported against revised and agreed audience development activities.

2.2 Project Group and extension activities

The Project was scheduled to end in December 2007, with Part 2 of the final report following in September 2008. All central administration and support of the Project had been delivered by a Project Group, detailed in the last report. However, the departure of two Project Group members prior to the end of the Project resulted in extra funds that it was agreed could be used to employ part-time staff members to concentrate on various administrative duties relating to the project. Lincolnshire County Council completed its programme early, resulting in extra funds that could be used to support extension activities in Barnet, Haringey and Portsmouth. Consequently, audience development activities were delivered during 2008. However, delays in Portsmouth meant that certain audience development activities would not be complete until February 2010. For this reason, the update to the final report was delayed until all audience development activities had been completed.

Monica Chatterjee, who had been providing administrative support to the Project, left the University for a new position elsewhere leaving Shiraz

Durrani and Elizabeth Smallwood to continue with the agreed extension activities. As well as further audience development activities to take place within participating authorities, the extension activities include:

- Publications/publicity surrounding the QLP-Y Project.
- A consideration of how the QLP-Y approach to staff development might be incorporated into a short course or modules.

The audience activities have been delivered and are reported on below. Further publications are detailed below. The consideration of how the QLP-Y approach might be incorporated into a short course or modules has been undertaken and has formed part of a new externally-funded project entitled "Skills for a globalised world: relevant skills for public library staff." The study of project successes in Barnet will now be incorporated into an in-depth analysis of the project, including a consideration of how QLs' development can be translated into a formalised learning programme. This work is ongoing and it is hoped that it will be ready for publication in 2010.

3. Key developments in the period January 2008 – December 2009

3.1 We had outlined in our previous report targets for this reporting period. Actual progress against these planned activities is reported below.

3.1.1 Publications

- *Publish Youth Ideas & Action No. 11*
Youth Ideas & Action No. 11 was published in April 2008
- *Publish Youth Policy Review No. 2*
Youth Policy Review No. 2 was published in June 2008
- *Publish QLP News No. 6, 7 & 8*
QLP News No. 6 was published in February 2008
QLP News No. 7 was published in July 2008
QLP News No. 8 was published in September 2008.

It was decided that Barnet did not edit QLP News No. 8 as the Barnet QL had already edited a previous QLP News and felt that it would be preferable to focus on audience development activities, especially as Barnet started the Project some time after other participants. QLP News No. 8 therefore became the final QLP News entitled *QLP News: Perspectives on QLP-Y*. It was edited by Elizabeth Smallwood, a member of the Project Group, and took the place of issue no. 9, the “Voice issue” referred to in the previous report.

3.1.2 Visit authorities to discuss exit strategies and get a qualitative assessment from QLPs on the QLP-Y project

All participating authorities were visited during 2008 and responses from discussions that took place will be included in the in-depth analysis of the Project mentioned above.

3.1.3 Maintain and update QLP website

The QLP website is maintained and updated by The Network, an organisation dedicated to supporting libraries, museums and other cultural and heritage organisations working to tackle social exclusion. The QLP website can be found at <http://www.seapn.org.uk/qlp/>

3.1.4 Research in the Department of Applied Social Sciences (DASS) at London Metropolitan University

- **Barnet Case Study**

Instead of a study focusing solely on Barnet, it has been decided to produce for publication a longer article focusing on lessons learned from QLP-Y with particular, but not sole, reference to Barnet. This allows for the successes in Barnet to be examined whilst keeping a broader focus overall and allowing for other participants' experiences to be documented as necessary.

- **Organise a conference on “Sustainability of Innovation in Local Authorities”**

Significant changes within the University have meant that a Senior Lecturer position will not be filled upon the retirement of the current postholder in February 2010. This results in lack of capacity to take forward outcomes resulting from the conference and it was decided, consequently, not to pursue such a conference at this time.

- **Preparatory work on a possible external funding application based on the concept of a multi-discipline “Innovations, Development and Research Unit” within DASS.**

Initial work on this highlighted that such a unit would require some input from the University. However, certain changes within the University, and requirements for substantial budget savings, result in a lack of capacity that means that the University cannot commit to such a unit at this time.

- **Production of a QLP Manual to capture the experience of the QLP Project as a whole.**

The capture of QLP experiences will be incorporated into the article for publication referred to under *Barnet Case Study*.

- **Feasibility study re developing a short course or an MA module based on QLP-Y and other experiences.**

The initial study has been undertaken and incorporated into a new project. See 2.3 “Skills for a globalised world: relevant skills for public library staff.”

However, a new Masters-level module entitled “Innovation and development in information services” was developed and delivered successfully to QLS and their teams. The module was then offered as an optional module for the MA in Information Management Services course.

3.2 Further QLP-Y publications

Youth services blossom thanks to QLP-Y

Article in CILIP *Update* 7 (3) pp.16-17. March 2008.

