



idea noun 1 a plan or
by thinking 2 a thought

a vision for libraries



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Just to say how wonderful it is to have these libraries. I am a pensioner - have always loved to read. Alas, now, I could never buy books regularly. I am so grateful to have a library to go to. The addition of Internet service for renewal, etc. are great. Thank you. It is a great public service!

”

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The Royal Borough of Kensington and Chelsea

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Foreword

Welcome to the Library Strategy for the Royal Borough of Kensington and Chelsea.

The Royal Borough believes strongly in the importance of its library service. As a community and as individuals we need vibrant libraries which can provide us with resources to develop our knowledge, skills, interests and opportunities. We have long had an excellent service and we intend to keep it that way.

02

Underpinning our strategy is a conviction that books and borrowing are at the heart of our library service, and it is our aim to make reading a pleasure for as many people as we can. Libraries are also places to learn, to study, to use Information and Communications Technologies (ICT) and to get advice. Increasingly, they will be places to carry out business with the Council.

The Library Strategy delineates our vision for the service and sets a path towards further improvement over the next five years and beyond. In it you will see plans to: improve the range and numbers of books we stock, to increase opening hours and to develop access and services by using ICT. The Strategy acknowledges the importance of ensuring that staff continue to be trained to give local people the service they want and need. We also intend to improve the quality of our library buildings and fittings so that they become more pleasant and attractive to visit and can flourish as hubs of community life.

We are proud of our library service and this strategy charts a course towards a positive future.



Mary Weale

Councillor Mary Weale

Cabinet Member for Education and Libraries,
The Royal Borough of Kensington and Chelsea



1. Our vision: *libraries to inspire*

The Royal Borough's ambition is to provide an excellent library service of which we can all be proud. We wish to ensure that our libraries remain relevant and well regarded in five years time and beyond.

The Royal Borough's libraries will ensure that first class resources for reference, for learning and for reading for pleasure are accessible to all our residents. Our libraries will be attractive, fit-for-purpose and of the highest design standards. We will take advantage of new technology to deliver services in innovative ways.

Specifically, our aims are to:

1.1

Encourage and promote wider reading

Books and reading will be at the heart of our library service. We will promote the enjoyment of reading for its own sake, in addition to its role in improving literacy and the ability to access and use information. To support this aim we will provide a range of books that offer opportunities for people to widen their reading, extend their knowledge of authors and of literature and to appreciate good quality writing.

1.2

Be excellent providers of information

A core function of libraries is to provide information to the general enquirer. We will ensure that our residents have access to a wide range of authoritative sources of information.

We recognise that Information and Communications Technology (ICT) is becoming

the standard method of making information available and we will take advantage of this and ensure our staff are able to assist customers with the technology.

1.3

Promote and support learning

A priority will be to support users in accessing learning opportunities and in widening their participation in learning. We will provide stock and services to support informal learning and to assist those undertaking formal study.

1.4

Create inspiring surroundings

We will create an outstanding Central Library - fit to be a flagship for the Royal Borough - which will serve as the hub of a vibrant borough-wide service.

03

“

I love your online catalogue - really easy to use. It's great to be able to see what you have bought recently.

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2. Our strategic priorities

2.1

Ensure that library buildings are attractive, fit-for-purpose and well maintained [CLICK HERE](#)

We want to develop welcoming libraries that are focal points for their communities.

We recognise that the presentation and condition of our library buildings is both a critical factor in attracting users and a reflection of pride in our borough.

We will develop a clear corporate image for our libraries without detracting from the individuality and community-orientation of each. A strong visual image will be created through signage, building design and layout, fit-out, furnishing and the use of colour, supported by fresh approaches to service delivery and to marketing. High quality designers will be used to ensure that the approach is in keeping with the image that the Royal Borough wishes to project.

We will invest in a planned capital refurbishment programme that ensures that

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The library service in this borough is exemplary in every way. The staff are knowledgeable, helpful and friendly and the range of material and services is excellent. As my eyesight fades I particularly value the audio-book service but still enjoy the books I can see. Thank you.

”

our libraries remain fresh and fit-for-purpose in the years to come. In particular, the Central Library will be imaginatively refurbished to become one of London's most advanced and inspiring libraries. We will also take advantage of opportunities that may arise to improve the services we are able to offer local communities through regeneration initiatives or property developments. Relocation of buildings that are unsuitable or poorly sited for access will be sought before a final commitment to refurbishment is agreed.

