

THE NEWSLETTER FOR THE QUALITY LEADERS PROJECT –
MANAGEMENT DEVELOPMENT THROUGH SERVICE DEVELOPMENT



Cultural change begins with staff development

Welcome to *QLP News – Perspectives on QLP-Y*, the final newsletter of the Quality Leaders Project – Youth (QLP-Y). The aim of this newsletter is to bring together the views of Project participants, now that the Project has ended and participating authorities, Quality Leaders (QLs) and others have had an opportunity to reflect on the Project as a whole.

Four library authorities have been involved in QLP-Y – London Borough of Barnet, London Borough of Haringey, Lincolnshire County Council and Portsmouth City Council. As work done in all the participating authorities has been detailed in previous issues of *QLP News*, and to allow for the inclusion of in-depth perspectives in this issue, we focus here on just two authorities – the London Borough of Barnet and Portsmouth City Council. That change has been delivered in each, despite the differences between them, shows that with commitment and imagination the QLP-Y model can deliver change regardless of organisational differences.

Funded by the National Youth Agency and the Paul Hamlyn Foundation, the aim of QLP-Y has been to address social exclusion of young people from libraries and other services, through the development of innovative services responsive to young people’s needs, which create opportunities for them to participate in society and to develop their creativity, reading and life skills. Whilst libraries have, traditionally, been very good at engaging with young children they have generally been less successful at engaging older children/young people, a gap that QLP-Y has sought to bridge.

Whilst other initiatives may have sought to address the need for new and innovative services for young people that address their social exclusion, we feel that QLP-Y is unique in taking a “management development through service development” approach. Taking the view that staff need key management skills to help deliver the cultural change necessary for the development of new and enhanced services that address exclusion, QLP-Y develops staff as managers by supporting them to work with young people in the development of innovative services for young people.

A project, by definition, has a finite timescale. Without the significant personal development of those engaged in a project, it is unlikely that innovative or enhanced services will continue to be developed within an organisation once the “safety net” of the project ceases to exist. The requirements for embedding change are such that they are likely to be met with resistance and it is the development of key skills that can help to overcome this resistance, help smooth the path of change for colleagues, easing them into changed ways of working and ultimately help to build capacity for change amongst one’s colleagues. QLP-Y, therefore, has given Quality Leaders the opportunity to take a wider, strategic approach to service development; to consider obstacles to change and how they might be overcome; to work cross-departmentally and cross-sectorally, building relationships within and without the organisation; to hone negotiation and advocacy skills; to devise imaginative consultation and engagement mechanisms and ultimately to build their own knowledge, confidence and ability in leading and managing change. By giving staff the opportunity to develop such relevant skills, organisations may help to retain some of their most committed individuals, whilst developing them as agents of change and, in so doing, help lay the foundations for service-wide cultural change.

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be found at
www.seapn.org.uk/qlp

Portsmouth City Council Quality Leader, Dave Percival



Dave Percival

Portsmouth's involvement in QLP-Y has included the following audience development activities:

- **Art workshops.** Art workshops, co-ordinated by a care worker, took place in five residential centres for looked after children. Young people produced their own artwork, which was then professionally framed and exhibited at the Central Library. The work raised the self-esteem of the young people while the exhibition raised wider public awareness of looked after children.
- **Design workshops.** A professional designer supported young people to produce eye-catching library publicity. The young people were then responsible for organising the distribution of the publicity in youth spaces, across the city, finding audiences not normally associated with libraries.
- **Magazine development workshop.** This workshop was delivered to set the ball rolling for an initiative that would enable the library service to support young people producing a manga magazine. The workshop identified certain skills needs, which were addressed subsequently through the ADA process.
- **Desktop publishing course with office design consultancy.** This course was delivered to provide young people with the skills needed to produce a professional magazine from the production of the publication itself, to the layout of the office from which it would be produced.
- **Jeet Kune Do (martial arts) workshop.** This workshop was delivered as a means of providing an exciting and relevant activity for young people, following discussion with them about what activities they would like. The success of the workshop has led to further sessions being funded locally and many of those attending the library sessions will attend further sessions. 60 young people attended and 20 young people joined the library as a result.
- **Manga workshop.** A professional manga artist offered tips on how to improve manga drawing and develop one's own personal style to benefit the manga magazine referred to above.
- **Yatta! Magazine project.** Following the workshops/course referred to above, the library service provided young people with an office space for the production of a manga magazine called Yatta! QLP-Y funded the office furniture and equipment with young people choosing the furniture and equipment, deciding on the layout of the room and painting it themselves.
- **Liberation project.** Intergenerational activity utilising the skills of younger people to assist older/disabled clients of the Community Library Service in gaining access to vital community/health information in MP3 format.

