

# BEING THE **BEST** WE CAN

*Key results for Victoria's public library services*

## **Bayside Library Service**

### **Self-evaluation and Peer Review Report**



**February 2010**

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# Executive summary

Bayside Library Service (BLS) undertook the Being The Best We Can self-assessment between November 2009 and February 2010. The BLS is one of seven libraries undertaking the second round of the pilot program.

The project teams held a number of meetings to undertake the self-assessment. Team leaders also met to discuss findings and to work on the improvement plans.

Our findings highlighted areas where we perform well and areas where we can improve.

## Highlights

- BLS has a broad array of programs and events for all ages and stages. We offer community space at every branch for programs and displays.
- We offer our community opportunities for development by providing safe comfortable spaces where people can access PCs, read newspapers in a variety of languages, study, and read alongside other members of the community. Refreshments are provided in the library and customers are welcome to eat and drink anywhere. Other groups use the library as an informal meeting space, e.g. knitting circle, deaf group, Carers Victoria, occupational therapists, disabled people with carers, Bayley House, Sandy Beach Centre disabled group and ESL group.
- IT training programs and computer club cater to a wide range of customers.
- BLS is best practice in terms of quality management systems with well-documented policies and procedures.
- Bayside Literary Festival offers our highly literate community an extensive range of events and writing competitions.
- BLS has a comprehensive staff induction, and training and development program, which includes two all-staff training days per year.
- Staff are encouraged to provide input through the staff suggestion form process.
- RFID is now established at all branches.
- Staff commitment is high and there are a number of programs that have been instigated and delivered by staff, e.g. reader's advising, language collections, and partnerships with council departments to extend services.
- Outreach services have improved and expanded since the development of the Community Librarian role, which incorporates a comprehensive reference service and delivery of items to council staff.
- BLS has a strong commitment to providing ease-of-access to collections with a unique system of genre collections in both fiction and non-fiction.
- Collection planning and development places a strong emphasis on understanding the community and accepting recommendations for the collection.

## Challenges

- BLS service planning could be improved by developing a better process to engage with the community and to include staff at earlier stages.
- Further work needs to be done with the website and access to the catalogue. This is currently underway with the redevelopment of the Council website and the implementation of *Sorcer*.
- Access to material in languages other than English and outreach services need further development.
- Plans to provide e-books and downloadable audio books need to be implemented.
- Per capita funding from \$4.60 to \$7 increase is required in order to keep collection less than 10 years old.
- This self-assessment process has come at a good time in the planning cycle for the next strategic plan and will help to inform staff input and community engagement in the development of the next plan.

## Introduction

Bayside Library Service is situated south east of Melbourne on Port Phillip Bay, providing library services for Bayside City Council. We service a population of 94,618, approximately half of who are members. With a collection of 175,000 items, we loan over 960,000 items and attract 650,000 visits per year. Our budget for 2009–10 is \$3.5 million, which is \$35.60 per capita.

The Library Service strategic plan *Future Stories 2007–2011*, along with the Council plan and divisional plan, inform the annual library service plan.

The libraries provide a unique environment for members of the community to meet, socialise and find information. Service delivery is provided through four branch libraries located at Hampton, Brighton, Sandringham and Beaumaris. There is also an outreach service to Elsternwick Housing Estate, operating on a fortnightly basis. There are 30.87 EFT permanent staff and 1.2 EFT casual staff (including shelvers).

Bayside is a highly literate community. While Bayside is predominately Anglo-Saxon, there are a few small communities consisting of Russian, Greek, Italian, and Japanese, and over the past two years we have built up the language collections to cater for these groups. The area also has a high socio-economic status and there is a perception that Bayside is a very well off area, however, there are small pockets in the community of disadvantaged people. The position of Community Librarian was created in 2005 with the express purpose of reaching out to those communities and the Elsternwick Housing Estate project is an example of the work that is being done in this area.

There is a high percentage of home computer ownership in the Bayside community and usage statistics suggest that 22 PCs available for public access Internet is an adequate provision of service.

The library operates with Civica's *Spydus* Library Management System (LMS) under a managed services contract and has implemented RFID customer self-check out at all branches. At Brighton branch, the library has a training room where IT training is offered to both the wider Bayside community and Council staff. A Seniors Computer Club operates twice weekly from this facility. Online membership facilities are also available and customers can access catalogues and databases on the web. BLS is about to launch *Sorcer* which will provide a Web 2.0 interface additional to the standard library Online Public Access Catalogue.

The libraries also provide space for people to display their art works, to talk about their hobby or business, to share their music, to discuss poetry and writing, and launch books.

For those who cannot access the library easily, library staff and volunteers provide home delivery services.

The library offers a Corporate Information Service designed to support the work of all Bayside Council staff and Councillors by providing access to relevant and current

local and global reference resources. The Corporate Services Librarian is able to provide assistance with information and research requests.

Library staff are provided with a wide range of training and professional development opportunities. Bayside was one of the first Victorian libraries to provide Web 2.0 training to all staff in March 2007 (thanks Yarra Plenty). The biannual all-staff training days bring all staff together to network and train. All branches close on the first Monday in March and October for maintenance and we invite all permanent and casual staff to participate in a mix of in-house workshops, and specialist training presented by external providers.

In 2006, the library began a program to implement a Quality Management System (QMS) in order to provide consistent services and to develop a culture of continuous improvement. The QMS sets standards and procedures that are subject to internal quality audits.

# Summary results

## Overall ratings

The overall results of the self-evaluation for the five key result areas are:

Key result areas	Self rating	Peer rating
Providing gateways to information, learning and leisure	★★★	★★★
Building individual skills, capability and wellbeing	★★★	★★★★★
Developing social capital	★★★	★★★
Demonstrating leadership	★★★	★★★★★
Designing, managing and improving systems and processes	★★★★★	★★★★★

## Key strengths

1. Attractive welcoming libraries staffed by friendly, knowledgeable staff
2. Collection development reflecting customer needs and wants
3. Staff induction and training program
4. Quality Management System
5. Programs and events

## Key opportunities for improvement

1. Promote library to non-users
2. Increase community engagement in planning process
3. Improve staff engagement in planning process
4. Develop e-book and audio book resources

## Five-star ratings

The Framework applies a five-star rating system to indicate the quality of library service performance.

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.

## Improvement plan

The improvement recommendations from the evaluation were reviewed and prioritised, resulting in the following improvement plan.