2.2

Give all users access to the full range of library services while recognising that not every library can provide every service [CLICK HERE](#)

While we aim to increase remote and virtual access to services, the library buildings will remain the core of the service. Although we cannot aim to provide comprehensive coverage within each building, our vision is nevertheless that every user will be able to access every service, even if not provided in their local library.

Our library provision will be tiered as follows:

We will create an outstanding Central Library, which will be the hub of the Royal Borough's library network, with a reference facility of genuine breadth and depth, a comprehensive fiction and non-fiction lending provision for adults and for children and suitably accommodated and exploited special collections and services. There will be full provision of services best delivered via ICT, for example, online access to directories and other reference materials, selected links to homework



support sites for children or electronic books. The range of services and the size of the stock here means that it will attract and support users from right across the Royal Borough. Chelsea and North Kensington will form the two major community libraries in the borough and will offer a broadly similar level of service, although tailored to suit the linguistic and cultural needs of their communities. Each will have a good basic fiction and non-fiction stock, a broad spectrum of periodicals and key reference works backed up by ICT access to a wide range of quality information sources.

Brompton, Kensal and Notting Hill libraries will play important roles in supporting their neighbourhoods. A priority will be to encourage the reading habit in children and young people - proximity to the library for parents and carers is important to this. All will offer homework help, basic skills and family learning activities. For adults, they will focus on popular fiction and non-fiction books. They will offer a quick reference section backed up by ICT information sources.

Besides being able to offer a wider range of reference and information sources in every library, as a result of the opportunities afforded by ICT, we will look for ways to extend the services available at community and neighbourhood libraries. We will, for example, develop a programme of stock rotation to ensure that the stocks of smaller libraries are regularly refreshed. We will also promote the book reservation system, which means that books from the Central Library and others can be readily made available to any user at their local library. We shall investigate a more flexible approach to circulating periodical titles and to lending older copies.

2.3

Increase the availability and accessibility of the service within available resources [CLICK HERE](#)

Consultation has highlighted that the extension of opening hours is a high priority with certain sections of the community. In particular, many people would like to see later opening to make libraries available when they return from work, as well as Sunday opening. We will introduce extended opening hours following staff re-organisation. The degree of increase will need to be balanced with the need to put more financial resources into books.

We are committed to partnership-working in order that we can deliver services with community, Council and commercial partners which enhance the core library service offer and which support Council objectives. We will explore the possibilities offered by children's centres and extended schools to develop services for hard-to-reach groups.

We will also look at introducing Library Access Points which can operate in conjunction with community partners in areas which are at

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I've been using the Chelsea Library since 1949... and I thought it was about time that I wrote to say how wonderfully helpful and agreeable your staff has always been. Now I am 85+ I thought I had best hurry up and write something.

”



some distance from a library. These will offer tailored services which are likely to consist of small book collections and access to ICT-based information services. An expanded service to housebound users will enable these residents to have full access to all library and Council information services. This would be achieved partly through widening use of laptops by outreach staff.

The computer system will be developed to allow users to communicate with the library from their homes. Catalogue enquiries and loan renewals are currently available and reservations will be offered next. Through the library connection, residents have access to the catalogues and collections of all London's public and academic libraries. An online enquiry service will enable residents to "ask a librarian" from their home and to receive responses to their queries. Registered library users will also be able to obtain online electronic access to e-books and to subscription databases.

We recognise that charges and fees have an impact on take-up of services. Although charging is subject to national legislation, there

are significant areas of discretion. Generally, fees and charges will be set in line with Royal Borough policy, balanced with the need to encourage usage. Revisions to fees and charges are also subject to market research and to reviews of charging levels in other London authorities. Charges are removed, or concessions made, for some items for children and young adults, those over 60, people with disabilities or those who are in receipt of benefit. Charges and concessions will be reviewed annually in the light of achievement of objectives.

Before engaging in new initiatives, an assessment will be made of sustainability and of possible impact on the existing service offer.

2.4 Develop and implement an effective stock management framework [CLICK HERE](#)

We will increase both the amount and the proportion of the service's budget that is spent on new books. However, increased funding will be wasted if stock management policies do not exploit the budget in the most imaginative and cost effective way.

New ways of selecting, purchasing, displaying and promoting stock will be rigorously pursued and carefully monitored.

We will investigate the selection of books by library suppliers or others with expertise and we will seek delivery with labels, barcodes and property markings already inserted. This does not mean handing over responsibility for all our stock to commercial suppliers who have little understanding of our communities but rather

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Talking books: Just to say how very nice it is to have so many new tapes to choose from. What a good idea to move them around between libraries. Thank you.