Dave Percival, Portsmouth City Council's Librarian for Young Adults & Looked After Children and Quality Leader, tells us what he will take away from the Project

Throughout the duration of the project, Portsmouth Libraries have been undergoing a protracted development process and subsequent restructure. Both the Library and Youth Services have been operating in a climate of considerable resource constraints.

My post of Librarian working with young adults and looked-after children is the first such post in Portsmouth. It was clear from the outset that I had very limited funds, and that these were clearly set aside for book stock only. There was no budget for audience development activities of any description and the "youth offer" consisted solely of the young adult book collection.

It is against this background that I found out about the Quality Leaders Project - Youth, through a meeting with Shiraz Durrani when he was working for Merton Libraries in 2004. It was clear that the project provided a potential framework for the development of an ongoing engagement with young people, providing relevant, and innovative library services. It was not so much the financial resources that were to be made available (although these were certainly welcome) but the processes that were to be invoked.

Young people are continuously being consulted in our city, often on matters that are going to happen in any case, or in a way that privileges a vocal minority. QLP-Y specifically targeted those "hard to reach" groups and forced us as service providers, in the words of Mao, to "investigate both the facts and the history of a problem in order to study and understand it". One of the benefits of participation in QLP-Y is that it requires the Quality Leader to put two and half days a week aside to undertake this task.

Not long after the Youth Service had agreed to work with the Library Service, circumstances arose whereby they could no longer provide a youth worker to support us. This was a challenge that resulted in a longer consultation process but revealed that with determination even seemingly

insurmountable difficulties can be overcome.

I have strengthened my advocacy skills as a result of my taking part in the project. The project steering group regularly sent policy documents and other items of interest relating to youth work and/or libraries. I have improved my presentation skills by participating in seminars, management meetings and the like.

I have also put some of my observations and experiences into writing, having had an article published in the Swedish progressive librarian's journal *Bibliotek i Samhalle* (Libraries in Society), and a collaboratively authored piece with fellow Quality Leaders in *Public Library Journal*.

The action-learning element of the project has put me in direct contact with young people from a variety of backgrounds, improving my youth working skills in the process.

I am committed to the idea of socially responsible librarianship, and in the long term would like to use the skills I have learned in a more strategy-based role.

Quality Leaders successfully

completed a post-graduate module at London Metropolitan University, "Innovation and Development in Information Services". This course consolidated many of the learning objectives of QLP-Y – one of the assignments was to develop a library service proposal rooted in equal opportunities.

My interest in librarianship and human rights led me to apply for a bursary from the John Campbell Trust to attend a conference on that issue in Ramallah, Palestine. Unfortunately, they did not process the application in time but have agreed that I can attend the International Federation of Library Associations conference in Québec this year, which has the theme "libraries without borders". My participation in QLP-Y has directly led me to further my interest in progressive, critical librarianship. I have arranged to visit three libraries in Montreal that have achieved an impressive level of community engagement. This, I believe, is one of the main lessons I have learned from QLP-Y – the idea that information professionals working in isolation cannot effect change to the same degree as a more collaborative approach that acknowledges, utilises and develops the skills of others.



