

Part 3: Being The Best We Can Framework

Key result areas

The *Being The Best We Can Framework* describes criteria that libraries should consider when evaluating their services. They are organised into five key result areas (KRAs) considered most relevant to libraries.

A number of themes have been identified under each KRA to clarify their scope. Each KRA and theme is explained in detail over the page.

A set of questions and ‘things to think about’ are included under each theme to provide detailed guidance for assessment. This will help libraries find and organise their evidence.

Note: libraries should focus on listing and organising evidence to report on a theme, not just responding to the key question or ‘things to think about’. Evidence should be gathered to support the rating and areas for improvement rather than gathering evidence for every point covered.

Libraries are also prompted to think about the extent the specific theme is a strategic imperative to the library service, recognising that libraries services tailor their services to meet community need.

KRA 1: Providing gateways to information, learning and leisure

- 1.1 Sufficiency, range and suitability of resources
- 1.2 Arrangements for access
- 1.3 Staff knowledge of information tools and user support

KRA 2: Building individual skills, capability and wellbeing

- 2.1 Lifelong learning in the library context
- 2.2 Providing and promoting 21st century literacies
- 2.3 Encouraging a reading culture

KRA 3: Developing social capital

- 3.1 Welcoming civic space and sense of belonging
- 3.2 Supporting social connections and reaching out to communities
- 3.3 Working in partnerships

KRA 4: Demonstrating leadership

- 4.1 Leadership and innovation at all levels
- 4.2 Planning and community engagement
- 4.3 Building organisational capability through people

KRA 5: Designing, managing and improving systems and processes

- 5.1 Implementation of policies and procedures
- 5.2 Obtaining and using resources
- 5.3 Evaluation and continuous improvement

Allocating ratings

Use the five-star rating system to allocate a performance rating for each theme under a KRA. Use the combined ratings for each theme to derive an overall rating for the KRA.

Star rating	Description
★★★★★	Outstanding delivery of core and a range of enhanced services Excellent World-class Sector-leading and worthy of wider dissemination
★★★★	Major strengths High standard of provision Any weaknesses do not impact on users' experience
★★★	Important strengths that have a positive impact Weaknesses do not have substantial adverse effect Weaknesses are recognised and action is being taken to improve
★★	Satisfactory provision of core services A few strengths and examples of good practice Weaknesses have some adverse effects on some users
★	Limited range of services or weaknesses in a core service Weaknesses have a significant impact on the quality of the users' experiences Planned action required for improvement

Key result area 1: Providing gateways to information, learning and leisure

In today's networked information environment, people have high expectations about the range and type of information they will be able to access and when they will be able to access it.

Librarians have an important role in helping people navigate this mass of information. The public express a high level of confidence in librarians as trusted information experts. Librarians are also seen as playing an important role in helping people develop their own skills in navigating and accessing information.

Library services hold a diverse range of print and digital collections which support individual and community information needs.

1.1 Sufficiency, range and suitability of resources

Why is this important?

Library services should offer consistent and equitable access to print and digital collections, the internet and other resources for their communities. Provision of a range of resources that are fit for purpose and specific need allows individuals to make informed choices. A successful library normally has a high level of use by its local community.

Key question to ask

- To what extent are the information, learning and leisure needs of all met?

Things to think about

- What range of print and digital collections does the library offer across a range of user groups?
- What proportion of the overall library budget is spent on the collection? How does that measure up to other comparable library services?
- How is the selection of print and digital resources and services made?
- How well are the information resources and services used by the population?
- What are the most frequently used resources and services?
- How well does the allocation of the library service's resources budget reflect community demographics, usage patterns and user demand for new materials?
- What are the current levels of use of print, digital and electronic resources? What are the usage trends?
- What is the range of electronic resources? How is the selection of new electronic resources reflected in the stock selection policy?
- What mechanisms are in place to respond to customer requests for new materials?
- How does the library ensure the currency of the collection? Does this reflect users' needs and preferences?
- What is the average age of the various elements of the collection?
- Are key elements of the collection available in multiple formats and languages?
- Are all information services available for all community and mobile libraries?