Action	Responsibility	Target completion date	Progress
<b>Key result area 1: Providing gateways to information, learning and leisure</b>			
Develop comprehensive discard policy, guidance and staff training	Resources Coordinator	Dec 10	
Lobby Civica to improve the reporting component of the Spydus LMS in order to actively manage the collection by using statistical information	Manager and Resources Coordinator	Ongoing	
Investigate the potential to 'float' more collections	Resources Coordinator	Dec 10	
Expand LOTE collections to other branches where appropriate	Community Librarian	Jun 11	
Increase capital resource allocation to \$7 to provide for two items per capita and to keep collection under 10 years old	Manager and Resources Coordinator	2012	
Investigate and implement downloadable e-books	Resources Coordinator	Jun 11	
Investigate and implement downloadable e-audio books	Resources Coordinator and Community Librarian	July 10	
Review website on an annual basis	IT Coordinator	Jun 10	In progress
Investigate methods to improve the waiting time for new popular titles	Resources Coordinator	Dec 10	
Conduct a review of library opening hours	Manager and Operations Coordinator	Jun 11	

Action	Responsibility	Target completion date	Progress
Improve delivery of ICT services: <ul style="list-style-type: none"> <li>▪ Alternative verification prompt for services requiring a PIN (forgot your password?)</li> <li>▪ Scanning facilities</li> <li>▪ Printing from wifi connections</li> <li>▪ DIY membership in the library</li> <li>▪ Increase wifi download limits to 200mb per day</li> </ul>	IT Coordinator	Jan 11	
Redevelop website	Manager and IT Coordinator	Jun 10	In Progress
Develop promotions plan for Library Link	Marketing Coordinator and Resources Coordinator	Dec 10	
Develop catalogue training program for customers	Resources Coordinator	Dec 11	
Encourage staff to include reviews on the web	Resources Coordinator and Reader Development Team	Jul 10	
Extend use of branch training wiki to all branch staff	Operations Coordinator	Dec 10	
Develop regular training program for casual staff	Operations Coordinator	Dec 10	
Provide more in-depth training when systems are upgraded	IT Coordinator	Ongoing	
Investigate opportunities to provide more book chats and other literary events	Community Librarian and Reader Development Team	Jan 11	
Investigate implementing a four-week loan period for serials	Resources Coordinator	Dec 10	

Action	Responsibility	Target completion date	Progress
<b>Key result area 2: Building individual skills, capability and wellbeing</b>			
Evaluate children's programs and make recommendations for future programs.	Children's and Youth Services Librarian	Jun 11	
Cultivate connections with local authors and bookshops	Marketing Coordinator and Reader Development Team	Ongoing	
Conduct an evaluation for the Elsternwick Housing Estate program and investigate the feasibility of implementing at other housing estates	Community Librarian	Jun 11	
Investigate and establish VCE school visits program with local schools to become part of the school curriculum	Children's and Youth Services Librarian	Oct 10	
Investigate the potential to set-up training facilities at Sandringham and Beaumaris branch libraries	Manager and IT Coordinator	Jun 11	
Seek more online reviews by promoting to the staff and public	Resources Coordinator and Marketing Coordinator	Jun 11	
Investigate partnership with Vision Australia to provide e-audio technologies for Home Library Service customers	Community Librarian	Dec 10	
<b>Key result area 3: Developing social capital</b>			
Develop a strategic framework for developing partnerships and MOUs	Manager and Community Librarian	Dec 11	
Develop a criteria to assess services delivered	Manager	Dec 11	

Action	Responsibility	Target completion date	Progress
Investigate the potential to redevelop Sandringham Library and increase floor space	Manager and Operations Coordinator	Jun 11	
Develop a social capital strategy in order to build community capacity and measure outcomes		Dec 11	
Partner with other library services to swap LOTE collections	Community Librarian	Jun 11	
Investigate and make recommendations for the provision of moveable shelving to increase the flexibility of floor space usage	Resources Coordinator	Jun 11	
Make better use of statistical analysis to inform decisions on collections held and layout, at each branch	Resources Coordinator	Jun 10	
Investigate methods for involving staff and customers in stock selection	Resources Coordinator	Dec 10	
Provide multi-lingual signage, brochures and web information	Community Librarian	Jul 10	In progress
Strengthen relationship with Family Services department to improve referral rate for HLS to children	Children's and Youth Services Librarian	Jun 10	
Investigate increasing in-house and external visits to kindergartens, schools and childcare centres	Children's and Youth Services Librarian	Jun 11	
<b>Key result area 4: Demonstrating leadership</b>			
Develop and implement a program to provide more opportunity for staff involvement in service planning including development and review	Manager	Oct 10	

Action	Responsibility	Target completion date	Progress
Display library values in staff areas	Operations Coordinator	Apr 10	
Reinstate annual branch service plans	Operations Coordinator	Aug 10	
Investigate methods to improve timeframe for staff suggestion from feedback to staff	Operations Coordinator	May 10	
Develop program for more frequent membership deletions in order to maintain accurate membership records	IT Coordinator	Jun 10	
Produce 5-year plan for each service area to align with strategic plan What do we do now, where do we want to be in 5 years, and how do we get there?	Manager and Service Coordinators	Dec 11	
Produce a service planning framework in order to incorporate all staff into the process	Manager	Jun 10	
Improve mentor component of staff induction program	Operations Coordinator	May 10	
<b>Key result area 5: Designing, managing and improving systems and processes</b>			
Increase the profile and usage of the QMS wiki	Operations Coordinator	Dec 10	
Develop a wiki for branch operations manual	Operations Coordinator	Dec 10	
Reinforce customer service by adding as an agenda item for all-staff training days	Operations Coordinator	Oct 10	
Conduct a staff skills audit and training needs analysis	Operations Coordinator	Dec 10	
Develop a long-term plan for building and furniture	Manager, Operations	Jun 11	

Action	Responsibility	Target completion date	Progress
refurbishment/replacement	Coordinator and Resources Coordinator		
Develop a reporting mechanism for ICT faults and problems	IT Coordinator	Dec 10	
Lobby for reinstatement of Statewide Library Training Program	Manager	Ongoing	
Increase frequency of OH&S safety checklist		Jun 10	
Develop proactive program to seek funding	Manager and Service Coordinators	Dec 11	

# Detailed findings

## 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?

It is the core mission of the Library to provide access to information and to stimulate the imagination.

Up-to-date collection (quote from objectives).

What we do	Evidence	Strengths	Areas for improvement
<p><b>What we hold</b></p> <p><b>Print &amp; AV:</b></p> <p>Adult fiction; adult non-fiction; large print; reference; magazines; picture books; junior fiction and non-fiction; teen fiction; corporate information; council information; 7 LOTE collections: Chinese, French, Italian, Japanese, German, Greek, Russian; newspapers; local history; genealogy collection; picture collection; audio books; DVDs; music; CD-ROMS</p>	<ul style="list-style-type: none"> <li>▪ Annual Collection Development Plan (Core Document CD)</li> <li>▪ Minutes of Collection and Information Services Team meetings</li> <li>▪ 2006 Statewide Collection Audit report</li> <li>▪ Annual Statistical Return (CCD)</li> <li>▪ Monthly loan statistics</li> <li>▪ 80% of collection less than 10 years old</li> </ul>	<ul style="list-style-type: none"> <li>▪ Balance between popular and more esoteric titles – reflect tastes of highly literate community</li> <li>▪ Genealogy and Local History collection managed by trained archivist</li> <li>▪ The selection process for LOTE material in a variety of languages is done in conjunction with members of the respective communities</li> <li>▪ Russian and Italian speaking staff members</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop comprehensive discard policy, guidance and staff training</li> <li>▪ Expand LOTE collections to other branches where appropriate</li> <li>▪ Increase capital resource allocation to provide two items per capita</li> <li>▪ Increase per capita funding from \$4.60 to \$7 in order to keep collection under 10 years of age</li> </ul>