Portsmouth's intergenerational Liberation event. July 2008

London Borough of Barnet Quality Leader, Catherine Lusted



Catherine Lusted

Barnet came late into the QLP-Y Project so its activities are not yet quite finished. Barnet's involvement in QLP-Y has included the following audience development activities:

- **Film project by young people.** Young people produced a film about their library, from the perspective of young people, entitled *I'm Lovin' the Library*.
- **Playstation competition.** The aim of this competition was to encourage young people into the library; to raise awareness of library facilities; to raise awareness of PS games in the library. 6 competition heats were held in a variety of libraries with young people involved in organising and delivering the competition. Over 100 young people attended.
- **Liberation project.** A series of workshops, facilitated by tutors, who supported young people to explore issues around the theme of slavery and child labour and to produce original music (using composition software), lyrics, dance, poetry and creative writing on this theme. The work was performed in a final "X factor" style competition, with young people devising the scoring and acting as the judges.
- **Drama project.** A series of drama workshops on the theme of gangs and bullying as requested by young people and run by a specialist drama youth worker. This project ran over the course of five weeks and included two filming and editing workshops at Finchley Youth Theatre. The final drama was filmed and edited with the support of a professional filmmaker and was screened to an invited audience.
- **Playstation competition 2.** This competition built on the success of the earlier Playstation competition and a core group of young people were involved in the planning, organising and refereeing of the competition.
- **Library Youth Board.** As Barnet approaches the end of QLP-Y, it has created a proposal to mainstream what it has learnt and to enable youth participation to become central to future library service provision. Consisting of young people, and facilitated by a staff member, the Board will hold its first official meeting in the new year. It will meet once per term to discuss services and activities and to advise on stock, staff recruitment and to take part in staff training. To achieve this, Barnet will hold five meetings to prepare participants and involve them in a residential event at a centre, where they will take part in team building activities and the development of skills that they have identified they wish to develop such as leadership; confidence building; teaching and training staff; managing ideas and meetings; supporting others. The progress of the Board is being closely monitored by Barnet's Voice of the Child Co-ordinator, who wants to conduct a case study of its development for other staff in Barnet Council.

Catherine Lusted, Barnet's Area Children and Youth Librarian and Quality Leader, tells us what the Project has meant to her

A big part of QLP is its management development aim. As Quality Leader, I have been given opportunities I would not have been offered otherwise. This is particularly true of the project management experience I have had. Being able to manage the development of QLP within the authority as well as the individual audience development projects has given me time and space to initially develop and then progress these skills. QLP has also allowed me to develop negotiating skills as I have learned to deal with people from other council departments, organisations such as charities and local businesses in asking for sponsorship. Having to deal with tutors in arranging audience development activities has meant using networking skills to identify and book external staff to run sessions. This experience has made me more confident in asking for things and chasing people when they don't deliver. I have learnt to deal with last minute changes and emergencies such as venues being cancelled and dealing with taxis not showing up. My mentor has been an amazing support and has always been able to calm me in a crisis. With her support I have learned that there is always a solution to problems that arise. This has made me feel less anxious when things go wrong.

I have learnt much from working alongside Youth & Connexions staff particularly in the skills needed to engage with this client group. I now feel more confident talking to them outside of a

teacher/student role. This partnership has enabled us to create a sustainable future for youth activities in libraries as the Positive Activities for Young People scheme allows us to bid for future funding. We are more likely to be successful in this, post QLP-Y, as Barnet's Youth and Connexions service now know and trust us to provide high quality activities. Involving young people in the project planning and in developing their democratic interest through a petition has enabled us to move towards our long-held aim to establish a Library Youth Board, to involve young people in a formal participation system.

QLP-Y has developed my budgeting skills. My mentor has trained me to set up and manage a budget spreadsheet and to deal with finances through the council's financial management system. I have had to organise payment for external tutors and kept spreadsheets to enable me to claim funds back from the university.

