

## Carrot City libraries – facing change



**Olivia Okra had a feeling it wasn't going to be a good week.** She'd been in Carrot City long enough to know the signs. There were longer than usual Leadership Team meetings (and more frequent), the director was seen in huddles with her fellow directors, and in any case it was already known that this year's budgets would be reduced. No doubt too that certain priority services would be protected and others, like her library service, bear the brunt of any cuts.

But really, hadn't she done enough by now to improve the service and make it more efficient? She'd overseen the introduction of self-service kiosks in all but the smallest libraries, created new roles, 'helped' a few under-performing staff to leave and revised job descriptions to get fewer staff working more effectively. Opening hours had been cut despite the fact that she had hoped that self-service would have helped to avoid that, and the stock fund also reduced. Now it seemed highly likely that more would be needed.

Oh well, there were always ways. Hours could be shaved (again), the stock fund hit (again), and a few older staff would be glad to take redundancy and get out of this mad house, although there was always the risk that the most reliable and trusted would be among these. She would be very sorry to see people like Wendy Watercress leave. She may be 'old school' and a bit resistant to change, but she really knew the service, better even than Olivia did herself, and was well liked by older members of staff in particular.

Of course there was also the perennial option of reducing training, limiting staff involvement in events (meetings, conferences etc.) outside Carrot City, and even cutting back on outreach, though she would be reluctant to do the latter.

But yes, something could always be done to save a few pennies and she would, as always, play her part in identifying some savings for the council. And maybe there would even be an opportunity amid the chaos to 'invest to save' and bring in more self-service machines?

Meanwhile, a mile away in her office, the director was pondering how to convince the Head of Libraries that this time transformation really did have to mean just that, not just fiddling round the edges ...

**To help Olivia and her director face these challenges please join us on 20<sup>th</sup>-21<sup>st</sup> July 2015 for our two day Libraries Transformation Programme course:**

**Whole systems change and customer-led service design**

See overleaf for details

# Service Transformation Training Programme

In this continued period of budget cuts and national agenda for change, those leading public libraries increasingly need not only to understand but to deliver sustainable, transformational change.

This two day course provides a solid grounding in the theory and application of service transformation methodologies to public library service challenges in particular. Our key framework – seven ways to save and improve – forms the basis, as participants:

- Learn to frame the problems inherent in their organisation
- Gain deeper awareness of how others see change
- Learn new tactics and methods, and when is best to use them
- Become part of a simulated environment to put theory into practice
- Identify potential difficulties with implementation, and classic traps to avoid
- Share lessons learnt in building a holistic understanding of change

We'll explain the core principles of customer-led transformation and how to apply service design to improve services and reduce cost.

The course is aimed at those leading public library or culture services, or those with these services within their management portfolio, also at senior managers leading transformation within these services. It will leave you with a practical toolkit for avoiding slash and burn; you'll learn and practice some core techniques for understanding customers, demand, processes, people, and the challenges of change.

The usual fee for our two day service transformation courses is £500 + VAT but we are able to offer this tailored public libraries programme at an Early Bird discount of just £425 + VAT – contact us by 12th June 2015 to secure your place at this price.

Email [training@redquadrant.com](mailto:training@redquadrant.com) for more information

Colin Whitehouse, Capital Ambition / London Councils, led on the programme in which 286 participants from different London Councils participated:

*'This is a first class programme to build the internal service transformation skills of London local government. All the councils who participated rated it highly, with feedback including 'it was the most effective training our people have been on' and 'it is one of the best and most valuable programmes London Councils has done'.*

*The learning philosophy behind the programme is highly effective. Through the use of intensive simulated project environments, the participants easily bridged the gap between theory and the coalface of transformation projects and have an enjoyable time while learning all this'.*