Innovation in youth services: the Quality Leaders Project empowers young people in Barnet

Paper by Shiraz Durrani, Elizabeth Smallwood, Catherine Lusted and Hannah Richens presented at the European Foundation for Management Development Conference *Empowering the public: management development implications of further public services reforms in personalizing services and applying new management tools to create public value*. 29-30 May 2008. Irish Management Institute, Dublin, Ireland.

Innovation and change: the QLP-Y approach to staff development

Article by Shiraz Durrani and Elizabeth Smallwood, published in *Library Management*. Vol. 29 (8/9) pp. 671-690. June 2008.

FORTHCOMING: *The experience of QLP-Y and the Library Skills Project in supporting retention and job satisfaction*

Paper by Shiraz Durrani, Catherine Lusted and David Percival to be presented at the IFLA Continuing Professional Development and Workplace Learning Standing Committee, the theme of which is *Retention and job satisfaction: can continuing professional development make a difference?* IFLA World Library & Information Congress, 10-15 August 2010, Gothenburg, Sweden.

The above paper is also to be published in the journal *Multimedia Information Technology* (MmlT).

3.3 “Skills for a globalised world: relevant skills for public library staff”

This is the title of a new project based the QLP-Y approach. Following the feasibility study on developing a short course based on QLP-Y experiences, Shiraz Durrani presented an outline of a possible short course at a London Metropolitan University Employers’ Forum where the Information

Management team at the University discusses its courses with employers and they, in turn, highlight with the university any ways in which they feel the learning content could better meet their needs.

At this Forum, the University was approached by the Linking London Lifelong Learning Network (Linking London) whose aim is to enhance opportunities for vocational learning and to re-engage employees with a learning agenda. Linking London had identified that there were noticeable skills gaps across staff in the public library sector, especially amongst those staff who were not qualified librarians. Linking London was impressed by the approach taken by QLP-Y detailed in the presentation and felt that the “management development through service development” approach might be the kind of approach that would help to deliver the kind of skills development that they felt was currently lacking in the public library sector across London.

Following a successful funding application to Linking London, the University received funding to develop new learning opportunities that address skills gaps across the public library sector. The project is entitled “Skills for a globalised world: relevant skills for public library staff.”

In broad terms, the project seeks to develop a relevant and innovative learning programme that meets the needs of learners and employers in programmes at universities. There are few courses that provide not only coherent learning opportunities but also incorporate progression opportunities for staff who do not wish to, or cannot, attend an MA course, which is where the emphasis has been placed in recent years. This project aims to expand the scope for those who may be at different levels and who may have different learning needs and for whom there have been few avenues to develop their learning and the necessary skills. The project aims to give staff the opportunity to develop further as reflective practitioners, via an experiential learning approach, whilst providing progression opportunities that address current skills gaps.

The experiences of QLP-Y have played an important role in the development of the learning opportunities on offer and “management development through service development” along with work-based learning are concepts that have helped to shape the assessment tasks incorporated into the learning opportunities.

It had been hoped that the University would deliver the new programme of learning but budgetary challenges faced by the University at the current time mean that this will not be possible. Discussions are underway with another London university to explore the possibility of taking the programme

forward with them. The final report on the *Skills for a globalised world project* will be published in December 2009.

4. Update of progress in participating authorities

4.1 London Borough of Barnet

Quality Leader: Catherine Lusted

Mentor: Hannah Richens

Sponsor: Tricia Little

4.1.1 Music project (as part of the Liberation Project within QLP-Y)

Activity date:	Various dates between 31 August 2007 and 25 October 2007
Activity venue:	Chipping Barnet Library, East Finchley Library and Burnt Oak Library
Activity aim:	<ul style="list-style-type: none">- To encourage young people aged 12-19 into libraries- To develop young people's skills in dance, music composition & poetry writing- To develop young people's ability to use library resources such as books and internet to research the topic of slavery- To enable young people to participate in society as citizens through awareness raising and petition

The music project consisted of a number of workshops involving the creation of music, lyrics, poetry and dance on the theme of slavery and liberation and culminated in an "X-Factor-style" competition, where participants performed their pieces.

Three training workshops were held in three libraries; East Finchley, Burnt Oak and Chipping Barnet. These libraries were chosen to offer access across the borough and because they have the space to accommodate dance training. They were also the libraries used for the earlier Playstation competition, detailed in the last report, so that the momentum for library activities for young people was continued.

At each workshop tutors supported young people to create their own piece of music (using music composition software Garage Band), write lyrics and choreograph a dance to perform at the final competition workshop on the last day. Some young people created a poem or piece of creative writing. The theme of the project was slavery to mark the 200th anniversary of the abolition of the transatlantic slave trade, but consideration was also given to liberation in a modern context, in particular the 'Stop the Traffic' campaign against the use of child labour in chocolate production. Many participants

came to all the workshops, travelling across the borough and giving up most of their half term.

Barnet worked with a group of young people to help plan, organise and run the workshops. This core group also designed a petition supporting Fair Trade that they used to discuss the theme with participants as they encouraged them to sign the petition. As part of the preparation the core group attended an exhibition in Enfield on the history of slavery and the abolition in Enfield borough. This gave them a good understanding of the themes for the competition. They devised the competition rules and chose the music young people could dance to.