Core evidence	Other evidence
<ul style="list-style-type: none"> ▪ Budget allocation ▪ Collection development policy/plan (including stock selection policies and support for specific community profiles) ▪ <i>Strategic Asset Audit of Victorian Public Libraries</i> ▪ Usage and loan statistics 	<ul style="list-style-type: none"> ▪ Details of computer provision and internet access

Key result area 1: Providing gateways to information, learning and leisure

1.1 Sufficiency, range and suitability of resources

Library service rating ★ ★ ★ ★ ★

Reviewer's rating ★ ★ ★ ★ ★

To what extent is this theme a strategic imperative for this library service?

What we do	Evidence	Strengths	Areas for improvement

1.2 Arrangements for access

Why is this important?

People want to access library services at convenient times and locations, including access to online resources at any time. Library services need to consider their opening hours so easy access is facilitated to collections for those who are able to visit. They should ensure materials are available in relevant formats. Web and e-services should be easy to navigate and regularly reviewed to respond to changes in technology, such as the development of social networking.

Key question to ask

- How well does the library service enable access to local and wider information networks?

Things to think about

- What fees and charges does the library service levy? What is the impact on access?
- How many branches are there? How are the branches distributed in the municipality?
- Are the library branch locations convenient for the majority of users?
- How many hours is the library physically open to the public? Do opening hours vary between branches? Why?
- Do the opening hours reflect the needs and preferences of customers?
- How many hours are mobile/outreach services available to the public? How many stops does the mobile library/outreach vehicle make per rostered cycle?
- How does the library ensure coverage of both print and electronic reference collections?
- How does the library promote and present the collection to ensure maximum use (e.g. genre, bookshop displays, etc.)?
- How does the library service use technology to promote and make information more accessible?
- What are the levels of PC occupancy?
- What is the percentage use by population of PCs?
- What services are accessible online? What services are only accessible when the library is open?
- How many hours of free access to the internet are available to the public?
- How can a customer book a PC?
- What are the key strands of acceptable use policy? Do all customers have the same rights of access?
- What is the average network speed? Is it adequate?
- How many complaints have there been about access to networks? How many have been resolved?
- What are the arrangements for firewall management and content filtering?
- Does the library charge for internet access? If yes, how much?
- How does the library respond to users whose preference is print material when the library has electronic-only access?

Core evidence	Other evidence
<ul style="list-style-type: none"> ▪ Library and branch profile including opening hours ▪ Membership and conditions of use information (including fees and charges) ▪ Promotional material 	<ul style="list-style-type: none"> ▪ Acceptable-use policies ▪ List of assistive technologies ▪ List of mobile library stops

Key result area 1: Providing gateways to information, learning and leisure

1.2 Arrangements for access

Library service rating ★ ★ ★ ★ ★

Reviewer's rating ★ ★ ★ ★ ★

To what extent is this theme a strategic imperative for this library service?

What we do	Evidence	Strengths	Areas for improvement

1.3 Staff knowledge of information tools and user support

Why is this important?

Library services offer professionally mediated support for finding and using information effectively online and off-line, and have a knowledgeable workforce that can support people to improve their skills. Staff should be competent and confident knowing their own collections and relevant local and global resources. They should offer consistent and high quality support to users – to satisfy their information requirements and to meet the community’s information needs.

Key question to ask

- How does the library service support individuals and organisations to locate and use information effectively?

Things to think about

- How does the library implement new information services?
- How well do staff demonstrate and share the breadth of their knowledge?
- How well do staff provide accurate, relevant and timely responses?
- How is staff knowledge of the changing content of the library’s information resources kept up-to-date?
- What programs do staff run to provide mediated support for the public?
- How are staff trained in using all library collections, both print and electronic?
- How does the library handle enquiries that cannot be immediately met?
- How are online resources promoted to staff?
- What other wider information networks are used?
- What are staff awareness levels like?
- How are new information services promoted to the public?
- How are staff innovatively using electronic resources?

Core evidence	Other evidence
▪ Professional development program for staff	

Key result area 1: Providing gateways to information, learning and leisure

1.3 Staff knowledge of information tools and user support

Library service rating ★ ★ ★ ★ ★

Reviewer's rating ★ ★ ★ ★ ★

To what extent is this theme a strategic imperative for this library service?