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working in partnership to draw up quality specifications for the suppliers to work from, and building up a close working relationship with them. It does mean that routine ordering, acquisition and processing can be done centrally and at lower cost.

These efficiencies can be further enhanced through Electronic Data Interchange (EDI) and interfaces with the Council's financial management system.

The stock supply contracts expire in 2006 and this will provide an opportunity to discuss detailed options with suppliers and others.

Freeing up librarians from bulk ordering will enable them to concentrate on more specialised areas of stock. The Equalities Impact Assessment has revealed that much further consultation is required with ethnic and other minority groups on the kind of material that the library service could potentially provide. 'Hear by Right' could potentially act as a forum to facilitate the selection of material by 14-19 year olds for themselves.

A collection development policy and management framework will be produced which will include statements on what materials are stocked and why. Standards will be set regarding the size of collections, stock turnover rates, physical quality, formats and stock rotation procedures so that consistency of approach can be established and maintained. Allocation of stock funds to types of material (fiction, non-fiction, children's material, reference and audio-visual materials) will also be laid down. One aim will be to increase the proportion of the stock fund that is spent on fiction. Currently, the percentage spent on reference materials is above average whilst the

percentage spent on children's material and, in particular on adult fiction, is below average.

Special collections (for example, the biographies collection), will be reviewed and promoted more strongly. Where possible, these will be re-housed to promote access.

A policy for audio-visual and music collections will be set which states the reason for stocking each type of material.

New formats will be explored, particularly electronic and digital formats for reference materials, archives and audio-visual materials.

A rigorous framework for monitoring and evaluation of both implementation of the collection development policy and its impact on library usage will be put into place.

Once this work is completed it will be possible to assess how much funding can be released by following the recommendations in the zero-based budgeting report and to propose a balance for re-distribution between more stock and better opening hours. Only once clear gains can be shown will any further funding be sought.

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I joined the library a few weeks ago. Whoever is in charge is doing a fantastic job, particularly on the IT side. I received an e-mail reminder two days before my books were due, could renew them online and when I logged in online the computer had all sorts of clever ideas based on what I had taken out. Most impressive, and staff charming too, friendly, knowledgeable and enthusiastic.

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2.5 Develop and implement a strategy for encouraging and promoting reading

[CLICK HERE](#)

Encouraging use of libraries, and by extension, reading, has been an expectation since the 1964 Public Libraries and Museums Act. Libraries have long been effective at this with children. Reader development strategies for all age groups are now universal in public libraries as we have recognised the importance of reading, not only as a tool for learning, but also for encouraging creativity and imagination. Our libraries encourage people to start reading, help new readers to find broader ranges of material and connect people to one another through book groups and reading events. Our libraries are developing outreach strategies to reach groups who have traditionally missed the benefits of libraries and reading.

We now work together with other London authorities and nationally with all authorities and with reading agencies and broadcasters to deliver reading programmes that gain a much higher profile and awareness among the public. For example, the Summer Reading Challenge

I have been using this library for around 20 years and have only now 'got around' to saying what a truly exceptional place it is: not only the environment, which is clean and quiet, but the staff who are, almost without exception, helpful polite and genuinely interested in providing excellent service.

for young people is a nationally co-ordinated and publicised programme that is very widely promoted in schools. Bookstart is now a nationally funded scheme and its success in introducing children and parents to the benefits of reading is well documented.

Increasingly, ICT is being used to support reader development. Websites exist to help readers to find new material that will appeal to their interests, and online book groups are developing. We will develop this.

2.6 Develop and implement a reference and information strategy [CLICK HERE](#)

Reference and information provision is a core task for the library service. We will define the levels of provision at each library, always recognising the depth of the service that is offered to all residents of the borough from the Central Reference Library.

Budgets will be reviewed to ensure that resources are allocated to meet the needs of the greatest number of users. The balance between hard copy and electronic materials will be examined. Increasingly, major items are only available electronically and these versions offer much better access to their content, for example, with the Dictionary of National Biography. Online subscriptions also mean that reference tools can be made readily available at each library and also to users working from home.

The reference and information strategy will commit us to ensure that we meet users' desire for new delivery channels as they emerge in the future. As with the lending stock, standards for



holdings will be set.