The final workshop was run as an X-Factor style competition. Participants from workshops earlier in the week performed their piece in front of the core group acting as judges. They devised a scoring system based on the performance, the inclusion of the theme and the standard of the music/ lyrics or dance. The core group helped out every day at the workshops registering and helping young people. While taking part, young people were also asked to complete a survey on CDs and music they would like to borrow from Barnet Libraries. All participants received a freedom key 'keyring' and a bar of fair trade chocolate. Competition winners received a £10 HMV voucher. Core group members received a £15 HMV voucher and an AQA award for 'organising an event'.

Promotional material was sent to all libraries, secondary schools, youth centres and voluntary groups working with young people (including IPOP, a charity working with disabled young people and refugee and asylum groups). The QL, mentor and two detached youth workers supervised each session.

In total 44 young people took part, including some who had not used a library before and were identified as at risk of offending behaviour. All participants created something new, either a dance routine, a poem/rap/lyrics or a piece of music.

The impact of this activity on Barnet has been positive with a strengthened connection between Barnet Libraries and the Youth & Connexions Service. Additionally, the Library Service worked with new youth workers on this activity. Barnet felt that one of the main successes of this activity was in meeting a key priority of Youth Matters - Enjoy and Achieve thus successfully contributing to the aims of the Children's Service of which both Libraries and Youth & Connexions are part.

4.1.2 Drama project

Activity date:	Various dates between January and March 2008
Activity venue:	Chipping Barnet Library
Activity aim:	<ul style="list-style-type: none"> - To deliver activities young people want & to show young people we are responsive to their requests - To encourage young non-users into libraries - To build on relationships with Youth & Connexions - To meet “enjoy and achieve” aim of Every Child Matters and Youth Matters - To build lasting relationships with a group of young people - To work with disadvantaged young people at risk of offending/involvement in gangs or bullying

Between January and March 2008 Barnet Libraries ran a Drama Project on the theme of gangs and bullying as requested by young people. This project ran over the course of five weeks for one and a half hours at a time at Chipping Barnet Library. Additionally, filming and editing workshops were held at Finchley Youth Theatre during February half-term.

The detached youth team recruited participants to ensure Barnet reached the most vulnerable young people and those most at risk. As many came from across the borough, QLP-Y funds enabled the provision of taxis for these young people to attend the workshops. During the drama workshops, after a discussion on gangs and bullying, young people worked to create ‘still life’ images of scenes representing gangs or bullying. These were gradually built up into short scenes telling a story. In preparation for the filming young people worked with the filmmaker on developing storyboards.

A specialist drama youth worker from Barnet’s Youth & Connexions service ran the sessions and during half-term the drama was filmed and edited with the support of a professional film-maker paid for by Barnet’s Arts Service. After half-term a screening was held where young people, their families and friends were invited to see the final films and to celebrate their achievements. All participants received a certificate to mark their success and a copy of the DVD. An application for an AQA award has also been submitted.

Many of the young people attending this activity were referred by detached youth workers and although their attendance was sporadic this did successfully attract them into a library where they saw non-traditional activities taking place. In total 21 young people took part. All participants rated the activity as excellent. One participant, referred to the activity by a

detached youth worker, was involved in a gang. He attended every drama workshop, missing only the editing session because of other commitments. Several others at risk attended one session. Some of the attendees have become regular library users since taking part. Most of the young people who took part in this project have become members of the core group for the next project (Playstation competition). Additionally, they are now being encouraged to join the proposed Library Youth Board.

This activity shifted the QL's role from project deliverer to project facilitator. This has involved using contacts made through networking to source staff to run sessions and to fund a tutor, as well as using contacts made through networking to source specialist technical equipment without which the activity could not have taken place. Sharing responsibility with Youth and Connexions and delegating work have been key areas for development in this activity.

This activity has had a significant impact upon Barnet Libraries as it is the first project to have operated in true partnership between Barnet Libraries and Youth & Connexions service, as staffing and funding was shared between both service areas. By doing so Barnet has been able to reach the most vulnerable young people and those most at risk. As in previous projects young people were involved in the early stages of planning, continuing towards Barnet's aim to establish a Library Youth Board. These workshops have enabled Barnet to achieve four of the five key aims and objectives of Youth Matters; Enjoy and Achieve; Stay Safe; Make a positive contribution. This means the project has successfully contributed to the aims of the Children's Service of which both Libraries and Youth & Connexions are part. The Barnet QL states:

"The drama project has been a shining example of the way Libraries contribute to Barnet Council and the success QLP-Y has had in Barnet in allowing us to build such a positive partnership with Youth & Connexions."

4.1.3 Playstation competition (2)

Activity date:	During half-term holiday May 2008
Activity venue:	The following libraries: Chipping Barnet, Osidge, North Finchley, Childs Hill, Edware and Mill Hill
Activity aim:	<ul style="list-style-type: none"> - To encourage young people 11-19 into the library - To target refugees and asylum seekers - To raise the profile of the availability of games for loan - To increase issues of games

	<ul style="list-style-type: none"> - To consult young people on what games they would like in the library - To involve a small group of young people in stock selection of games
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During May half-term 2008 a playstation competition was held in Barnet Libraries to build on the success of a similar QLP project held last year. Six competition heats were held in six different libraries chosen to provide youth activities in areas where there are gaps.