What we do	Evidence	Strengths	Areas for improvement

Key result area 1: Providing gateways to information, learning and leisure

Overall star rating

Library service rating ★ ★ ★ ★ ★

Reviewer's rating ★ ★ ★ ★ ★

Notes

Empty text area for notes.

Key result area 2: Building individual skills, capability and wellbeing

Libraries provide a friendly environment where residents can learn the basic skills they need to take part in the economic, social and cultural life of their community. This includes supporting the development of basic reading, information and computer literacy and learning habits and skills.

Libraries are seen as having an especially important role in encouraging reading for enjoyment and promoting literacy. The varied collections held by libraries allow community members to constantly discover new material and topics of interest.

2.1 Lifelong learning in the library context

Why is this important?

Library services seek to reduce educational inequality, support people at risk and reduce barriers to workforce participation. Library services should support the learning needs of all.

As well as supporting the independent learner, libraries' active promotion of opportunities will encourage less-confident learners to participate. Staff awareness of the importance of an appropriate level and pace of learning can contribute to good progress by learners. Library staff, facilities and resources can assist learners in developing confidence in making choices, using their own learning styles, thinking independently and taking responsibility.

Key question to ask

- How does the library promote learning?

Things to think about

- What programs or training are provided to build individuals' skills through the library or partnerships?
- How does the library's learning provision support community needs?
- How do the library's facilities and space contribute to learning provision?
- How is learning presented in the physical environment? Consider dedicated/integrated learning space, noise levels, information leaflets and posters, quality of furnishings, learning in multiple languages, etc.
- How is learning promoted outside the library?
- How are formal and informal learning opportunities recognised?
- What interaction does the library have with other learning providers?
- What are the links between the learning provision offered by libraries and other providers?
- How does the learning provision offered by the library complement other local learning?
- What percentage of learners come from ethnic, disabled and unemployed groups?
- How are the views of the public taken into consideration when planning learning programs?
- Are all staff members aware of the range of learning materials, online courses and local learning partnerships?
- What training have staff received to help them support learners?
- How many staff are able to assess an individual's learning needs and style?
- Do the library staff design and deliver any learning programs?

Core evidence	Other evidence
<ul style="list-style-type: none">▪ 'How to' guides for library customers▪ Promotional material▪ Training program for library customers	<ul style="list-style-type: none">▪ Adult learning guides▪ Lifelong learning programs and materials▪ Links to literacy and numeracy providers

Key result area 2: Building individual skills, capability and wellbeing

2.1 Lifelong learning in the library context

Library service rating ★ ★ ★ ★ ★

Reviewer's rating ★ ★ ★ ★ ★

To what extent is this theme a strategic imperative for this library service?

What we do	Evidence	Strengths	Areas for improvement

2.2 Providing and promoting 21st century literacies

Why is this important?

Individuals require appropriate skills combined with unrestricted access to information and ideas to support the development of democratic society, including e-government. Individuals need to be able to develop skills to access and assess accurate information to participate in lifelong learning, increase economic effectiveness and for skills development. Libraries should offer support for the development of information literacy and digital literacy to enable access and use of information services.

Key question to ask

- What evidence is there that your library is supporting the development of information literacy and digital literacy?

Things to think about

- What programs or training are provided to support digital or information literacy?
- What evidence is there of any impact on skills improvement?
- How are online resources promoted?
- How are new information services promoted to the public?
- How does the library service promote the use of e-government resources?
- What training have staff received to help them support users?
- How do staff provide support to users wishing to access digital services such as banking, e-government, genealogy, health information, online travel or shopping, digital photography, etc? What groups use this service? How much time do staff spend providing this service (estimate)?
- How do staff develop their own digital skills?

Core evidence	Other evidence
<ul style="list-style-type: none">▪ Library web site structure and use of social media▪ Promotional material (physical and online)▪ Training program for library customers	

Key result area 2: Building individual skills, capability and wellbeing

2.2 Providing and promoting 21st century literacies

Library service rating ★ ★ ★ ★ ★

Reviewer's rating ★ ★ ★ ★ ★

To what extent is this theme a strategic imperative for this library service?

What we do	Evidence	Strengths	Areas for improvement

2.3 Encouraging a reading culture

Why is this important?