**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** ★ ★ ★

<p><b>Online resources:</b> Full-text databases; indexing databases; key online information resources gathered together; genealogy collection; current issues site lists print and online resources</p>	<ul style="list-style-type: none"> <li>▪ 57% of collection less than 5 years old</li> <li>▪ Database usage statistics</li> </ul>	<ul style="list-style-type: none"> <li>▪ Consistently high use of digital resources</li> </ul>	<ul style="list-style-type: none"> <li>▪ Investigate and implement downloadable e-audio books and e-books</li> <li>▪ Website redevelopment to be reviewed annually</li> </ul>
<p><b>How we build the collection</b></p> <ul style="list-style-type: none"> <li>▪ Buy appropriate requests if available Use standing orders to cover most bestsellers</li> <li>▪ Use MAV-tendered Library Supplier for majority purchases to get best discount</li> <li>▪ Use consortia purchasing for digital resources to get best value for money</li> <li>▪ Annual weeding plan– travel &lt;5 years; computers &lt;5 years; accountancy &lt;5 years; law &lt;5 years; health&lt;8 years</li> <li>▪ Swap book packs with other library services</li> <li>▪ Liaise with community groups</li> </ul>	<ul style="list-style-type: none"> <li>▪ Customer feedback and requests (online request module)</li> <li>▪ Standing order lists</li> <li>▪ MAV Consortia agreement</li> <li>▪ Weeding figures in monthly statistics</li> <li>▪ List of Book Club titles exchanged with Frankston Library Service; previously with Upper Murray Regional Library Service</li> <li>▪ Suggestions slips/comment sheets from HLS</li> <li>▪ Summer Read poster</li> </ul>	<p>Strong customer focus</p>	<p>Investigate methods to improve the waiting time for new popular titles</p>

**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** ★ ★ ★

- All Library staff encouraged participating in one retail shop for their branch at a local bookstore each year
- Community Librarian looks after information needs of Council staff
- Buy/borrow any requests for home bound library users
- Purchase and promote titles for the SLV Summer Read each year
- Regular weeding program

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**Peer review notes on: What we do, Strengths, and Areas for improvement**

**Notes on Evidence**

**Comments on Star rating**

- Bayside have a good sense of the collection and a plan to increase the collection budget through the strategic plan
- Need to more actively manage the collection – refine the weeding process
- Library management system needs to work harder – Spydus seems to be holding Bayside back
- Genre collection – a strength and early adopter

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**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?**

We have adopted a bookshop style arrangement to promote popular material and group similar items together, and relaxed borrowing rules to make using the Library easier and more enjoyable.

<b>What we do</b>	<b>Evidence</b>	<b>Strengths</b>	<b>Areas for improvement</b>
<p><b>How we organise the collection</b></p> <ul style="list-style-type: none"> <li>▪ Genre collections for fiction and non-fiction</li> <li>▪ Floating collections – large print; biographies; DVDs; audio books</li> <li>▪ Junior library area contains fiction, non-fiction and junior AV at Brighton and Beaumaris</li> <li>▪ Daily courier service between branches</li> <li>▪ High level cataloguing records</li> <li>▪ All holdings on Libraries Australia</li> </ul>	<ul style="list-style-type: none"> <li>▪ Collection Development Plan</li> <li>▪ Collections @ your Library – genre brochure</li> <li>▪ Cataloguing manual</li> </ul>	<ul style="list-style-type: none"> <li>▪ Non-fiction genres bring popular non-fiction to the fore</li> <li>▪ Approaching 1 million loans/renewals per year</li> </ul>	<p>Investigate opportunities to engage with the community by providing more book chats and other literary events</p>
<p><b>Services to encourage access</b></p> <ul style="list-style-type: none"> <li>▪ Long loan and generous renewal periods</li> </ul>	<ul style="list-style-type: none"> <li>▪ Loans procedures</li> <li>▪ Membership and Conditions of Use brochure</li> </ul>	<ul style="list-style-type: none"> <li>▪ Extensive opening hours</li> <li>▪ Computer bookings at 60–70% of capacity suggests</li> </ul>	<ul style="list-style-type: none"> <li>▪ Investigate the possibility of a four week loan period for serials</li> </ul>

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

**1.2 Arrangements for access**

**Library service rating ★ ★ ★**

**Reviewer's rating ★ ★ ★**

<ul style="list-style-type: none"> <li>▪ Hours of opening – 209 hours over 4 branches per week</li> <li>▪ Flexible and capped fine policy</li> <li>▪ 15 OPAC terminals</li> <li>▪ 22 Public access PCs</li> <li>▪ Generous free downloads from wireless</li> <li>▪ Inter-library loan service</li> <li>▪ Bulk loans to institutions</li> <li>▪ Borrowers can place own reservations and renewals</li> <li>▪ Home – same charge for ILLs from public libraries as reservation within Bayside (cost recovery from University libraries – \$13.20)</li> <li>▪ Public Libraries Reference Service at State Library</li> <li>▪ Access collections of other libraries via Library Link</li> <li>▪ My library @ home</li> <li>▪ Community Bus available to bring borrowers to use the library service</li> <li>▪ Syndetics</li> <li>▪ MyReader magnifying equipment</li> </ul>	<ul style="list-style-type: none"> <li>▪ Fees &amp; charges handout</li> <li>▪ Booking statistics for computer use</li> <li>▪ Download limits in wireless brochure</li> <li>▪ Borrower information pack and Fees and Service charges brochure</li> <li>▪ Institutional Membership – aged care facilities form and QMS procedure for Home Library Delivery to Institutions</li> <li>▪ Reservations and renewals online form</li> <li>▪ Home Library service brochure and information on website, Home Library Service booking sheet</li> <li>▪ Policies and Procedures circulation manual</li> <li>▪ Database Instructional guides</li> </ul>	<p>adequate provision</p> <ul style="list-style-type: none"> <li>▪ Use of volunteers, partnership with the Council and library staff provides a streamlined Home Library Service</li> <li>▪ RFID at all branches</li> <li>▪ Syndetics – cover images, contents and reviews on catalogue</li> </ul>	<ul style="list-style-type: none"> <li>▪ Investigate and make recommendations to Council for longer opening hours at Hampton</li> <li>▪ Provide consistent opening hours over weekend i.e. close same time on Sat and Sun</li> <li>▪ ‘Forgot your password?’ alternative verification prompt for services requiring PIN</li> <li>▪ Implement Pharos to provide self-bookings for PCs</li> <li>▪ Provide scanning facilities</li> <li>▪ Provide printing from wifi</li> <li>▪ Investigate strategies to reduce long reservation queues on best-sellers</li> <li>▪ Investigate DIY membership in the</li> </ul>
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**Key result area 1: Providing gateways to information, learning and leisure**

**1.2 Arrangements for access**

**Library service rating ★ ★ ★**

**Reviewer's rating ★ ★ ★**

			<p>library</p> <ul style="list-style-type: none"> <li>▪ Install Google analytics after upgrade to 8.5.1</li> </ul>
<p><b>Systems to encourage access</b></p> <ul style="list-style-type: none"> <li>▪ 209 hours of free access to the internet available to public over 4 branches – no download limits</li> <li>▪ 24/7 access to library via internet</li> <li>▪ RFID on all items</li> <li>▪ Average network speed ADSL2+=2mbps</li> <li>▪ Wifi at all branches</li> <li>▪ No content filtering - Notices are displayed telling patrons that their computer use may be monitored</li> <li>▪ Non-patrons can access PCs with photo ID</li> <li>▪ Anyone with ID can be a member (national and international)</li> <li>▪ Self-check out terminals at each branch</li> <li>▪ Dedicated genealogy PC at Brighton and Sandringham</li> </ul>	<ul style="list-style-type: none"> <li>▪ Web page hits counted using AWStats</li> <li>▪ Managed Services Contract</li> <li>▪ Wifi installation agreement</li> <li>▪ PC bookings statistics</li> <li>▪ Membership &amp; conditions of use displayed in library loans data show use of self-check terminals</li> <li>▪ Computer training – databases, library @ home</li> </ul>	<ul style="list-style-type: none"> <li>▪ Managed services means BLS doesn't have the expense of managing hardware and data is maintained by specialist library supplier</li> <li>▪ RFID improves workflows</li> <li>▪ Policies and procedures allow unfiltered internet access to all ages</li> <li>▪ Wireless access at all branches</li> </ul>	<ul style="list-style-type: none"> <li>▪ Customers to agree to terms and conditions of use for public internet access before logging in</li> <li>▪ Increase wifi download limits to 200 mb per day</li> <li>▪ Promote Library Link</li> </ul>