Two competitions were run simultaneously; Need for Speed (a car racing game) and SingStar (a karaoke game). Competitors could enter one or both competitions. Large screens were set up to project the Need for Speed competition enabling other young people to watch the action. Two consoles were available for competitors to try out Barnet's Playstation3 machines and practice before their turn.

As a reward for taking part all competitors were given a torch keyring. The winner of both games was invited to a grand final held at Chipping Barnet Library. All finalists were given library certificates to mark their participation, a small trophy and a £10 gift voucher of their choice. The winners were also awarded grand trophies and a £30 gift voucher of their choice.

66 individual young people were reached via this activity. Barnet worked with a core group of 15 young people who were involved in planning and organising the competition. Eight acted as referees at each event. Referees also received a £30 gift voucher of their choice and will receive an AQA award for 'organising an event'.

Of those attending, 7 described themselves as disabled and 28 as of minority ethnicity. There was only one refugee, a disappointingly low figure given that publicity had been sent to local charities working with young refugee and asylum seekers, one young carer and one person in foster care. 15% of attendees joined the library on the day of the activity. Evaluation shows that many young people had a new awareness of the games available to borrow in libraries.

The evaluation survey shows that the core group all enjoyed the activity. They all want to help choose stock for libraries and they all want to join the Library Youth Board (see 3.1.5). This activity has helped them to develop skills in: teamworking; event promotion; making decisions; supervising events; planning; helping others and organising activities.

Young people requested the event during last year's Playstation competition, and in holding the event, Barnet has shown that it is prepared to listen, and act upon, young people's wishes for service provision. Young people also recommended games titles, and this information will be used to select stock later in 2008. Additionally, some of the young people attending will help to select stock via a visit to Barnet's stock supplier in the summer holidays.

The activity enabled Barnet Libraries to purchase equipment that can be used in future for further activities of this kind. The partnership between Barnet Libraries and the Youth & Connexions service continued as part of this activity. The Playstation competition was run in conjunction with PAYP (Positive Activities for Young People), a Connexions scheme to involve disaffected youth and those at danger of offending. This activity had a set of targets for Youth & Connexions staff as well as Libraries. By involving young people in the planning process Barnet has moved further towards establishing a Library Youth Board.

4.1.4 Library Youth Board team-building day

Activity date:	27 October 2008
Activity venue:	Moat Mount Outdoor Centre, Mill Hill
Activity aim:	<ul style="list-style-type: none"> - To develop team work skills - To develop strong relationships between Youth Board Members - To develop strong relationships between young people and library staff - To improve the confidence of young people - To show young people we listen and respond to them

During half-term 2008, Barnet Libraries took a group of young people to Moat Mount Outdoor Centre in Mill Hill as part of the preparation to establish a formal youth advisory panel for the service. The group consisted of twelve young people most of who had been involved in previous QLP projects as participants or organisers. Two new members were also recruited by Youth and Connexions to benefit from the team-working objective. Experienced instructors led the day. The morning session focused on team building activities and the afternoon session on an adventure obstacle course. The group was divided into two teams and the young people worked together within each team in a range of physical and mental challenges.

Young people took part in a range of challenging activities which involved them helping and sharing skills and ideas and working as part of a team. During the day an incident occurred between two young people. This was resolved by talking through the problem with both parties to find out what had happened and how this could be avoided in future. Although this took a while to resolve the feedback forms show all participants felt they had developed teamwork skills as a result of the trip.

Participants on the adventure course had to support each other while climbing and crawling over and under apparatus. The activity leader stressed the need to support participants for safety reasons and the young people undertook this really well. The QL reports that she was heartened to see participants encouraging each other through the course and standing ready to catch anyone who fell from an obstacle.

Good relations between staff and young people have been growing throughout QLP-Y. As many of the participants had been involved in earlier projects this trip cemented existing relationships.

The aim of the Youth Board itself is to develop a strong system to enable community engagement for this client group. Since the trip to Moat Mount there have been four Youth Board meetings where members have advised Barnet Library Service on refurbishment plans at East Finchley Library, selected game stock for loan and set out what they would like to see change in libraries. The Youth Board is becoming the mechanism through which Barnet Libraries listen and respond to young people's needs.

The Barnet QL reports that Barnet Libraries benefited from working in partnership with Youth and Connexions. Half the day was funded by the government supported 'Positive Activities for Young People' scheme, allowing Libraries to offer an activity on behalf of Youth & Connexions. Libraries have also benefited from sharing good practice on preparing for day trips, particularly in using the administrative forms and systems to prepare for outdoor trips. Library staff have also learned from watching a youth worker deal with practical issues such as behavioural problems. Catherine Lusted, the Barnet QL states (April 2009):

“As this is the last QLP project in Barnet, this is a good opportunity to assess the impact of the whole programme. We are currently undergoing a restructure of the service, which will strengthen the emphasis on services provided for young people. It is our participation in the project that has identified the need for this change. Within the new structure, my new job will be to lead Barnet Libraries in delivery to this client group. As a direct

result of QLP-Y I feel better prepared to take on this role and better placed to offer the advice, training and support other staff will need to ensure we role out the work QLP-Y has enabled us to begin.