I have tried hard to overcome my fear of public speaking and successfully led several workshops as well as speaking at premieres and presentation events. Because of the nature of the activities we have run, I have learned a great deal about technical issues, such as the compatibility between Playstation 2 and Playstation 3 equipment and learning to set up projectors, PA systems and laptops. Similarly, my knowledge of Fair Trade, drama, filming, editing, karaoke singing, composing music, dance routines and song lyrics has also increased. In all, my confidence has grown enormously. Seeing my achievements in action has made QLP-Y an incredibly rewarding experience.



Catherine delivering a confident presentation on QLP-Y as part of Development Day 5. 26 September 2007

YOUNG PEOPLE'S COMMENTS ABOUT THEIR INVOLVEMENT IN BARNET'S PROJECT ACTIVITIES

■ I really enjoyed being part of the project. I leave having more knowledge about film making and editing and using imovie. This was the first time doing a project out of school and since I had a great time I feel that I wouldn't mind doing something in the future.

■ **Awesome!**

■ *I think that the project was fantastic and so were the people doing it. I learnt a lot about filming and editing. I would love to do something like this again.*

■ Hi I'm Casey. I extremely enjoyed my time as a judge on the Playstation competition and would love to do it again next year. Throughout the week I learnt a lot of things and also built my teamwork skills. The few things I learnt were co-operation, knowing how and when to make the right decision and I'd like to thank all the people who introduced me to it and helped as well".

Library staff in Barnet tell us what they feel the Project has meant for them and for Barnet

QLP-Y has given library staff the opportunity to see young people make a positive contribution in libraries while having fun. As a result many staff have begun to change their views and see young people as less of a threat. Comments from staff include:

"The event seemed popular. It brought in lots of teenagers we haven't seen before. Good to see that they were enjoying themselves."

"Very lively and cheerful. Put a smile on my face. I wanted to join in! The kids were enthusiastic ... The competitive element was a good idea. Could we have book or film review competitions?"

"I remember how much the young people enjoyed the film project. The look on their faces as they wheeled a camera round on a trolley was a joy. They just beamed. I asked them if they were enjoying themselves and they said "yeah, cool", "really great", "wicked". "

"Good to see events for teenagers rather than younger children."

"I thought it benefited the service as well as the teenagers because it was a busy night and people could openly see that there was a fun event for young people taking place at the library. Lots of the regulars were asking what was taking place in a curious and interested way, and we had no negative feedback from them. I think it was run really well because it was eye-catching enough to get everyone's attention but not to disturb them. The young people were respectful and there was ample supervision from the organizers."

"It's been nice to have a buzz of teenage activity. It's brought a bit of life to the library."

Uzi Izchaki, Detached Youth Worker with Barnet Youth and Connexions Service, reflects on QLP-Y

One of the successes of QLP-Y in Barnet is the partnership established with Youth & Connexions. A Detached Youth Worker was attached to the projects and worked closely on the preparation and delivery of each workshop. Below are his reflections.

It all started one bright day (it was actually raining outside but our spirits were high), the libraries got some funding money and asked for the help of the Youth and Connexions Service in delivering programmes for young people in Barnet.

We sat down together and looked at what each one of us

wanted to achieve from this collaboration, how we could assist each other in getting these results and then we made a S.M.A.R.T plan.

The first project was an opportunity for both sides to familiarise ourselves with each other and the way each partner worked. It was, you could say, the

beginning of a wonderful friendship.

The projects have all been successful and if we didn't do well, we learnt from our mistakes and did better the next time. We attracted young people into libraries and proved that when they provide something of interest to young people they engage in the activities.

All our projects were young people led, planned and delivered by young people for young people. The feedback we got from participants was very positive and this was re-enforced by young people coming back to participate again.

Working with the libraries on the QLPY project gave me the opportunity to develop my organisational skills and learn how



Film premiere of Barnet film project "I'm lovin' the library": young people celebrate success with local Councillors. 14 December 2006.