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

**1.2 Arrangements for access**

**Library service rating** ★ ★ ★

**Reviewer's rating** ★ ★ ★

<b>Peer review notes on: What we do, Strengths, and Areas for improvement</b>	<b>Notes on Evidence</b>	<b>Comments on Star rating</b>
<ul style="list-style-type: none"> <li>▪ 'Genre-fying' the collection is great and is working well</li> <li>▪ Customer friendly loans policy</li> <li>▪ Good understanding of collection use and working to get data</li> <li>▪ Junior non-fiction – actively and thoughtfully being managed</li> <li>▪ Floating some of the collection</li> </ul>		

**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?**

Staff knowledge is extremely important and we have strong policies and plans in place to make sure that staff are informed and knowledgeable.

What we do	Evidence	Strengths	Areas for improvement
<p><b>How we organise training and encourage staff to update knowledge</b></p> <ul style="list-style-type: none"> <li>▪ Bi-annual training days attended by all staff – Library is closed</li> <li>▪ Monthly branch meetings</li> <li>▪ Monthly branch managers' meetings</li> <li>▪ Bi-monthly team meetings for Collections &amp; Information Services and Reader Promotion Teams focussing on collection building, staff knowledge and strategies for promotion</li> <li>▪ Participation in Reader Promotion training/workshops through SLV</li> <li>▪ Staff encouraged to attend conferences when held locally</li> </ul>	<ul style="list-style-type: none"> <li>▪ Training database records all staff training and feeds into annual performance plans. All performance plans have training objectives for the upcoming year</li> <li>▪ Deferred enquiry folder for information sharing</li> <li>▪ Meeting minutes kept in Meetings folder on shared drive</li> <li>▪ Staff development and training policy</li> <li>▪ Training budget \$25,000 in 2009–10</li> <li>▪ Training commitments spreadsheet</li> </ul>	<ul style="list-style-type: none"> <li>▪ Regular scheduled training and updates on databases</li> <li>▪ Biannual training days</li> <li>▪ Staff training and development program encourages staff to attend external and statewide training, and encourages staff to participate in statewide committees and projects</li> <li>▪ IT training programs for customers and dedicated training space with nine workstations and data show facilities</li> <li>▪ QMS audits, as a form of staff training, encourages consistency of service</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provide catalogue training sessions on a regular basis for customers</li> <li>▪ Encourage interactive use of the web-interface by staff (e.g. reviews)</li> <li>▪ Extend use of training wiki to all branch staff</li> <li>▪ Provide regular training sessions for casual staff</li> <li>▪ Promote Library Link to the public</li> <li>▪ Provide a variety of training opportunities in reader promotion for all staff</li> </ul>

**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** ★ ★ ★ ★

<ul style="list-style-type: none"> <li>▪ In-house IT training programs (databases, templates, etc.)</li> <li>▪ Training commitments spreadsheet keeps tabs on expenditure and ensures all staff get their share</li> <li>▪ Using wikis to collate and compile resources; share information</li> <li>▪ QMS audits ensure consistency across branches, allow for regular reviews and are a formal mechanism to improve work practices</li> <li>▪ Lots of staff involved in professional activities outside Library – BLS staff represented on all PLVN sub-committees; ALIA RAIS committee; and Libmark</li> <li>▪ Staff write reports on all training attended, which is circulated to all staff by email</li> <li>▪ Staff training through Learning Seat</li> <li>▪ Staff training through Corporate Training program</li> <li>▪ All staff participated in the 23 things training in 2007</li> </ul>	<ul style="list-style-type: none"> <li>▪ Wiki site</li> <li>▪ QMS audit</li> <li>▪ Staff reports on training</li> <li>▪ Staff Training database</li> <li>▪ Staff suggestion form</li> <li>▪ Meeting minutes from meetings discussing suggestions</li> <li>▪ Learning seat</li> <li>▪ Corporate training calendar</li> <li>▪ Computer training brochure (staff programs)</li> <li>▪ Training reports</li> </ul>	<ul style="list-style-type: none"> <li>▪ Jennie Bolitho, current Barrett Reid scholarship holder, will be developing a Biobliotherapy program for the library</li> <li>▪ Promote culture of continuous improvement by supporting staff and acknowledging individual and group achievements</li> <li>▪ Service area working groups</li> <li>▪ Biannual training days</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provide more in-depth training when systems are upgraded</li> </ul>
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**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** ★ ★ ★ ★

<ul style="list-style-type: none"> <li>▪ Attend conferences where appropriate</li> <li>▪ Formal staff suggestion process means all staff can contribute their ideas and receive acknowledgement</li> </ul>			
<p><b>Peer review notes on: What we do, Strengths, and Areas for improvement</b></p>	<p><b>Notes on Evidence</b></p>	<p><b>Comments on Star rating</b></p>	
<ul style="list-style-type: none"> <li>▪ Training included in performance reviews</li> <li>▪ Strong participation in wider world, e.g. good involvement in professional meetings and statewide initiatives</li> <li>▪ Staff skills audit in 2005, this year being improved</li> <li>▪ Staff development and training plan</li> <li>▪ Jennie Bolitho – Barrett Reid Scholarship</li> <li>▪ Supportive staff</li> <li>▪ Weaknesses are recognised and action plans are in place</li> </ul>	<p>Good evidence of training and support of staff</p> <p>Trying different techniques</p>		

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

**Overall star rating**

**Library service rating** ★ ★ ★

**Reviewer's rating** ★ ★ ★

**Peer review notes**

- Collection is OK for clientele, loans increasing
- Innovation being demonstrated in genre collections and understanding customer needs
- Good practice being shown re purchasing, collection management, training (strong)
- Working on collection budget
- Consider non-print collection – downloadable audio/music/DVDs
- Need to continue to innovate to reach 4 stars

**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?**

We look to serve every member of the community – all ages, stages and cultures with programmes and materials to meet their needs.