A key part of our future is improving services. The advice we now obtain from the Youth Board is invaluable to this. My hope is that we will mainstream the activities and services QLP-Y has begun by using our links with Youth & Connexions, the skills and knowledge of our Youth Board members and the project experience of the Quality Leader. I have ambitious plans to ensure Barnet Libraries offers a quality youth-centred service, supporting, exciting and responsive to young people’s needs. This prospect would not have been possible without QLP-Y.”

4.2 London Borough of Haringey

Quality Leader: Selma Ibrahim
 Mentor: Kamaljit Bedi
 Sponsor: Diana Edmonds

Although there had been two QLs at the start of the Project, Claire Stalker-Booth left to take up another post, leaving Selma Ibrahim to continue the activities until the end of the Project. Additionally, changes within the Youth Service meant that it was not able to provide the level of support for the Project that was originally envisaged.

All Haringey QLP-Y activity not reported in previous PHF reports is reported here, although as mentioned earlier, changes have been made to certain activities as a result of changes within the QL team and the Youth Service.

4.2.1 Creative writing and mentoring workshops

Activity date:	Various dates between November 2005 and January 2006
Activity venue:	Marcus Garvey Library
Activity aim:	- To develop students’ ESOL level 3 skills in creative writing
	- To develop students’ ESOL level 3 ability to mentor other less experienced ESOL students to write creatively in English

The survey undertaken with young people in Haringey at the start of the QLP-Y programme identified creative writing as an area of interest. As there were a high number of young refugees with English as a second language in Haringey, it was decided to offer creative writing workshops with an ESOL focus.

Children’s author Penny Kendall delivered the workshops with Haringey Springboard Trust, an organisation that runs ESOL classes for young refugees participating. A total of 12 workshops ran between November 2005 and January 2006. There was a core group of 15 students with others joining and leaving other sessions. Students were largely from Somalia, Russia, Lithuania and Turkey. Students were encouraged to read out their work to the group. At first lacking confidence, over the course of time confidence developed and students began to volunteer to read their work or to allow the tutor to read their work to the group.

After several sessions, six students were asked to take part in the mentoring element of the programme. This involved them looking at different learning styles and the concept of being a critical friend. Students were shown how to approach the friendly criticism of their peers’ creative writing via examples modelled by the tutor.

Practising these skills on each other proved initially to be difficult for the participants, who found the reality of criticising others’ work to feel unfriendly. The workshop leader worked closely with the group to dispel this feeling and to show that by critically evaluating a piece of work they were helping their peers to improve. By the end of the session students were far more confident in critically evaluating work and in encouraging peers with their work. Future sessions focused on both critical evaluation of work and on ways in which to encourage others with their work.

It is felt that the workshops helped the participants to gain useful transferable skills in group work, evaluation and being a “critical friend” all skills that can be transferred to other study situation and into employment.

4.2.2 Web design workshops

Activity date:	Dates between: 29-31 May 2007; 2-30 June 2007; 26-31 July 2007; 2-31 August 2007
Activity venue:	Wood Green Central Library
Activity aim:	To enable young people to learn how to create their own websites

ICT was identified as an area of interest for young people following the survey conducted with them at the start of the QLP-Y project.

Haringey Adult Learning Services facilitated a total of 46 two-hours sessions from May to August 2007. Workshops have covered topics such as how to set up a basic web page; taking photographs to put on the page; texts and links. Young people were supported in creating a website “all about themselves”, their interests, beliefs, aspirations, role models, travels etc. The completed web sites were showcased via a link on the 1319.org.uk website.

In total 15 young people attended these courses. They received the courses most positively and requested further courses in future.

4.2.3 Activity to celebrate the anniversary of the Act abolishing the transatlantic slave trade via creative writing workshops (part of the Liberation Project within QLP-Y)

Activity date:	13, 14, 16 August 2007
Activity venue:	Wood Green Central Library
Activity aim:	- To increase awareness of Black history
	- To increase interest in research and learning of history
	- To increase interest in literacy as a creative art and as an enjoyable activity

Creative Writing was identified as an area of interest from the survey conducted with Haringey youth in 2005. As 2007 was the bicentenary of the Act abolishing the slave trade, it was decided to make this anniversary the subject of creative writing workshops.

The workshops were delivered by historian and author S.I Martin at Wood Green Central Library. There were a total of three two-hour workshops. Ten young people attended the workshop. All participants were under 16 and from minority ethnic communities, including newly-arrived young Polish people.