The Barnet sponsor and Head of Libraries, Tricia Little, retired midway through the QLP-Y Project. Before she left she wrote:

As Head of the Library Service in Barnet, I am delighted at the progress to encourage greater involvement and use of library services that the QLP-Y has enabled. We are committed in Barnet to continue working with young people to make libraries relevant to them and welcome their ideas towards achieving this. The QLP-Y initiative,

the young people and staff involved with it, is a big step along the road to winning back young people who think that libraries are not for them. We intend to continue listening to and involving young people as we develop libraries in Barnet for the future.

... *contd.* to work with a different service with different objectives. Incorporating these new objectives to my service area has contributed to the overall purpose of delivering a first class service for the young people of Barnet.

As we are coming towards the last stage of the project we are looking to make our achievements a long lasting platform for the future. We are setting up a Library Youth Board that will consist of young people from different parts of the

borough and different backgrounds and ages. This will make sure that Barnet libraries continue to deliver activities that young people are interested in and that young people will have a say in shaping the future of our libraries.



Hannah Richens, Barnet's Development Manager: Children and Education (Libraries) and the Barnet QLP-Y Mentor, considers the strategic benefits of involvement in QLP-Y

QLP-Y has shown that positive service development and change at a strategic level is possible, and for relatively little financial outlay. The grant funding provided via QLP-Y gave us the leverage we needed to get started. Specifically it provided us with something to offer colleagues working in the Youth and Connexions Service and a way in to brokering a new working relationship. Effective partnerships have been the cornerstone to our approach, sharing the workload and drawing upon a wide range of professional expertise. The key has been to take things slowly, to build in sufficient planning and lead in time to allow us to understand the respective pressures within each of our

services and to accommodate these in the development of joint initiatives. As a library service such partnerships have furnished us with new skills and new approaches to engaging young people. We are now more flexible in our

approach to young people's events and

much more open to the idea of young people shaping and managing events themselves. The benefits have extended far beyond the confines of the QLP-Y project itself. For example, Libraries are now active participants in a multi-agency panel on youth engagement across Barnet. Joint working of this kind has had a positive influence in corporate

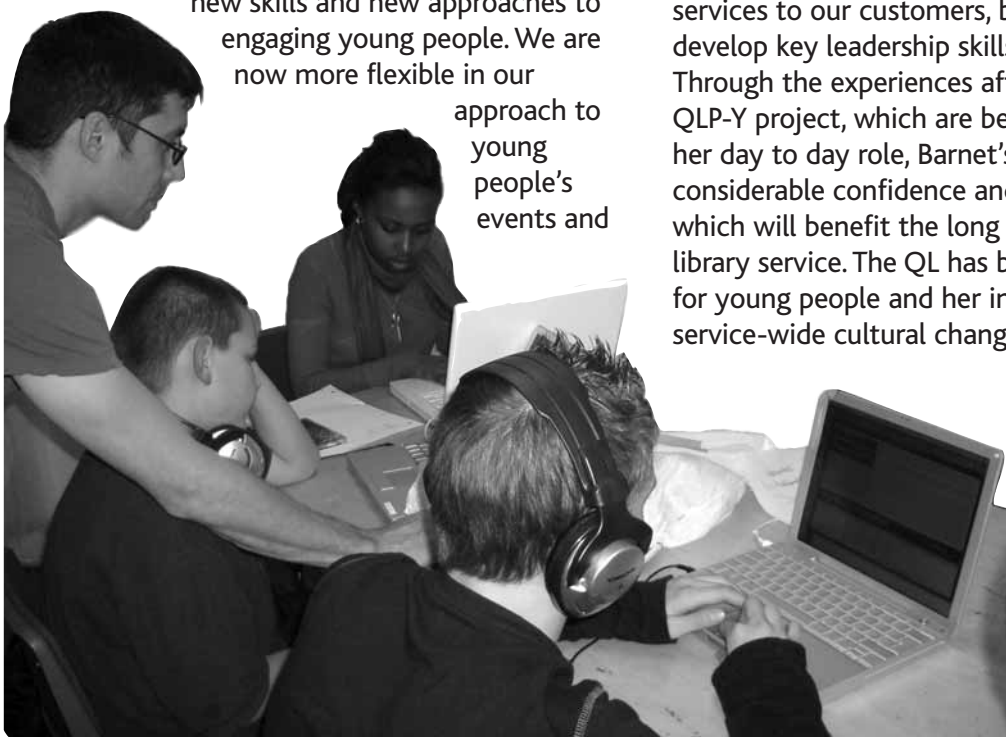
assessments including a Joint Area Review of our Children's Services in 2006. What began as a project to encourage library use by young people in one area of the borough has become a forceful advocacy tool for the whole service.