What we do	Evidence	Strengths	Areas for improvement
<p><b>Collection policy and relating to the community</b></p> <ul style="list-style-type: none"> <li>▪ Currency of collections. Policy of NF &lt;10 YO, computers + bus, countries – 5 years, Health &lt;8yrs</li> <li>▪ Storytime sessions at all branches</li> <li>▪ Holiday programmes for children each semester break</li> <li>▪ Book Bugs during the school year</li> <li>▪ Provide Information support for Corp Centre</li> <li>▪ Support local art groups and individual artists by providing displays spaces</li> <li>▪ Adult Summer Read Program</li> <li>▪ Teen and adult author talks. Local author book launch when required</li> </ul>	<ul style="list-style-type: none"> <li>▪ Library collections, Literary Festivals, seminars, Bookclubs, storytimes, 4 branches – 3 open 7 days per week</li> <li>▪ Collection Development Plan</li> <li>▪ Collection statistics (compared with other collections and rate of borrowing for non-fiction)</li> <li>▪ Storytime brochure</li> <li>▪ Holiday program brochure</li> <li>▪ Summer Read program</li> <li>▪ Children's summer reading club form. See statistics. All sessions well supported</li> </ul>	<ul style="list-style-type: none"> <li>▪ Bayside Literary Festival</li> <li>▪ Bookclub service including staff facilitated groups</li> <li>▪ Adult Summer Read programs – BLS recognised for organising effective programs. Staff member on State selection committee</li> <li>▪ One of four Victorian Libraries offering a Corporate Reference Service</li> <li>▪ Use Library display areas for display of art work</li> <li>▪ VCE lectures</li> <li>▪ Home Library Service tied to Council Aged Care and Home Assessments program</li> </ul>	<ul style="list-style-type: none"> <li>▪ Evaluate children's programs and make recommendations for future programs</li> <li>▪ Cultivate more connections with local authors and bookshops</li> <li>▪ Implement Elsternwick Housing Estate model at other housing estates in Bayside</li> <li>▪ Investigate and establish VCE school visits program with local schools as part of the school curriculum</li> </ul>

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

### 2.1 Lifelong learning in the library context

Library service rating ★ ★ ★

Reviewer's rating ★ ★ ★ ★

<ul style="list-style-type: none"> <li>▪ VCE lectures sponsored and arranged by Library. Local expert gives regular lecture on exam technique</li> <li>▪ Sunday seminars – variety of subjects – eco gardening, dancing, digital photography</li> <li>▪ Maternal &amp; Child Health centre visits Timetabled into Children's staff working week – encouraging early literacy. Also kindergarten visits each term. Introduces the Library to new mothers, bag with information and book gift provided</li> <li>▪ Immunisation days – storytelling in room</li> <li>▪ Historical Society link with Library for support, information exchange</li> <li>▪ Marketing e.g. book launches</li> <li>▪ Sunday Seminars</li> <li>▪ Bright n Sandy Festival</li> <li>▪ Support of Homebound Clients 80 patrons, 19 institutions, 30 volunteers to deliver items</li> </ul>	<ul style="list-style-type: none"> <li>▪ Specific staff position – see Corporate reference Service brochure</li> <li>▪ Display booking sheet</li> <li>▪ Posters, publicity, website</li> <li>▪ Event report</li> <li>▪ Staff timetable</li> <li>▪ Meeting minutes</li> <li>▪ Posters and publicity</li> <li>▪ Homebound brochure</li> <li>▪ Spreadsheet</li> <li>▪ LOTE brochures</li> <li>▪ Library catalogue front page</li> <li>▪ Information from website</li> <li>▪ Poster (under marketing)</li> <li>▪ Photos</li> <li>▪ Timetable</li> <li>▪ Annual statistical return</li> <li>▪ Flyers</li> <li>▪ Elsternwick brochure and loan stats</li> <li>▪ Brochure, Booking sheet</li> </ul>	<ul style="list-style-type: none"> <li>▪ Established links with other library services to swap collections for bookclubs</li> <li>▪ Elsternwick outreach program</li> </ul>
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**Key result area 2: Building individual skills, capability and wellbeing**

**2.1 Lifelong learning in the library context**

**Library service rating** ★ ★ ★

**Reviewer's rating** ★ ★ ★ ★

- LOTE – 7 languages provided in all formats French, Japanese, Chinese, Russian, German, Italian, Greek
- Library Book groups, and private bookgroups supported – 61 library and private bookgroups supported
- Bookchat group – regular feature at Sandringham
- Displays with themes
- Links with schools – one staff member tasked to contact schools, educate on use of library – promoting reading interests and database instruction
- Inter Library Loan service – approx 2000 items from national/ international and academic sources per year
- Provide details of programmes through local education points e.g. schools, newspapers, community hubs, flyers taken to schools when applicable

- Training Day agenda
- Performance plan
- Training database
- Meeting minutes
- Publisher training

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

**2.1 Lifelong learning in the library context**

**Library service rating** ★ ★ ★

**Reviewer's rating** ★ ★ ★ ★

<ul style="list-style-type: none"> <li>▪ Provide study areas complete with power and wifi capability, Filled to capacity during exam times</li> <li>▪ Elsternwick Estate Outreach program – provide lending material, storytimes, Russian material to a group of people who wouldn't usually come to the library. We bring the library to them</li> </ul>			
<p><b>IT aspects</b></p> <ul style="list-style-type: none"> <li>▪ Online databases integral part of the collection</li> <li>▪ Wireless internet access at all branches</li> <li>▪ Computer classes</li> <li>▪ Seniors computer club</li> <li>▪ Training classes, approx 14 different classes, and 33 different times/dates offered</li> <li>▪ Suggestions for classes from customers are acted on</li> <li>▪ Staff constantly updated per training days, and specific classes as required</li> </ul>	<ul style="list-style-type: none"> <li>▪ Online databases – web page</li> <li>▪ Brochure</li> <li>▪ Booking sheet</li> <li>▪ iPod training</li> </ul>	<ul style="list-style-type: none"> <li>▪ IT training programs – run by specialist IT trainers</li> <li>▪ Seniors Computer Club in dedicated training room</li> <li>▪ Staff training program and support of further education in IT</li> </ul>	<p>Investigate possibility of setting up a training facilities at other branches</p>

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

**2.1 Lifelong learning in the library context**

**Library service rating** ★ ★ ★

**Reviewer's rating** ★ ★ ★ ★

- Completion of Web 2.0 training part Performance Plans
- Database training incorporated in Branch staff meetings, conference attendance

**Peer review notes on: What we do, Strengths, and Areas for improvement**

**Notes on Evidence**

**Comments on Star rating**

- Strong community involvement
- Literary Festival – high standard, sustainable, growing numbers – crowning achievement and good fit with community
- Readers culture growing
- Sunday Seminars are strong
- Core events are evaluated
- Taking the library out to the community – the outreach program is very impressive
- Have a marketing and events coordinator

- Dedicated training room
- Space

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

### 2.2 Providing and promoting 21<sup>st</sup> century literacies

Library service rating ★ ★ ★

Reviewer's rating ★ ★ ★

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

We provide current ICT technologies for customers and staff.