Following work with the historian, young people wrote a collective letter entitled “Dear Mama” from the perspective of a young slave writing home to his mother and telling her about life in the African Academy in London. Participants also took part in a role-play about bullying at the Academy then. These activities provided young people with the opportunity to learn about history, to compare life then and now and also contribute to a collective team effort.

4.2.4 Activity to celebrate the anniversary of the Act abolishing the transatlantic slave trade via art workshops (part of the Liberation Project within QLP-Y)

Activity date:	21-23 August 2007
Activity venue:	1319 Teen Library at Wood Green Central Library
Activity aim:	- Increase awareness and understanding of the Slave Trade and its impact on people
	- Increase interest in and encourage research into history
	- Encouragement of self expression with drawings
	- Awareness of art/drawing as a leisure activity

Art was identified as an area of interest from the survey conducted with Haringey youth in 2005. As 2007 was the bicentenary of the Act abolishing the slave trade, it was decided to make this anniversary the subject of art workshops.

Three two-hour workshops were run at the 1319 Teen Library in Wood Green. A total of eleven young people attended. All participants were under 16 years and all were from minority ethnic communities, including newly-arrived young Polish people.

4.2.5 Web design workshops

Activity date:	19-22 February 2008 and 8-10 April 2008
Activity venue:	1319 Teen Library at Wood Green Central Library
Activity aim:	- To enable young people to create their own websites about themselves, their interests etc
	- To encourage young people to use ICT for education and pleasure

It was decided to run this activity following the success of the previous web design workshops in 2007. All of the previous participants said that they would love to have further web design workshops. Consequently, 14 2-hour sessions were delivered by Haringey Adult Learning Services.

In total 15 young people attended from a variety of ethnic backgrounds. All participants created their own websites. These websites were loaded on to the web and with a special website created to host them. A celebration day was held 22 September 2007 at 1319 Teen Library to award participants in the workshops with a certificate to record their achievement.

As a result of the workshops, Haringey was equipped with 4 laptops for future use and DreamWeaver software so that similar workshops could be run in future; those who have attended workshops can use the laptops at the library to update their websites.

4.3 Portsmouth City Council

Quality Leader: David Percival
 Mentor: Lindy Elliott
 Sponsor: Stephen Bailey

4.3.1 Jeet Kune Do workshops

Activity date:	26 June, 3 July and 10 July 2007
Activity venue:	Portsea Library
Activity aim:	<ul style="list-style-type: none"> - To provide a requested activity in a library environment for young people excluded from mainstream education or who were unemployed. - To encourage young people to join the library and to build a relationship with them.

Consultation in May 2007 with a group of young people from a local pupil referral unit revealed that they were very excited by a martial art form known as jeet kune do. They did not know how to perform this martial art, developed and made famous by Bruce Lee, but were keen to learn.

The Portsmouth QL engaged the services of Mike Gray, a local instructor and six sessions were held in Portsea Library, two on each of the dates given above.

60 young people attended the six sessions; half were yr 10 students from the unit and the other were young people 16+ attending lunchtime sessions at the Portsea Youth Club. 15 young women also attended the sessions – although they enjoyed watching the sessions, they were reluctant to take part. Some young women recorded the workshops on cameras and camcorders.

20 people joined the library as a result of this activity; the rest had library cards that they had not used for some years. Many of the young people have been seen in the library since the activity looking at the various martial arts

materials held in stock. They have said that they will take part in further sessions that have been funded locally.

4.3.2 Youth magazine development workshop

Activity date:	16 May 2007
Activity venue:	Portsmouth Central Library
Activity aim:	To develop ideas for a magazine produced by young people

Duane Melius, editor of Merton Sense, a youth magazine based in south London was invited to facilitate an informal discussion with a group of young people, leading to an idea for a magazine that they will produce. Merton Sense began as part of an earlier, experimental stage of QLP-Y at Merton Library and Heritage Service. Duane had been very involved from the outset of Merton Sense and was, therefore, experienced in building up a youth magazine from the very beginning.

The objective of this workshop was to set the ball rolling for an initiative that would enable the library service to provide an exciting and relevant service to young people in the form of support for the production of a youth magazine, produced by and for young people. Following the discussion, a number of additional workshop needs were identified in order to provide the group with the skills they will need.

The young people decided that their magazine would have to have a “unique selling point” to create a magazine for young people that would be attractive and could compete with the intense competition that exists in this market. The young people decided that they would like a magazine with a manga theme; the writers were to be manga characters living in a different world but telling stories relevant to our world.

Therefore the skills needed are instruction in generating computerised manga-type illustrations as well as desktop publishing skills. Portsmouth decided that it would need to purchase a PC with large monitor and Adobe Creative Suite software to support this project, as well as digital cameras, printers etc. QLP-Y agreed to support the production of a pilot edition but subsequent editions would need to be produced without QLP-Y funding.

The session was arranged as a drop-in, as the attendance of young people in the library is generally fluid. During the course of Duane’s visit, 13 young people attended with ages ranging from 13-18. Portsmouth had set a target of 10. Only one young woman was present. No targets were set for

male/female ratio but the participation of a significant number of young men is considered an achievement in itself. There had been set a target of 40% of the young people to have BME backgrounds. In actuality 76% of attendees matched this profile.