What makes QLP-Y different from many other grant funded initiatives is the conscious link made between the

development of services and the development of staff. Participation in QLP-Y has taught us the value of using such initiatives not simply to improve services to our customers, but also as a tool to develop key leadership skills within our staff. Through the experiences afforded by leading the QLP-Y project, which are beyond those inherent in her day to day role, Barnet's QL has developed considerable confidence and management skills which will benefit the long term development of the library service. The QL has become an ambassador for young people and her influence is contributing to service-wide cultural change.



Young people in Barnet engrossed in Playstation competition



Young people in Barnet learn how to edit a film. 2006

QLP-Y was administered by a Project Group, based at London Metropolitan University. Two members of the Project Group, Dean Bartlett from London Metropolitan University's Business School and Shiraz Durrani, from the Department of Applied Social Sciences, reflect on QLP-Y.



Dean Bartlett: a personal view

At the end of this programme, I have the time and perspective of hindsight to reflect upon my experiences. For me, three issues stand out above all others. Firstly, it appears to me that the young people who participated in the activities, which the programme funded, have enjoyed their participation immensely and walked away with a positive experience. We don't yet know exactly where this experience will lead them, but perhaps it could be the spark that leads them on to great things. I certainly hope so and, in the final analysis, perhaps this positive experience of those young people is the most important outcome. However one ranks the various achievements of the programme, it is certainly an important one in my opinion.

The young people who participated in the activities funded by the Project appear to have enjoyed themselves immensely

The second issue is more in tune with my interests as a research professor in the academic field of organisational psychology and it relates to the issue of 'resistance to change'. This is a topic that has fascinated me for many years and which I have studied in various settings and contexts, particularly in the field of innovation where most scholars now agree it is an inevitable part of the change process. My experiences on this programme have provided a wealth of valuable insights into the stunning variety of different forms of resistance, the ways in which they manifest themselves and how meaning is negotiated in a terrain of contested assumptions, personal attitudes and professional values amongst the various actors and stakeholders involved. This presents one of the greatest challenges of our time to management scholars and practitioners alike – a challenge which defies rational, scientific analysis and which remains to be convincingly explained.

The third issue which lingers in my mind is a much wider one, returning to the young people who live in some of the most socially excluded communities in our society. When I try to think of what life must be like for some of those kids, I am reminded of the beginning of an old song by Whitney Houston: it goes "I believe the children are our future, teach them well and let them lead the way". I wonder if they are being taught well – by their parents, their schools, their peers, by mass media and even by themselves. I don't know the answers to those questions. What I do know, however, is that there exists in every human being

an enormous potential - a potential that is all-too-often wasted. Until we live in a society where every child is given the opportunity to reach their full potential, then there will be a need for change and reform. I hope that the QLP-Y goes, at least in some small way, towards contributing to that change.