To fully participate in society, individuals need to be literate and numerate. Libraries can encourage people to read across a range, trying new genres and exploring new ways of sharing their reading experiences.

Libraries can demonstrate that investment in stock combined with reader development activities, good book selection and management policies can increase the public appetite for reading and support the progressive development of literacy, increasing the number of capable and confident readers. Provision must be made for those whose reading activity relies on different formats, and provision must be made in appropriate languages.

Key question to ask

- How well does the library service meet the needs of all readers?

Things to think about

- What programs and activities are in place to widen reading choices and enhance the reading experience from pre-literacy onwards?
- How is access provided for minority groups and the print disabled, either through library stock or linkages to appropriate external services?
- What are the current levels of requests? Do they reflect the needs of a variety of user groups?
- How are the needs of pre-literacy users reflected in the stock selection policy?
- What range of reading related activities are provided for children and youth?
- Does the environment of community libraries include promotions on literacy and reading for enjoyment?
- What range of formats and languages is reading material available in?
- How many staff have had training in literacy programs?

Core evidence	Other evidence
<ul style="list-style-type: none">▪ Collection development policy/plan▪ Event and activities programs▪ Promotional materials▪ Reader promotion plan	<ul style="list-style-type: none">▪ Book lists and recommended reading▪ Stock selection policies, procedures and guidelines

Key result area 2: Building individual skills, capability and wellbeing

2.3 Encouraging a reading culture

Library service rating ★ ★ ★ ★ ★

Reviewer's rating ★ ★ ★ ★ ★

To what extent is this theme a strategic imperative for this library service?

What we do	Evidence	Strengths	Areas for improvement

Key result area 2: Building individual skills, capability and wellbeing

Overall star rating

Library service rating ★ ★ ★ ★ ★

Reviewer's rating ★ ★ ★ ★ ★

Notes

Empty text area for notes.

Key result area 3: Developing social capital

Libraries play a crucial role in building social capital: bringing people together from across social strata, forging greater understanding of other perspectives and other cultures, offering a safe space that embraces diversity and providing connection into the community for people who are otherwise excluded.

For many communities, the library holds much of the knowledge about the local area and gives people a link to their past, present and future. It provides a neutral public space where people can pursue individual and community interests.

3.1 Welcoming civic space and sense of belonging

Why is this important?

Libraries can encourage repeat visits and enhanced user experience by providing a supportive and enabling environment. The design of a library influences the public's perception of the value of reading and learning and their ability to enjoy activities and access services within a supportive informal environment.

Customer service skills must be of a consistent high quality and regularly updated to ensure satisfaction. Individuals should leave the library feeling valued and wishing to return.

Libraries provide environments, collections and staff which support the development of local culture and encourage participation in community life.

Key questions to ask

- How do library managers ensure library spaces meet the needs of users?
- How well are individuals welcomed into the library?
- How well does the library encourage a sense of place and identity?

Things to think about

- Is the immediate environment of the library attractive and safe?
- What efforts are made to overcome barriers for non-users?
- How do the public describe the library environment? Are displays attractive and regularly refreshed?
- Are staff attentive to all user groups, e.g. potential new members, minority groups or non-traditional library users? How are the needs of minority groups represented in the library?
- How is learning presented in the physical environment? Consider dedicated/integrated learning space, noise levels, information leaflets and posters, quality of furnishings, learning in multiple languages, etc.
- Is there a program for welcoming new users?
- How are complaints handled?
- What library programs support and develop local culture and history?
- How representative of the general community profile is the library users' profile?
- In what ways are the interests of readers assessed? How are these needs reflected in the stock selection process?

Core evidence	Other evidence
<ul style="list-style-type: none"> ▪ Customer service training, policies and procedures ▪ Customer feedback (informal/formal) ▪ Library layout and plans ▪ <i>Building Audit</i> report ▪ Photographs of branches ▪ Welcome pack for new customers 	<ul style="list-style-type: none"> ▪ Building maintenance program ▪ Plans for new buildings or refurbishments ▪ Survey results, analysis and actions

Key result area 3: Developing social capital

3.1 Welcoming civic space and sense of belonging

Library service rating ★ ★ ★ ★ ★

Reviewer's rating ★ ★ ★ ★ ★

To what extent is this theme a strategic imperative for this library service?