Following this workshop has been difficult – particularly getting suitably qualified personnel to do the manga instruction. The facilitator of choice has been unwell throughout the summer and it looks likely that the manga instruction will not take place until December. The Library Service has agreed to provide the young people with a room that will be their space in the Central Library to meet and produce the magazine.

4.3.3 Activity to design new library publicity

Activity date:	Various dates between October and November 2007
Activity venue:	Portsmouth Central Library
Activity aim:	<ul style="list-style-type: none"> - To address young people’s views about the Library Service’s publicity - To develop participants’ design skills - To inform a wider community of library services, using youth spaces across the city.

In consultation it had become apparent that young people thought Portsmouth City Libraries’ publicity was “a bit sad” and “not very eye-catching”. More importantly, young people had never really been involved seriously in the design, creation and distribution of library publicity. Adverts for the library, or library-related events have traditionally been displayed in the library – excluding the very communities (ie. non-users) that the service is trying to reach. In response to these concerns, Portsmouth City Libraries ran three workshops with young people to involve them in the design and distribution of new publicity.

The Portsmouth QL engaged the services of Carl Downer from Sifer Design, a Portsmouth-based company with a reputation for stylish and distinctive work. Initially, it had been planned to run six short sessions at one of the branch libraries but a core group of ethnically diverse young people had begun to meet at the Central Library and it was decided to hold three longer sessions at the Central Library, taking advantage of later library opening times.

In the first session on 1 October, the young people were asked to put some ideas on paper about what libraries meant to them. The group also decided that if young people distributed flyers, then other people who did not know

about libraries would be more prepared to respond than if adults promoted the service. The group ended up with a shortlist of ideas - some words and some abstract images.

The second session took place on 21 November. The group decided on their choices for a general A3 poster and some A6 flyers by consulting other young people in and outside the library, getting their opinions. Finally, on the 28 November, the group signed off the designs for printing.

A total of 30 young people attended, all of whom became members of the library. 90% of participants were from BME communities.

4.3.4 Manga workshop

Activity date:	1 December 2007
Activity venue:	Portsmouth Central Library
Activity aim:	To develop skills in manga drawing to enable young people to progress their magazine idea.

Forty young people attended a manga workshop led by professional artist Sonia Leong. The audience was extremely diverse, with ages ranging from twelve to twenty-one. One attendee read about the event on Sonia's blog and came over from Southampton.

Sonia is a member of *Sweatdrop Studios*, a collective of manga artists. She involved the group for nearly 3 hours, offering the young people plenty of tips on how to improve their drawing and develop their own personal style. 73% of attendees rated the session as "Excellent" and 39% were not current library users.

Following on from this event, with funding from the Quality Leaders Project – Youth, Portsmouth City Libraries are supporting a group of young people with the production of a manga magazine of their own. A core group of about thirty young people have been meeting in the library every fortnight to develop the project. Study Room 5, located on the second floor of the Central Library, has been cleared to become the office for the magazine, entitled *Yatta!* (a Japanese proclamation of success). Group members have painted the room themselves and QLP-Y has provided a PC, scanner, colour printer and flat screen monitor. Office furniture and stationery has also been purchased and laid out according to the group's own design. The group has also created its own wiki, where it can share ideas and keep each other up-to-date with the latest news.

Update: The pilot edition of Yatta! was published in February 2010 and it is expected that Portsmouth City Council will support the publication of subsequent editions. The magazine was launched at a formal event, organised by the young people involved, at Portsmouth Central Library on 4 March 2010. At the time of writing, work on the next edition of the magazine is underway.

4.3.5 Activity to enable older people to gain access to community/health information in MP3 format (part of the Liberation Project within QLP-Y)

Activity date:	Various dates over a six-week period during June/ July 2008
Activity venue:	Portsmouth Central Library
Activity aim:	<ul style="list-style-type: none"> - To enable older people to gain access to community/health information in MP3 format - To increase community cohesion through an intergenerational approach, in keeping with one of the aims of QLP-Y. - To develop in young people transferable interpersonal communication and ICT skills

Portsmouth's Liberation Project focused on liberating older people from information isolation by teaching them how to access community/ health information using MP3 technology.

The Portsmouth QL saw an activity with an ICT focus as important as young people had, in earlier consultation, stated that ICT would be a way of getting them into libraries. However, they had stated that they found the People's Network unexciting and were interested in alternative ICT experiences.

The activity was an intergenerational one, with 6 young people (volunteers from a local secondary school) helping 12 older people who were blind or visually impaired to download MP3 files from the Internet on to a specially adapted MP3 player. The older people were divided in two so that the young people could train them on a one to one basis for two sessions of 45 minutes. In between the training, everyone enjoyed a lunch together in the café adjacent to the library. This meant that the group really got a chance to know each other over the six weeks of the project. By doing this, the young people were able to suggest appropriate newspapers and magazines to download from the Talking Newspapers website. Others were able to download entire books, podcasts and health information from the radio.

