



Case Study

Royal Borough of Kensington and Chelsea Library Service



THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Change – reading between the lines

Spurred on by major changes within the library sector and committed to offering vibrant libraries, the Royal of Kensington and Chelsea Library Service embarked on a journey to facilitate a major change in the culture of the library service.

Recognising that their people were at the heart of the change process Royal Kensington and Chelsea Library Service set out to support their team through its Library Transformation Programme.

With a core aim of improving performance the Library Transformation Programme involved many facets, including the introduction of self service and related technology (RFID), Sunday working and implementing new ways of working.

Library Transformation Programme

Sue Cornish of Royal Kensington and Chelsea Library Service said: “A key part of our Library Transformation Programme was our learning and development plans. We wanted to ensure that our line managers and front line teams understood our library strategy. We also wanted to support them through the change process and make sure that they were equipped with the skills to deliver the required service.

“One of our goals was to ensure the staff on public duty were not simply found behind a desk, but were visible all over the library and easily accessible to readers”.

Key issues to be addressed by the development programme included:

- ✚ Development of key skills required for a pro-active service delivery
- ✚ Understanding of cultural change and how it infiltrates every aspect of work
- ✚ To build confidence of individual team members
- ✚ Practical application of new ways of working

Highly Recommended

Following a successful tender process Jigsaw@work devised a learning and development programme that was tailored to support three main audience groups, frontline staff, managers and support staff.

Michelle McArthur-Morgan comments: “When we began to design the learning and development programme for Royal Kensington and Chelsea Library Service, we started by understanding the issues that needed to be addressed and defining the outcomes required by each target group.”

Outcomes required:

- ✚ Changes in mindsets towards working practices and the delivery of a proactive service
- ✚ Individuals to feel equipped to manage and cope with the changes
- ✚ The knowledge and skills to support their colleagues and customers through the changes
- ✚ An understanding of the new culture and how it impacts upon working practices

“The development programme devised for managers focused on two key areas, leading and supporting teams through the change process and identifying the skills needed to deliver a modern, personalised, customer centred service.

“For frontline teams we helped them to understand the practicalities of RFID and enhanced their skills and knowledge to enable them to ‘sell’ the automated service to customers.”

Glad I was here

Sue concluded: “The overall rating for the learning and development programmes was high. Over 80 percent of the staff said that they felt better prepared for the forthcoming changes and developments in the library service; this was summed up by one library assistant who stated ‘Glad I was here for the course – more confident with the new changes coming in.’

“Jigsaw@work’s whole approach is thoroughly professional and through the sessions and other discussions their work has made a real contribution to our service in changing times. It is testament to this that other authorities have discussed Jigsaw@work with me and I have unhesitatingly recommended them.”

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