The strategy will also address wider information provision and will determine the criteria and standards for the provision of Council and community information, whether in leaflet, electronic or other formats. Our reference librarians will participate fully in the delivery of online enquiry services. This includes both national reference services and local Council and community information provision via the Community Plus database. We will ensure that our expertise is fully utilised in the Improving the Customer Experience programme (ICE), so that libraries are integral to providing excellent customer access to the Council.

Our staff will be further trained to act as skilled information retrievers and as quality assessors for users who often flounder when searching for information on the Internet. The library will provide a gateway to websites that are of particular use and of known quality. The Community Plus database is the core database for Council and community information and has a key role in the ICE programme. A commitment is required to acknowledge both the corporate value of this work and the time input that is required to ensure that the information is always accurate.

Study space will be reviewed to see how we can provide spaces more flexibly so that more are available at times of heavy demand.

A local studies strategy will also be prepared which will cover similar issues and will include digitisation of holdings to extend access. It will also cover development of the Virtual Museum website.

2.7

Develop and implement programmes or services that support and promote the Royal Borough's mainstream learning provision [CLICK HERE](#)

Libraries provide an unthreatening environment for self-motivated learning for many users. Our books and materials support both formal learning and independent learning, including hobbies and interests. We provide material for the development of numeracy and literacy and other basic skills and, increasingly, we capitalise on these by working with partners to deliver basic skills and language support. Family learning is another area where libraries are suited for working in partnership to offer provision and we will work with colleagues in Adult and Family Learning to develop provision that supports their delivery strategy.

In line with the Royal Borough's Vision for Families and Children, our children's libraries offer homework clubs and study support as well as developmental provision for under-fives. Libraries will support and participate in Sure Start programmes. We will work to integrate this provision with adult and community

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The Chatterbooks reading club is great! My daughter really wants to read now. Before, she didn't even want to pick up a book, and now we come to the Library once a week.

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learning providers and with the extended schools and children's centres programmes.

Our strategy here will be to promote awareness of the vast array of library books and materials that can provide support for the Royal Borough's learners. We will do this with potential learners and schools and also with other services that provide learning opportunities. We will emphasise our role as partners to those skilled in the direct provision of learning opportunities.

“

Have been travelling world for last 3½ years. What a pleasure to find my local library not only intact but flourishing and lots of excellent services, very friendly, helpful staff and a much more upbeat, cheerful atmosphere. Thank you for keeping these kinds of services going!

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2.8

Ensure the right number of staff in the right roles and with the right skills to deliver the service's priorities [CLICK HERE](#)

We will review the deployment of staff to get the balance of skills right to support this strategy. The balance of librarians and other staff will be examined and this will include looking at how we provide for new skills more effectively, for example, marketing and promotion. Budgets need to be flexible enough to provide for external expertise where it is not available or cost-effective to provide it in-house.

The new structure for staffing and management will provide for more flexible deployment of our most valuable and most expensive asset so that we are able to extend services and opening hours within existing costs. Ways of working will be reviewed so that staff on public duty are not simply found behind desks but are visible all over the library and are easily accessible to readers. The management structure will be made tighter and better focussed toward the overall agenda for service delivery.

Staff will be supported through the changes by a clear communication and development programme which will support the management of change. There will also be thorough analysis of training needs for ongoing roles and tasks for the future.



2.9

Re-align the available resources with priorities in order to improve value for money and performance [CLICK HERE](#)

The zero-based budgeting exercise highlights many issues that could be addressed within base budgets. Whilst some of these may be difficult because of prevailing conditions, such as the value of property in the area and difficulties in staff recruitment in Inner London, others will be pursued. A key aim is to free up funding to provide more books and other materials and also to improve the value for money gained from expenditure. Some developments will require major decisions on the level of financial input that the Council wishes to commit to the service. Major refurbishment, or technological developments such as Radio Frequency Identification (RFID), can significantly enhance services to our users but will require capital funding so that we can continue to provide excellent services to those users.

It should be noted, however, that this will put the library service on track to be a flagship for Council service provision. Welcoming and attractive libraries will convey a positive image of the Council and will be focal points in their communities.

“

Very prompt and courteous response to my request for the Race Relations Act etc. And even more expert advice on using the photocopier! The 40p spent = more than the probable umpteen pounds of solicitors' fees.