What we do	Evidence	Strengths	Areas for improvement

3.2 Supporting social connections and reaching out to communities

Why is this important?

Libraries promote inclusion, equality and fairness. By providing and supporting a range of activities, libraries add to community capacity building and support the development of individuals.

Outreach services are very important because not all people can easily reach a library branch. These services provide a link for the elderly, the housebound and people living in outlying areas. Staff have an important role in profiling the information needs of their customers and planning services to optimise access and actively respond to needs.

Key question to ask

- How do the library’s facilities and activities encourage community connectedness?
- How does the library provide services for those who can’t get to the library?

Things to think about

- What range of community activities are based in the library?
- What kinds of projects and initiatives have involved new users in recent times?
- How are people brought together by innovative library services?
- What feedback have you received about successful community engagement?
- How do others in the community promote the library?
- What percentage of users come from ethnic, disabled and unemployed groups? How are services tailored for their needs?
- What kinds of personal activities do users engage in that demonstrate the library supporting social connections?
- How does the staff profile reflect the community?
- What programs are there to help bring people to the library?
- What services are offered to people who are isolated or unable to access static library services? How does the library provide services for travelling people, unemployed, isolated, housebound and minority groups?
- What percentage of users are housebound?
- What is the trend for mobile library usage?
- What information services are available on mobile libraries?
- How is the effectiveness of outreach services monitored and reviewed?
- How are library staff engaged in community activities run outside libraries?
- How is learning promoted outside the library?
- How are library services made known to non-users?

Core evidence	Other evidence
<ul style="list-style-type: none"> ▪ Community events and activity program ▪ Outreach service program 	<ul style="list-style-type: none"> ▪ Information about community groups based at libraries ▪ List of mobile library stops

Key result area 3: Developing social capital

3.2 Supporting social connections and reaching out to communities

Library service rating ★ ★ ★ ★ ★

Reviewer's rating ★ ★ ★ ★ ★

To what extent is this theme a strategic imperative for this library service?

What we do	Evidence	Strengths	Areas for improvement

3.3 Working in partnerships

Why is this important?

By working with other council departments, external agencies and community groups, libraries can offer a wide range of opportunities for personal and social development to help build community strength.

Key question to ask

- What activities does the library facilitate in partnership with others?

Things to think about

- What opportunities are there to progress interests through partnerships?
- How does the range of library partnerships add value to users?
- How do partners reflect the contribution of the library to their objectives in policy and practice?
- How is the impact of the partnership measured?
- What partnerships exist with local adult literacy and numeracy teams?
- What partnerships exist with local schools, health agencies (e.g. Bookstart) and youth workers?
- What are the links between the learning provision offered by libraries and other providers?
- How does the learning provision offered by the library complement other local learning?
- What interaction does the library have with other learning providers?
- How is the council's value of the contribution of libraries reflected in council information and marketing?
- Are partnerships aligned with strategic objectives? How are partnerships selected? How are they documented?
- How does the library source and resource grants?

Core evidence	Other evidence
<ul style="list-style-type: none">▪ Co-branded promotional material▪ Partnership Memorandum of Understanding, Service Agreements▪ Proportion of programs delivered through partnership	<ul style="list-style-type: none">▪ Evaluation reports of externally-funded programs▪ Links to council website, partners and literacy and numeracy providers

Key result area 3: Developing social capital

3.3 Working in partnerships

Library service rating ★ ★ ★ ★ ★

Reviewer's rating ★ ★ ★ ★ ★

To what extent is this theme a strategic imperative for this library service?

What we do	Evidence	Strengths	Areas for improvement

Key result area 3: Developing social capital

Overall star rating

Library service rating ★ ★ ★ ★ ★

Reviewer's rating ★ ★ ★ ★ ★

Notes

Key result area 4: Demonstrating leadership

Library services should encourage effective and visible leadership at all levels. They should develop cultures and support behaviours that are consistent with organisational values and help the organisation to achieve its objectives. Systems and processes must be in place to develop vision, values and objectives and turn them into deliverable improvement plans.

Leaders create working environments which are engaging, positive and open. They foster creativity and unify the efforts of their workforce. They encourage people to continue to develop and deploy their skills to improve service delivery.