What we do	Evidence	Strengths	Areas for improvement
<p><b>Public focus</b></p> <ul style="list-style-type: none"> <li>▪ Provision of computer lessons for public and staff</li> <li>▪ Two semesters per year – approx 14 different subjects, variety of times and days available</li> <li>▪ Low cost demonstration classes My library @ home, iPods, online databases \$5</li> <li>▪ Teach the use of the catalogue</li> <li>▪ Promote online databases to VCE classes</li> <li>▪ BLS has a Facebook page regularly maintained by staff member</li> <li>▪ Provide online resources for the public</li> </ul>	<ul style="list-style-type: none"> <li>▪ Brochure</li> <li>▪ Booking sheet</li> <li>▪ PC booking sheet</li> <li>▪ Timetabling for staff to regularly attend</li> <li>▪ Monthly branch report</li> <li>▪ MyReader units at Brighton and Sandringham</li> <li>▪ Database of the month promotion</li> <li>▪ Database statistics</li> <li>▪ IT team minutes</li> <li>▪ Training day agenda</li> <li>▪ Performance plan- training objectives</li> <li>▪ Facebook page</li> </ul>	<ul style="list-style-type: none"> <li>▪ Dedicated IT training room</li> <li>▪ Interactive catalogue – customers can add reviews to the catalogue</li> <li>▪ MyReader enables sight impaired and physically handicapped to read papers, bills, documents, etc.</li> <li>▪ Trained professional staff to assist customers</li> <li>▪ Database promotions. BLS promotion strategy has been used by other library services</li> <li>▪ Reader promotion wiki for staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ Investigate promoting the facebook link</li> <li>▪ Upgrade website – in process as at Jan 2010</li> <li>▪ More IT personnel</li> <li>▪ Investigate expanded IT services at Elsternwick estate</li> <li>▪ Update software application versions on IT training PCs</li> <li>▪ Investigate cooperation with Vision Australia to provide e-audio technologies for Home Library Service customers</li> </ul>

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

**2.2 Providing and promoting 21<sup>st</sup> century literacies**

**Library service rating** ★ ★ ★

**Reviewer's rating** ★ ★ ★

<ul style="list-style-type: none"> <li>▪ Library website offers customers the ability to interact with the catalogue, borrowers can add reviews and ratings, use online databases</li> <li>▪ <i>Sorcer</i>, Web 2.0 OPAC interface to be launched on 26 February 2010</li> <li>▪ Provide 22 PCs for internet access enabling full Internet access for all activities including eBay, banking, jobs real estate, etc. This is supplemented by wireless</li> </ul>			
<p><b>Peer review notes on: What we do, Strengths, and Areas for improvement</b></p>		<p><b>Notes on Evidence</b></p>	<p><b>Comments on Star rating</b></p>
<ul style="list-style-type: none"> <li>▪ Keep progressing innovation in web 2.0</li> <li>▪ Update coming on website</li> <li>▪ <i>Sorcer</i> will assist</li> <li>▪ IT issues with Council policy</li> <li>▪ Community need may not be driving web2.0, but the library should be taking an active role in driving web2.0, social networking, etc. in the community. What opportunities are there to engage older residents and young people in web2.0?</li> <li>▪ High use of databases is a good trend</li> <li>▪ Charging for IT classes prices vary considerably. Community consultation on IT needs and prices to be considered</li> </ul>	<ul style="list-style-type: none"> <li>▪ Dedicated training room at Brighton</li> </ul>		

## 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?

*Information! Imagination!* is the platform on which we focus – to create the environment and support for reading and information acquisition in all its forms.

What we do	Evidence	Strengths	Areas for improvement
<p><b>Library activities</b></p> <ul style="list-style-type: none"> <li>▪ Bookclub programs                             <ul style="list-style-type: none"> <li>~ 8 Library run book groups</li> <li>~ 61 private groups using book packs</li> <li>~ 2 bookbug groups – (children)</li> </ul> </li> <li>▪ Bayside Literary Festival – with high involvement of local authors, poets and identities</li> <li>▪ Reader development team promotes reading culture and supports library staff in reader's advising, staff update website with lists of current popular, reserved titles, new additions in fiction, non fiction, and large print – updated by staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reader Promotion Plan</li> <li>▪ Bookclub booking form</li> <li>▪ Numbers attending Literary Festival – see brochure and website</li> <li>▪ Reader promotion wiki for staff, reader promotion development plan, meeting minutes, bookmarks, training day agenda</li> <li>▪ Summer Read brochures and event</li> <li>▪ Bibliotherapy – staff member very involved with implementation of bibliotherapy in Victoria</li> </ul>	<ul style="list-style-type: none"> <li>▪ Bookclub program and cooperative exchange of stock with other Library services – staff facilitated</li> <li>▪ Bayside Literary festival</li> <li>▪ Reader development team - Team leader recipient of Barrett Reid scholarship</li> <li>▪ Members of Bayside Indigenous Affairs Advisory Committee assist in establishing and maintaining the indigenous collection</li> <li>▪ Bayside Library staff assist in editing <i>Who else writes like</i>, and is foundation member of WEWL online</li> </ul>	<p>In partnership with allied health professionals, establish a bibliotherapy reading group(s)</p>

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

2.3 Encouraging a reading culture

Library service rating ★ ★ ★

Reviewer's rating ★ ★ ★ ★ ★

<p>regularly</p> <ul style="list-style-type: none"> <li>▪ Participate in Summer reading programmes for adults and children</li> <li>▪ Premiers Reading Challenge – junior fiction collection with colour coding and directories</li> <li>▪ Staff attend specific training days 2 x a year, look to SLV for other training and support in reader promotion</li> <li>▪ Storytime sessions all ages – babies, toddlers, preschool, plus holiday programmes for varying ages</li> <li>▪ Storytimes and reading groups in LOTE developing as facilitators become available</li> </ul> <p><b>Outreach programs</b></p> <ul style="list-style-type: none"> <li>▪ Kindergarten visits</li> <li>▪ Staff visits to Maternal &amp; Child Health centres, Elsternwick estate storytime, Highett hub storytimes</li> <li>▪ Baby book bags, 4 months and 2 years – distributed by M&amp;CH</li> <li>▪ Partnerships with local schools</li> </ul>	<ul style="list-style-type: none"> <li>▪ Photo</li> <li>▪ Program brochures and flyers</li> <li>▪ Staff regularly speak to students and staff either at school, or during library visits</li> <li>▪ Regular meeting at Brighton and Sandringham branches</li> <li>▪ Previously listed – 7 languages in all formats including magazines</li> <li>▪ Collection development plan</li> <li>▪ Literature database list: NovelistPlus, Austlit, Good Reading online</li> <li>▪ Reader Promotion Plan 2010–11</li> <li>▪ Aust &amp; NZ Ref centre includes Aust and NZ newspapers</li> </ul>	<ul style="list-style-type: none"> <li>▪ Loans for children's collections is 30% of all loans and children make up only 10% of members</li> <li>▪ Reader Development is an agenda item on staff training days</li> </ul>	
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**Key result area 2: Building individual skills, capability and wellbeing**

**2.3 Encouraging a reading culture**

**Library service rating** ★ ★ ★

**Reviewer's rating** ★ ★ ★ ★ ★

<ul style="list-style-type: none"> <li>▪ Library supported poetry groups – meets at Brighton and Sandringham monthly</li> <li>▪ Support a reading culture by subscribing to a number of reading specific databases</li> </ul>			
<p><b>Peer review notes on: What we do, Strengths, and Areas for improvement</b></p>	<p><b>Notes on Evidence</b></p>	<p><b>Comments on Star rating</b></p>	
<ul style="list-style-type: none"> <li>▪ International perspective</li> <li>▪ Linked with Council strategies and embedded partnerships with Council</li> <li>▪ Aids developed – really useful</li> <li>▪ Wonderful new titles book and work on <i>Who else writes like</i> (world class)</li> <li>▪ Reading focus</li> <li>▪ Outreach and links with bookshops</li> <li>▪ Bibliotherapy – world class</li> <li>▪ Reading culture across staff</li> </ul>			

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

**Overall star rating**

**Library service rating** ★ ★ ★

**Reviewer's rating** ★ ★ ★ ★

**Peer review notes**

- Bibliotherapy and *Who else writes like* – world class
- Strong core program and additional events and activities
- High community engagement in events
- Literary Festival is a highlight
- Evaluation of all programs is a strength
- Good outreach into the community
- Reading culture embedded in staff philosophy
- Reader development very strong – changing staff and public
- Real commitment coming through from all

## Key result area 3: Developing social capital

### 3.1 Welcoming civic space

Library service rating ★ ★ ★

Reviewer's rating ★ ★ ★

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

First impressions are lasting impressions and are often the reason for customers returning or not.