Dean Bartlett
9 July 2008



Shiraz Durrani: reflections on QLP-Y

QLP-Y sought to bring innovation to local authority policy making and workplaces. Indeed, part of the funding came from the "Partners in Innovation" project of NYA. Similarly, the Paul Hamlyn Foundation was interested in bringing about innovation in libraries and youth services. Thus QLP-Y developed its "audience development activities" approach, which brought about fresh thinking in developing relevant services to young people while creating new ways for Quality Leaders (QLs) to reach out to the target communities and so enhance their own development.

QLP-Y aimed to develop working partnerships between libraries and youth services at one level, and between the local authority as a whole and young people on the other. It also sought to link the academic world with the professional and workplace world. In all these, the aims were met, again with varying levels of success in different authorities. What is clear is that QLP-Y showed vividly that such partnerships are not only possible, but also essential in bringing about organisational change and in developing leadership qualities.

Tuning to services developed as part of QLP-Y, this is an impressive record. None of the activities recorded in this issue of *QLP News* had been taking place

before QLP-Y, nor would they have taken place without QLP-Y. Young people involved in these activities would not have been exposed to a new approach of local authority service, which they directly influence. It is part of QLP-Y's achievement that it empowered young people to be actively involved in developing services they saw as relevant. In the process, they themselves also developed in skills and confidence.

The development of QLs themselves was seen as crucial to the development of services and QLP-Y sought to develop QLs as agents of change within the organisation by generating new ideas and practices and thus give impetus to innovation as a mindset in the organisation. There have been a number of initiatives in recent years in "leadership development". Some of these have been positive in attempting to develop new mindsets and providing peer support. However, there does not seem to be evidence that such courses have, or will make, long-term impact in developing new leaders. In many cases such staff development opportunities are not

QLP-Y sought to develop staff as agents of change within their organisation

linked to real-life situations and tend to be short term and often have a "tick box" approach so that authorities can demonstrate that they meet performance targets of "staff training."

Many such one-off staff training events are very expensive to organisations sponsoring staff to attend them and the returns on some of these can be quite limited. Much of the learning that individual members achieve is then not implemented in practice nor transferred to change organisational culture, policies and practices. In some cases, organisations themselves may not "learn" from such "personal" training programmes if a conscious link between individual learning and organisational learning is not made.

QLP-Y needs to be mainstreamed and taken up by a larger number of authorities

In contrast, QLP-Y used a different approach. It actively encouraged policy changes in authorities so as to implement positive aspects of QLP-Y experience as mainstream activities. At the same time, a key aspect of

this approach was the link made between "staff development" and "service development". This helped to link theories with practice, as the one is dependent on the other. Academic learning remains in books and minds if not implemented; practice, uninformed by

policies and principles, remains inconsistent, haphazard and direction-less. Nor can such practice be sustained. It is the balance between the two aspects that QLP-Y sought to achieve.

QLP-Y placed particular emphasis on policies and on wider awareness of social and other trends in contemporary society. It was based on a belief that libraries, local authorities and staff themselves do not function in isolation from broader social, political and cultural influences. Such an approach required that ideas and policies that were relevant to local situations be developed while being implemented in practice.

Lessons learnt from implementing new policies and ideas would then lead to creative reflection and learning which in turn would influence future action and policies.

Another aspect that was an integral part of this approach was the need for creative ideas and an imaginative implementation programme based on active consultation with young people. Without the "management development through service development" approach, such a creative partnership, which empowers young people to influence policies and practice, would not have been possible. In essence, QLP-Y combined a number of learning opportunities for Quality Leaders as mentioned in Durrani and Smallwood (2008)*. It used workplace learning as a basis and included in the programme an investigation of the local situation, policies and practices in use by other service providers (e.g. youth service). This was reinforced by regular contacts with QLPs at Development Days where peer learning became an important aspect of the learning process. Further, a number of opportunities for reflective learning were also provided. All these were reinforced by providing a strong policy awareness through publications such as *Youth Policy Review* and *Youth Ideas and Action*.

QLP-Y learning was further enhanced by a strong link to academic learning through offering an

opportunity to take part in an MA-level module, "Innovation and development in information services". This not only provided a theoretical and practical understanding of issues in innovation and organisational change, it also gave participants an opportunity of gaining academic credits which they could use for further learning.