4.1 Leadership and innovation at all levels

Why is this important?

It is crucial that library management have a clearly defined and well-articulated vision for the role of the service to assist in the delivery of local and state priorities, supported by statements of values and desired behaviours to guide staff in their implementation of the vision. All staff must have an understanding of the vision and have an opportunity to contribute to its development and realisation. Leaders must be able to secure staff commitment to improving services.

Dialogue between staff at all levels must be in place and innovation encouraged and supported. Appropriate leadership opportunities should be available as part of a learning organisation and for staff development.

Key question to ask

- How are the vision and values for the library service communicated and realised?

Things to think about

- How are staff and key stakeholders involved in the visioning process? How well are staff empowered and supported to realise the vision?
- How are the values demonstrated in the behaviours of staff?
- To what extent is the vision for the library service reflected in services?
- Where do new ideas for services come from?
- How are staff encouraged to introduce new services or improve existing ones?
- Do library staff design and deliver any learning programs?
- How do you think the public would describe the library environment in the branch libraries?
- How do you think councillors would describe the library environment in the branch libraries?
- To what extent is the vision for the library service reflected in customer services?
- How are the management team perceived by staff?
- How are staff involved in internal communication?
- What opportunities are there for staff to lead in specific areas?
- How is information from leaders in specific areas shared?
- What discussions have taken place across the staff about change?
- Can you give an example of how a new service has been developed?
- How are staff involved in the budget allocation process?
- How does the library service access external funding?

Core evidence	Other evidence
<ul style="list-style-type: none"> ▪ Staff surveys ▪ Staff development and engagement program ▪ Strategic plan 	<ul style="list-style-type: none"> ▪ Award certificates ▪ External award applications ▪ Report of innovative practice (e.g. Showcasing the Best)

Key result area 4: Demonstrating leadership and values

4.1 Leadership and innovation at all levels

Library service rating ★ ★ ★ ★ ★

Reviewer's rating ★ ★ ★ ★ ★

To what extent is this theme a strategic imperative for this library service?

What we do	Evidence	Strengths	Areas for improvement

4.2 Planning and community engagement

Why is this important?

Library managers are responsible for the development and implementation of service plans that should be consistent with the strategies agreed in the Corporate or Council Plan.

Key question to ask

- To what extent does library planning engage the community and reflect the corporate objectives?

Things to think about

- How does the library service contribute to wider planning frameworks?
- How does the service engage with the community in its planning process?
- How are plans monitored and reviewed? How often are the plans reviewed?
- How is information on community planning shared with staff?
- Which staff members contribute to the community planning process? What is their role?
- How is information fed into the community planning process?
- How does the library service use focus groups?
- How does the library help to ensure public views are fed into the community planning process?
- How does the service ensure activities are connected to local, state and national priorities and broader government agendas?
- How are local needs ascertained and fed into community planning?
- How is the council's value of the contribution of libraries reflected in council information and marketing?
- How does this perception match with levels of investment?
- How does the library service provide services for travelling people, unemployed, isolated, housebound and minority groups?
- When was the last time a non-user survey was carried out?
- Does the library service have a service plan linked to the corporate plan and community plan?
- How are the views of the public taken into consideration within the stock selection process?
- When was the last review of opening hours and mobile library routes carried out?

Core evidence	Other evidence
<ul style="list-style-type: none"> ▪ Community and stakeholder engagement program ▪ Customer feedback (formal) ▪ Customer needs analysis ▪ Planning policy and process 	<ul style="list-style-type: none"> ▪ Marketing and publicity strategies ▪ Non-user surveys ▪ Plans for new buildings or refurbishments

Key result area 4: Demonstrating leadership and values

4.2 Planning and community engagement

Library service rating ★ ★ ★ ★ ★

Reviewer's rating ★ ★ ★ ★ ★

To what extent is this theme a strategic imperative for this library service?

What we do	Evidence	Strengths	Areas for improvement

4.3 Building organisational capability through people

Why is this important?

Appropriate management and leadership ensure people are engaged and make a meaningful contribution to organisational improvement, goals and success.