What we do	Evidence	Strengths	Areas for improvement
<p><b>Location and access</b></p> <ul style="list-style-type: none"> <li>▪ All branches close to public transport</li> <li>▪ Good parking spaces next to each library</li> <li>▪ Opening hours: 3 main branches are open 7 days a week and 4 evenings. Hampton, 5 days</li> <li>▪ Accessible buildings with ramps and automatic doors</li> <li>▪ Clear branded external directions to libraries and clear external signs outside libraries</li> <li>▪ Council Community bus fortnightly service to Brighton, Sandringham (Beaumaris in pipeline)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Map on website</li> <li>▪ Map (Melway)</li> <li>▪ Brochure</li> <li>▪ Website locations page</li> <li>▪ Brochures (renewals)</li> <li>▪ Photos</li> <li>▪ Ramps at Brighton and Beaumaris</li> <li>▪ Disable toilet facility at Beaumaris, Brighton and Sandringham</li> <li>▪ Pointers on street corner poles at many points</li> <li>▪ Photos</li> <li>▪ Council program calendar for community bus</li> <li>▪ 'Steps to joining new patrons' document</li> </ul>	<ul style="list-style-type: none"> <li>▪ Hampton and Sandringham libraries are part of the strip shopping centres and close to public transport. Beaumaris and Brighton close to public transport (buses)</li> <li>▪ All libraries have good parking</li> <li>▪ Free delivery of services b/t branches</li> <li>▪ Three branches open 7 days a week</li> <li>▪ Accessible buildings (except Hampton)</li> <li>▪ Consistent branding and logos</li> </ul>	<p>Hampton library redevelopment – longer opening hours, accessibility, etc.</p>

## Key result area 3: Developing social capital

### 3.1 Welcoming civic space

Library service rating ★ ★ ★

Reviewer's rating ★ ★ ★

3.1 Welcoming civic space		Library service rating ★ ★ ★	Reviewer's rating ★ ★ ★
<p><b>Welcoming new customers</b></p> <ul style="list-style-type: none"> <li>Staff use the 'Steps to joining new patrons' to ensure a welcoming atmosphere</li> </ul>			
<p><b>Learning and literature</b></p> <ul style="list-style-type: none"> <li>Brighton library has a computer training room, quiet meeting room available for public &amp; study carrels</li> <li>Library space is meeting needs and expectations of users, e.g. changed shelving heights, displays of books, face out shelving, shelving on wheels, neat layout, flow of library, study spaces, relaxing spaces, kids spaces, coloured kids shelving, low shelving, teen areas, furniture to compliment these specific areas, such as bean bags in teen area</li> </ul>	<ul style="list-style-type: none"> <li>Brochures, photos of carrels, study areas, computer room, meeting spaces with power points for personal computers, wireless connection brochure</li> <li>Photos of shelves in colours, heights that vary – furniture variations</li> </ul>	<p>Listen to customer's needs via feedback forms and staff feedback</p>	<p>Investigate possibility of increasing floor space at Sandringham Library to provide for more study and program space</p>
<p><b>The Vibe; Why They Come</b></p> <ul style="list-style-type: none"> <li>Libraries are clean and air-conditioned and heated.</li> </ul>	<ul style="list-style-type: none"> <li>Experiential</li> <li>UMS service</li> <li>CRMS reporting</li> </ul>	<ul style="list-style-type: none"> <li>Image checklist</li> <li>Design and layout of spaces</li> </ul>	<ul style="list-style-type: none"> <li>Redevelopment of Sandringham Library to be investigated (including provision for</li> </ul>

## Key result area 3: Developing social capital

### 3.1 Welcoming civic space

Library service rating ★ ★ ★

Reviewer's rating ★ ★ ★

<ul style="list-style-type: none"> <li>▪ Toilets provided onsite (except at Hampton)</li> <li>▪ Eating/drinking permitted, free cooled water</li> <li>▪ Vending machines at Brighton and Beaumaris</li> <li>▪ Pleasant appearance. Exteriors and interiors well-maintained</li> <li>▪ Safe well designed outdoor areas at Brighton and Beaumaris libraries</li> <li>▪ Displays are welcoming and encourage borrowing finding alternate ways into the collections, e.g. 'bookshop' type layout in genres, face out shelving, junior collection has low, coloured shelving at Brighton and Beaumaris</li> <li>▪ Teen area has a designated space at Beaumaris, Sandringham and Brighton</li> <li>▪ Displays changed regularly</li> <li>▪ Safe environments</li> </ul>	<ul style="list-style-type: none"> <li>▪ Image checklist deployed</li> <li>▪ 2 maintenance days per year</li> <li>▪ Photos, genre brochures, designated display staff and display kits that 'roam' the libraries</li> <li>▪ Photos</li> <li>▪ Policies and procedures to protect others; Staff support guidelines, Internet usage policy, Council Risk Management Policy</li> <li>▪ Compliments from clients, all staff training, CRMS – compliments and complaints. Mystery shopper report</li> <li>▪ Steps to join new patrons</li> <li>▪ Council training agendas, Learning seat training program</li> <li>▪ Specialised staff training for staff dealing with emotional issues (Elsternwick Estate)</li> <li>▪ Communication boards, access to translator through Council, impaired hearing charts at desk</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2 training days a year when libraries are closed for maintenance</li> <li>▪ Accredited customer service training</li> <li>▪ QMS</li> <li>▪ Training on communicating with people with disabilities, emotional issues</li> </ul>	<p>outdoor areas)</p> <ul style="list-style-type: none"> <li>▪ Movable shelving in all libraries to allow for more flexible spaces</li> <li>▪ Make better use of statistical analysis to inform decisions on collections held and layout at each branch</li> </ul>
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**Key result area 3: Developing social capital**

**3.1 Welcoming civic space**

**Library service rating** ★ ★ ★

**Reviewer's rating** ★ ★ ★

- Refurbishment of Brighton and Beaumaris libraries
- Welcoming staff who endeavour to greet and serve customers promptly
- Everyone treated equally, non judgemental
- Flexible areas, proactive and responsive to clients' needs
- Movable tables, can supply more tables, new power points put in for Wireless, Wireless network, Beau moved reference collection into mainstream non-fiction collection to trial, successful now implementing; evidence signage saying this at Beaumaris
- Beaumaris Library designed to have more space, community space rather than for collections
- Arrangement of the library space breaks the spaces into segments e.g. tables with newspapers, local studies and genealogy area

- Photos of Shelving on wheels, quiet areas increased at Bea and Brighton, including study carrels
- Temporary tables at exam times at Brighton, round space at Brighton for children's storytimes and art gallery, functions e.g. book launches
- Beaumaris floor plan

**Key result area 3: Developing social capital**

**3.1 Welcoming civic space**

**Library service rating** ★ ★ ★

**Reviewer's rating** ★ ★ ★

**Peer review notes on: What we do, Strengths, and Areas for improvement**

**Notes on Evidence**

**Comments on Star rating**

- Good customer service, especially joining library
- Facilities plans
- Consistent standards and image checklist are excellent

**Key result area 3: Developing social capital**

**3.2 Sense of identity and belonging**

**Library service rating** ★ ★ ★

**Reviewer's rating** ★ ★ ★

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

Collections, programs, services and spaces all reflect our community focus.