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3. High level *action plan*

1 Ensure that library buildings are attractive, fit-for-purpose and well maintained

Target	Budget implication	Timescale
Develop a clear, consistent image for our libraries in accordance with corporate guidelines through building design and layout, well-designed signs and guiding, use of colour and marketing.	Consultancy work - then incorporate in refurbishment programme.	December 2006
Review locations and work with Property Services to seek more appropriate locations for Notting Hill Gate, Kensal, Brompton and Chelsea libraries.	Not known at this stage.	As opportunities arise
Invest in planned capital refurbishment programme for all libraries, commencing with refurbishment and enhancement of Central Library.	Capital programme - estimate for Central Library is minimum of £9 million and for all other sites is £7 million.	2006 - 2010

PRINCIPAL OUTCOMES:
 By December 2006 Agreed brand identity and approach to spatial layout for all libraries.
 2007 - 2008 Central Library fully refurbished.
 2006 - 2010 All libraries refurbished.

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2 Give all users access to the full range of library services while recognising that not every library can provide every service

Target	Budget implication	Timescale
Define the range and level of services to be offered at each library. Promote all libraries as gateways to the whole network.	No immediate implication.	June 2006
Provide a service which meets traditional users' needs but which also defines and meets targets for reaching: <ul style="list-style-type: none"> • 14-19 year olds • people with visual impairment • Black and Minority Ethnic users and non-users 	Existing budgets.	June 2006 then ongoing

PRINCIPAL OUTCOMES:

By June 2006 Clear statement published about services available from each library and about how to access services available across the network, especially centre of excellence at Kensington.

April 2006 Improved services to all users including those for whom we have not previously provided well.

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3 Increase the availability and accessibility of the service within available resources

Target	Budget implication	Timescale
Develop effective partnerships to deliver services which enhance core provision.	Existing budgets.	March 2006
Extend library opening hours, including Wednesday afternoons at Brompton and North Kensington and Sunday opening at Central, Chelsea and North Kensington libraries.	Costs for Wednesday afternoons to be found from staff re-organisation. Additional funding would be required for Sunday opening. (Estimated £165K for 3 libraries, Sun 2 - 5 pm).	April 2006 for Weds. opening
Seek funding for small Library Access Points in buildings in areas that are at some distance from existing libraries.	Estimated set up cost: £15,000 per LAP; running cost £5,000 p.a.	2007-2010
Improve communications with virtual audiences (ie. those using remote electronic access) by developing coherent package of online services.	To be assessed.	March 2007
Review fees and charges (including concessions policy) annually.	Will be assessed annually. Charging for reservations will be reviewed at the end of 2006 - 07.	Annual June 2007
Produce marketing and promotion strategy <ul style="list-style-type: none"> Review budgets for market research and publicity Review effectiveness of current printed promotional material Ensure website branding is linked to other branding 	Create marketing budget from existing resources; (supported by business group and corporate expertise).	April 2006 June 2006 September 2006
Work with other London library authorities and the London Library Development Agency to improve public awareness of modern library services.	Existing budgets.	2005 - 2010

PRINCIPAL OUTCOMES:

By June 2006	Wednesday afternoon opening in place at North Kensington and Brompton libraries.
July 2006	Business case will be made for Sunday opening at Kensington and Chelsea from March 2007.
March 2007	Users will be able to access a wide range of electronic services.
September 2007	Business case for Library Access Points.
September 2007	Marketing strategy ensures that awareness and use of libraries improves.

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4 Develop and implement an effective stock management framework

Target	Budget implication	Timescale
Develop and implement an effective stock management framework including new standards for quality, formats purchased, stock rotation and maintenance for special collections.	Improved value for money.	September 2006
Produce policy for audio-visual collection holdings.	Existing budgets.	September 2006
Increase stock fund to levels which enable the service to meet Public Library Standards.	Requires approx. £50,000 additional stock fund per annum.	April 2007
Investigate and implement new stock procurement and management processes (see Strategic Point 9 - page 20).	(see Strategic Point 9 - page 20).	(see Strategic Point 9 - page 20)
PRINCIPAL OUTCOMES: Mar 2006 - Mar 2007 Funding released from budget re-allocation exercise to supplement stock funds. July 2006 Revenue bid for increase in stock funds from 2007- 08 to meet national standards. September 2006 Stock collection management framework results in better quality stock for readers; proportion of stock fund spent on fiction is increased.		

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5 Develop and implement a strategy for encouraging and promoting reading

Target	Budget implication	Timescale
Ensure that services are in place which promote children's development, encourage the reading habit and support young people's learning.	Existing budgets.	March 2006
Implement a strategy for encouraging and promoting reading and the celebration of literature.	Existing budgets.	September 2006

PRINCIPAL OUTCOMES:

March 2007	Children and carers are aware of the value of reading in children's development and how the library can support this.
September 2006	There is a clear annual plan for all literature and reader development work which is widely publicised.
By September 2007	More adults and children use libraries.