Recruitment, induction and employment policies and process must be developed and reviewed regularly by library management to ensure appropriate personnel are secured and retained. Library management should be able to demonstrate they have carried out training needs assessment and that library staff have the skills to deliver appropriate services.

Key question to ask

- How are staff encouraged through the staff development system to contribute to organisational success?

Things to think about

- How does the library service ensure staff have access to the right support at the right time and place?
- How does the library service ensure staff are appropriately trained and deployed?
- How well does the library service maximise the potential of its staff?
- In what ways are the training needs of staff identified and met?
- What percentage of staff have had training in delivering literacy programs, ICT programs and reader development?
- Are all staff members aware of the range of learning materials, online courses and local learning partnerships?
- What training have staff received to help them support learners?
- How many staff are able to assess an individual's learning needs and style?
- Is there a program to welcome new users?
- When was the last time staff received customer service training?
- To what extent is the vision for the library service reflected in customer services?
- What opportunities are there for staff to lead in specific areas?
- Would staff describe this service as a learning organisation encouraging staff development? If so, how is that demonstrated?
- How are staff training needs assessed?
- Is there a dedicated training officer, within the council or the library service, to support meeting training needs?
- How do library staff keep their skills up-to-date?

Core evidence	Other evidence
<ul style="list-style-type: none"> ▪ Induction manual and process ▪ Performance management process ▪ Professional development and training – policies and procedures 	<ul style="list-style-type: none"> ▪ Staff handbook ▪ Staffing structures (organisational chart)

Key result area 4: Demonstrating leadership and values

4.3 Building organisational capability through people

Library service rating ★ ★ ★ ★ ★

Reviewer's rating ★ ★ ★ ★ ★

To what extent is this theme a strategic imperative for this library service?

What we do	Evidence	Strengths	Areas for improvement

Key result area 4: Demonstrating leadership and values

Overall star rating

Library service rating ★ ★ ★ ★ ★

Reviewer's rating ★ ★ ★ ★ ★

Notes

Empty text area for notes.

Key result area 5: Designing, managing and improving systems and processes

Libraries should identify, document and manage key service processes. Systems and processes must be in place to develop vision, values and objectives, and turn them into deliverable improvement plans.

Libraries should manage and optimise their processes and regularly review them for relevance, suitability and cost-effectiveness.

5.1 Implementation of policies and procedures

Why is this important?

Policies and procedures are important to ensure consistent and equitable service provision. Performance monitoring enables and encourages continuous service improvement.

Key questions to ask

- What procedures are used by library management to ensure quality services are delivered to users?
- Are they consistently applied?

Things to think about

- How are staff involved in developing policies and procedures?
- How are key procedures communicated to staff?
- Are there documented procedures for all key processes, particularly where the absence of such procedures may impact on service quality?
- Does the library service have a service plan linked to the corporate plan and community plan?
- What policies and procedures are in place to support effective customer service?
- What policies and procedures are in place to support staff training needs?
- How are library staff involved in designing effective policies and procedures?
- How are policies and procedures kept up-to-date?
- How does the staff induction process ensure staff awareness of policies and procedures?
- To what extent are staff aware of policies and procedures? Can they readily locate them and/or explain those that directly affect their job?
- How well does current practice reflect formal policies and procedures?
- How consistently are policies and procedures applied across library sites and across library staff?
- How do library staff keep their knowledge up-to-date?
- What policies and procedures are in place to ensure effective budget management?
- What policies and procedures are in place to manage external funding?

Core evidence	Other evidence
<ul style="list-style-type: none">▪ Performance reports – monthly, quarterly, annual, OHS and internal audit▪ Policies and procedures manual (or table of contents)	

Key result area 5: Designing, managing and improving systems and processes

5.1 Implementation of policies and procedures

Library service rating ★ ★ ★ ★ ★

Reviewer's rating ★ ★ ★ ★ ★

To what extent is this theme a strategic imperative for this library service?

What we do	Evidence	Strengths	Areas for improvement

5.2 Obtaining and using resources

Why is this important?

Library services must be able to identify and secure funding which matches service priorities. Budgets must make the best use of resources and demonstrate Best Value. Library services should be able to provide evidence which justifies their budget bids and demonstrates the value of their services.

Key questions to ask

- How does the library service ensure best use is made of resources?
- How does the library service respond to changing priorities?