Through the development of its participants, QLP-Y has certainly delivered enhanced services but does it deliver an "ideal information world"? This question was asked of me by the Black Caucus of the American Library Association, when it published an article about

QLP-Y in its newsletter (Dec/Jan 2005-06). My answer was, at that time, and still is, "no" – although it is a qualified "no." My experiences with QLP-Y show that it has the potential to deliver an ideal information world, but at present it is a project that needs to be mainstreamed, both in terms of funding and in being taken up by a larger number of local authorities. At the same time, one cannot create a model of "excellence" in a vacuum. Unless the culture in the profession as a whole changes, a new effective leadership develops and accepts the principles and

practices that underpin QLP, no significant change can take place. The profession has not fully accepted the need for change and is often in denial of the serious decline facing it unless drastic changes are made. But when that consciousness arises, as it surely must under increasing pressure from the Government and forces of globalisation, QLP will be

ready with a model that can develop a relevant information services for all. An African saying goes, "There are no paths, traveller. Paths are made by walking". QLP, in its innovative approach, takes this simple truth very seriously.

*Durrani, Shiraz and Smallwood, Elizabeth (2008 – forthcoming): Innovation and change: the QLP-Y approach to staff development. *Library Management*. Vol. 29 (8/9).

There is a need for creative ideas and an imaginative implementation programme based on active consultation with young people

None of the activities recorded in this issue of QLP News had been taking place before QLP-Y, nor would they have taken place without QLP-Y

Library skills for a globalised world: Linking London project uses the QLP approach

Linking London, the London-wide lifelong learning network that supports vocational learning and re-engagement with higher education, has awarded to London Metropolitan University's Department of Applied Social Sciences (DASS) a grant to develop relevant progression opportunities for library staff.

Linking London's aim is to improve the coherence of progression opportunities into, and through, higher education and to support the development of new curriculum to address both progression gaps and skills gaps within the public and community service sector workforce. It places great emphasis on both the needs of the learner as well as the needs of the employer to ensure that relevant skills are developed whilst giving staff the opportunity to progress professionally and academically. Linking London has shown great interest in the approach taken by QLP-Y and the award will enable DASS to develop new courses for library staff, based on work undertaken during QLP-Y, including the new module, "Innovation and development in information services".

Initially focusing on progression from Level 3 to Level 4, courses can be adapted to provide

relevant development opportunities for staff at a variety of grades - Foundation degree, Certificate, Diploma, MA etc. - with a focus on work-based learning. Course development will be based on the QLP, work-based learning approach and will involve some attendance at the University, with the majority of the work being based within participants' current employment setting. Course development will also involve consultation with Chief Executives, Training and Development Officers and Heads of Libraries across London, to ensure that new courses meet employers' needs as well as providing staff with relevant progression opportunities. It is hoped that new courses will be offered by London Metropolitan University from September 2009 onwards.

Additionally, CILIP, the Chartered Institute for Library and Information Professionals, and the leading professional body for the library and information profession, has shown great interest in the learning approach adopted by QLP-Y. It is hoped that the new courses developed with Linking London funding will be awarded the CILIP Seal of Recognition, awarded only to those Continuing Professional Development courses that CILIP considers meet its high standards of content and relevance. Students can therefore choose such courses with confidence, knowing that they have been independently assessed and reviewed for the content and relevance of the development that they provide. At the same time, views of the External Examiners on the new courses will also be incorporated in the final programmes, which will meet the University Quality requirements.

Further details on the new proposals are available from Shiraz Durrani:
s.durrani@londonmet.ac.uk

Thanks to The Network

The QLP-Y Project Group would like to extend its sincere thanks to John Vincent from The Network, whose prompt and cheerful assistance in promoting QLP-Y via The Network website, www.seapn.org.uk, is gratefully acknowledged.