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6 Develop and implement a reference and information strategy

Target	Budget implication	Timescale
Review the role and remit of the reference and information services.	Existing resources.	September 2006
Examine the allocation of funding between reference provision and other services and materials to ensure a balanced spend.	Internal re-allocation of budget.	September 2006
Introduce WiFi access.	Estimate: £3,000 for pilot in one library.	September 2006
Extend services offered to remote library users including online enquiry services.	No immediate implication.	March 2007
Develop libraries as council information access points as part of the Improving the Customer Experience programme. Ensure that capacity is built in to support the Community Plus database.	Costs not yet known.	TBC
Devise delivery strategy for Local Studies, including: <ul style="list-style-type: none"> • digitisation • conservation plan inc. storage conditions • development of Virtual Museum 	Costs to be assessed.	December 2006
Investigate new delivery channels for information provision eg. SMS texting, digital television.	Costs not yet known.	As opportunities arise

PRINCIPAL OUTCOMES:

By December 2007 A sustainable reference service is offered that has good quality materials in appropriate formats which meet users' needs.

By March 2007 All libraries offer branded package of council and community information as part of ICE offer; libraries are promoted as local council access points.

December 2006 Local Studies plan is in place to meet users' current and future requirements.

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7 Develop and implement programmes or services that support and promote the Royal Borough's mainstream learning provision

Target	Budget implication	Timescale
Devise strategy for learning support and provision in libraries for all age groups.	Existing resources.	June 2006
Agree family learning targets with Head of Adult and Family Learning.	Existing budgets.	December 2006
Provide services which support the development of Skills for Life through library books and materials: <ul style="list-style-type: none"> • Basic Skills collections in libraries • Appropriately trained staff • Learning provision in conjunction with partners 	Existing budgets.	Ongoing

PRINCIPAL OUTCOMES:

By June 2006 There will be a statement about what will be provided directly by libraries (eg. books and materials, learning space) and what will be provided with education partners.

By June 2006 There will be a focus on work with children, family learning and literacy and numeracy.

By June 2006 Libraries will provide learning support services as part of the core offer.

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8 Ensure the right number of staff in the right roles and with the right skills to deliver the service's priorities

Target	Budget implication	Timescale
Review staffing roles, structure and costs; implement new structure.	Improved value for money.	April 2006
Ensure marketing and promotion capacity is included in above.	Existing resources.	September 2006
Ensure full understanding of library strategy objectives among library staff.	Change management training; £5K.	December 2006
Improve skills of library staff through clear development plan; ensure that skills match service requirements.	Support for staff in new roles: £5K.	March 2006 December 2006
PRINCIPAL OUTCOMES: By March 2006 A new structure will reduce management costs and will provide more customer-facing staff.		

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9 Re-align the available resources with priorities in order to improve value for money and performance

Target	Budget implication	Timescale
Use the findings of the zero-base budgeting exercise to re-allocate budgets where possible.	Increase proportion spent on stock and/or opening hours.	March 2006
Review options for Bibliographic Services provision.	Costs of OneWorld/Sirsi interface. Costs of EDI.	March 2006
Investigate supplier selection, consortium purchasing and other methods of acquisition and let new stock supply contracts that take these into account.	May require some contract work.	December 2005
Improve service performance review and use of data to inform planning.	Existing budgets.	December 2005
Finalise business case for RFID and self issue; implement if agreed.	Approx. £800K - subject of capital bid for 2006 - 2007.	November 2005 - then links to refurbishment timetable
Promote understanding of the role of libraries in supporting corporate objectives: <ul style="list-style-type: none"> • e-government • Improving the Customer Experience • Information for health • Document and records management 	Officer time.	Ongoing

PRINCIPAL OUTCOMES:

By June 2006	Following recommendations in ZBB report, budgets will be realigned to improve customer service delivery.
From 2007 - 2010	RFID will reduce staff from routine work, improve stock management and retention and will offer users more options about how they are served.
June 2006	Following recommendations in ZBB report, budgets will be re-aligned to improve value for money.
April 2007	More staff time will be released through new ways of choosing and acquiring books and stock.

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“

**I have only praise for all
of your staff, always
polite, kind and very
helpful when needed.**

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February 2006

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