Things to think about

- To what extent is budget allocation and management linked to strategic priorities, service planning and performance monitoring?
- How is Best Value demonstrated by the library service?
- Are sufficient staff in place to meet public needs throughout the library network?
- How is investment in library resources, including all forms of media, measured and monitored?
- How are the interests of readers' assessed? How are these needs reflected in the stock selection process?
- How is information within the library management system used in the stock selection process?
- What are the current levels of investment in stock?
- Where does the library service rank in Victoria's annual survey on critical performance indicators against other comparable library services? How does the library compare to state and national averages of funding per capita?
- Is the library adequately funded?
- What are the usage rates for the various elements of the collection, including computer usage, by the public within the library and by users of electronic resources from outside the library?
- What process exists for development and evaluation of new service proposals? How are staff encouraged to introduce or pilot new services?
- Is there planned program for building refurbishment?
- What are the library's lobbying and advocacy efforts? How successful are they?

Core evidence	Other evidence
<ul style="list-style-type: none"> ▪ Annual budget ▪ Collection asset plan ▪ Partnership agreements ▪ Purchasing policy ▪ Roster plan ▪ Service plan 	<ul style="list-style-type: none"> ▪ Council financial plans and budgets ▪ Departmental action plans ▪ External funding applications

Key result area 5: Designing, managing and improving systems and processes

5.2 Obtaining and using resources

Library service rating ★ ★ ★ ★ ★

Reviewer's rating ★ ★ ★ ★ ★

To what extent is this theme a strategic imperative for this library service?

What we do	Evidence	Strengths	Areas for improvement

5.3 Evaluation and continuous improvement

Why is this important?

Effective and consistent evaluation, whether internal or external, results in service improvement, thereby increasing users' engagement with libraries. Evaluation can also support internal and external audits.

Key questions to ask

- What evidence is there that evaluation has resulted in measurable and observable improvements in the quality of the service?
- What are the positive impacts on users' experiences?

Things to think about

- How does this self-evaluation fit with other evaluation and review processes?
- Through evaluations and reviews, what good practice has the library service been able to share with others?
- Would staff describe this library service as a learning organisation that encourages staff development? If so, how is that demonstrated?
- Can you give an example of how a new program or service has been developed? How are staff encouraged to introduce new programs or services?
- How focused on impacts and outcomes are the library service's evaluations and reviews?
- How does the library service plan to use the outcomes of evaluations and reviews to work towards continuous improvement?
- How does the service ensure it has sought feedback from a range of stakeholders and used the feedback effectively?
- How are staff involved in evaluations and reviews?
- How does the library ensure its evaluators' assessments are consistent with other evaluators?
- Through evaluations and reviews, what good practice has the library service been able to identify and share?
- Which programs or services are sector-leading?
- How is continuous improvement achieved? Is there a formal implementation process? How does it work?
- How does the library service discover and adopt best practices (international and local) to improve its programs and services?

Core evidence	Other evidence
<ul style="list-style-type: none"> ▪ Audit program and reports (internal and external) ▪ Benchmarking reports ▪ Best Value and service review reports (e.g. Business Excellence or other organisational assessment reports) ▪ Continuous improvement plan 	<ul style="list-style-type: none"> ▪ Annual reviews ▪ Conference and training presentations ▪ Evaluation reports of externally-funded programs ▪ External award applications ▪ Feedback from events

Core evidence	Other evidence
<ul style="list-style-type: none"> ▪ Risk management plan and assessment ▪ Staff and library customer survey results, analysis and actions 	<ul style="list-style-type: none"> ▪ Report of innovative practice (e.g. <i>Showcasing the Best</i>)

Key result area 5: Designing, managing and improving systems and processes

5.3 Evaluation and continuous improvement

Library service rating ★ ★ ★ ★ ★

Reviewer's rating ★ ★ ★ ★ ★

To what extent is this theme a strategic imperative for this library service?

What we do	Evidence	Strengths	Areas for improvement

Key result area 5: Designing, managing and improving systems and processes

Overall star rating

Library service rating ★ ★ ★ ★ ★

Reviewer's rating ★ ★ ★ ★ ★

Notes

Empty text area for notes.