The first session began on Friday 6 June and took the form of a disability awareness session for the young people. Julie Duffy from the Community Library Service, who is visually impaired herself, led the awareness session. Such was the effectiveness of the training that one of the older people commented in a later evaluation session that he was “really impressed” with the way the young people interacted with the older group. One woman mentioned the fact that they [young people] demonstrated “real patience and understanding”, remarking that they “were wonderful”. The group were also impressed with the young people’s ability to grasp the technology, which was new to everyone.

Many of the visually impaired participants have subsequently purchased their own players and it is the Library Service’s intention to repeat these sessions

Portsmouth now has ten specially adapted MP3 players, and it is their intention to run these sessions again, following a similar format, at dates in the future.

5. Management development of Quality Leaders

The updated Evaluation Report concludes that the library staff who had been the Quality Leaders also benefited from their participation in the programme, particularly from the practical learning gained as a result of leading projects within their local setting but also from being exposed to new ideas and areas of work. Not only did they develop personally and in the acquisition of new skills, but the expertise and knowledge gained as a result of QLP-Y also helped some in their career and professional development. Skills development included both theoretical and practical knowledge, particularly:

- leadership, project management, time management and organisational skills
- social skills such as negotiation, staff motivation and team work
- presentation and public speaking
- writing skills, including writing for publication, writing reports and proposals
- specific subject knowledge, such as in IT and youth work
- evaluation skills

The Evaluation report quotes several Quality Leaders on their development:

I was a real technophobe before QLP but now I can work projectors, PA systems, games etc (QL)

This has improved so many skills, obviously project management, time management, negotiation and persuasion, getting things out of people. Actually being more confident about following up when someone promises you something. Building up partnerships and relationships with other organizations, thinking through and writing proposals, thinking about outcomes and then learning how to evaluate to see whether you have achieved that. I have learnt so many things never expected in my job description, which can prepare me for another job, so that's really good (QL)

It gave staff experience. For example the QL gained a large bid as a result and this was a very professional piece of work (Sponsor)

QLP-Y was also seen as helping staff to develop “as librarians”, including thinking more strategically about the service.

I am very pleased that I have done it. It helped to develop me as a librarian as well because I concentrated on a different part of the service that I had never dealt with before. (QL)

Personal development included areas such as:

- increased confidence (for example, to meet challenges, take on additional responsibilities and “push boundaries”)
- an increased knowledge of the wider context in which libraries operate, which gave them a wider perspective on their own work
- giving some a new challenge which enlivened their interest in library work and increased their ambition;
- the personal satisfaction in achievements such as successful bids and having their work published.

Without a doubt, it enhanced [QL's] confidence. And I know [QL] had good leadership skills anyway but I think the effect it had on [QL's] confidence and behaviour - I know it doesn't sound like the sort of thing - but it reiterated to me what [QL's] capabilities are, if that makes sense. And when you work with children, and you have to manage them, and you have to contain the risk, and once you can do that successfully, the skills that you acquire make a lot of difference (Library manager)

It's given [QL] confidence and some of the skills to be able to lead on things that in the past I would have been leading on (Mentor)

I gained the confidence of actually doing work with young people, not just working with young people but taking a project from beginning to end (QL)

The latter point illustrates the role that QLP-Y has had on helping QLs move from project deliverer to project facilitator i.e. moving from simply delivering a project within the library service to facilitating project delivery more widely from start to finish, involving working not only with young people themselves but with other partners within the Council and local community.

As a result of involvement in QLP-Y, QLs have developed new skills, primarily as a result of their experiential learning in managing and running activities with young people and developing a participatory approach to young people's services. Two of the QLs have now moved into higher-grade roles directly related to delivering services for young people and both feel that this would have been unlikely to have happened without the experience of the QLP-Y programme.

6. Conclusion

With this Update to the Final QLP-Y Report, the Project comes to a conclusion. The first Report to PHF was dated December 2004 and the Project has submitted seven reports in all. Over this period, a large amount of work and experience has helped to create a model of staff development as well as service development. At the same time, a large amount of documentation has been generated by the Project, all of which is available to the public at its website <http://www.seapn.org.uk/qlp/>

Over this period, staff at participating authorities as well as the Project Team have given their time, commitment and enthusiasm to bringing the Project to a successful conclusion. Also supporting the Project in various ways were staff at participating institutions, at London Metropolitan University and a dedicated team at The Network that has helped to keep the QLP website updated. There are too many to name here, but the Project Team, current as well as those active over the years, would like to extend their appreciation to all those who have contributed to the work of the Project.

While the Project itself ends here, it is our sincere hope that the lessons learnt are not lost. Public library services, as well as local authorities, face new challenges in delivering a relevant service with reducing resources. QLP-Y has shown that with limited funds, it is possible to deliver an innovative service that brings in both existing and new users not reached in the past by meeting new and unmet needs. In the process, QLP-Y has managed to energise, develop and empower staff, helping their organisations to develop and change to meet new challenges, showing that innovative thinking and minds open to new ideas and new ways of working are more important than massive injection of funds.