What we do	Evidence	Strengths	Areas for improvement
<ul style="list-style-type: none"> <li>▪ Historical photos and maps are on Picture Victoria website</li> <li>▪ Bayside Historical Network</li> <li>▪ Local Area Collection Officer position</li> <li>▪ Local Art</li> <li>▪ Training</li> <li>▪ Book Chat groups</li> <li>▪ Collections; content and format, suggestions, surveys, orders</li> <li>▪ Children's collection</li> <li>▪ Non-users –go to library events and enter writing competitions</li> <li>▪ Displays, talks, book launches, Literary Festival</li> <li>▪ Poetry groups. We provide the space and the coffee</li> </ul>	<ul style="list-style-type: none"> <li>▪ Picture Victoria</li> <li>▪ Collections policy</li> <li>▪ Community Profile on Council's website</li> <li>▪ Performance Plans</li> <li>▪ Brochures</li> <li>▪ Displayed at all branches from schools, local artists, art groups, etc.</li> <li>▪ Flyers, website</li> <li>▪ Bookings</li> </ul>	<ul style="list-style-type: none"> <li>▪ LOTE above ALIA suggested standards</li> <li>▪ Russian and Italian speaking staff members</li> <li>▪ Bayside Literary Festival</li> </ul>	<ul style="list-style-type: none"> <li>▪ Involve more staff and public in collection buying. May involve public in promotional 'night' for book buying?</li> <li>▪ Community engagement</li> </ul>

**Key result area 3: Developing social capital**

**3.2 Sense of identity and belonging**

**Library service rating** ★ ★ ★

**Reviewer's rating** ★ ★ ★

<ul style="list-style-type: none"> <li>▪ Book clubs. Extremely popular. Book packs are a way of offering books to groups that need books</li> <li>▪ Community noticeboards and local information</li> <li>▪ Community connection with other busy places/buildings, eg, Beau in Community Centre, Brighton next to town hall and gardens (Culturally significant to some), Sandringham next to Historical Society and Coles, Hampton in shopping strip</li> </ul>			
<p><b>Peer review notes on: What we do, Strengths, and Areas for improvement</b></p>	<p><b>Notes on Evidence</b></p>	<p><b>Comments on Star rating</b></p>	
<ul style="list-style-type: none"> <li>▪ Historical network is good and progressing</li> <li>▪ Core services are provided</li> <li>▪ LOTE collections are good and linking communities but core? Sustainable? Satisfactory (i.e. are they being read out)? Need to develop criteria for LOTE</li> <li>▪ Could you partner with other libraries re LOTE to ensure fresh titles?</li> <li>▪ Not strategic – too fragmented, perhaps a strategic framework to ensure aligned and evaluated</li> <li>▪ Fairly traditional</li> </ul>			

## Key result area 3: Developing social capital

### 3.3 Supporting social connections

Library service rating ★ ★ ★ ★

Reviewer's rating ★ ★ ★

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

Our libraries are community hubs. Provide a varied and comprehensive program of activities, which encourage community connectedness. Many are marketed to cater for specific groups as well as providing events for all ages.

What we do	Evidence	Strengths	Areas for improvement
<ul style="list-style-type: none"> <li>▪ Dedicated position for community librarian for outreach to community groups, non-users</li> <li>▪ Range of partnerships with community organisations</li> <li>▪ Staff participate in Bayside Diversional Therapist Network</li> <li>▪ Provide information, material and research to the Corporate Council community</li> <li>▪ Home Library service provides services to children and adults</li> <li>▪ LOTE Staff visit community groups who assist in selection of LOTE material</li> <li>▪ Knowledgeable and dedicated staff trained in communicating with people with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community Librarian position description</li> <li>▪ Wide variety of programs and events, listed below</li> <li>▪ List of partnerships</li> <li>▪ Feedback – comment form, CRMS</li> <li>▪ Meeting minutes</li> <li>▪ Corporate Reference Service brochure</li> <li>▪ New council staff induction presentation</li> <li>▪ Staff suggestion forms</li> <li>▪ SCOPE disability awareness training to all staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community groups and individuals are using libraries as 3<sup>rd</sup> place.</li> <li>▪ Elsternwick Housing Estate program</li> </ul>	<p>Provide multi-lingual signage, brochures, web (in planning stages)</p>

**Key result area 3: Developing social capital**

**3.3 Supporting social connections**

**Library service rating** ★ ★ ★ ★

**Reviewer's rating** ★ ★ ★

<ul style="list-style-type: none"> <li>▪ Enthusiastic staff who are encouraged to suggest innovative ideas and ways to improve the library service to meet community and individual needs</li> <li>▪ Providing work experience for Children from Berendale Secondary College</li> </ul>	<ul style="list-style-type: none"> <li>▪ Initiatives: web technology e.g. iPod classes which have been incorporated into regular computer training classes</li> </ul>		
<p><i>Designed to involve the local community both as audience and participant, the events and activities program at the library brings people together in a relaxed and friendly environment.</i> Quote from Library brochure</p> <p><b>Regular programs and special events</b></p> <ul style="list-style-type: none"> <li>▪ Literacy</li> <li>▪ Bayside Literary Festival</li> <li>▪ Book Clubs (morning and evening)</li> <li>▪ Book Chat at Sandringham</li> <li>▪ Author talks</li> <li>▪ Poetry groups</li> <li>▪ Bibliotherapy initiative</li> <li>▪ Website book reviews</li> <li>▪ Screen viewing as part of book club</li> <li>▪ Trivia night</li> </ul>	<ul style="list-style-type: none"> <li>▪ Flyers</li> <li>▪ Posters</li> <li>▪ Brochure</li> <li>▪ Seniors comp information</li> <li>▪ School holiday program</li> <li>▪ Photos</li> </ul>		

**Key result area 3: Developing social capital**

**3.3 Supporting social connections**

**Library service rating** ★ ★ ★ ★

**Reviewer's rating** ★ ★ ★

**Cultural**

- Multicultural storytimes German
- Russian bookclub
- Art and craft displays of community groups and individuals
- Greek poetry readings
- Russian afternoons
- Italian Christmas pageant

**Children**

- Baby book bags
- Baby rhyme storytimes
- Toddler storytimes
- Preschool storytimes
- Storytimes at Maternal Health Centres
- Storytimes at kindergartens
- Storytimes at schools
- Book Bugs
- Evening storytimes
- Holiday programs including activities (at least 4 at Brighton, Beaumaris, Sandringham and 2 at Hampton)

Key result area 3: Developing social capital

3.3 Supporting social connections

Library service rating ★ ★ ★ ★

Reviewer's rating ★ ★ ★

**Young adult**

- Boys, books and blokes

**Seniors**

- Book Chat
- Seniors Computer club

**Sunday seminars including topics on:**

- Relaxation
- Retirement
- Learn to draw
- Digital photo frame
- Sri Lanka flavours
- Australia's Biggest Morning Tea

**We support the following events and special celebrations by offering programs and displays around the themes**

- Cultural Diversity Week
- Brighton Sandy Food and Wine Festival
- Anzac Day, Easter, Christmas
- Multicultural Week
- World Environment Day
- National Simultaneous Storytime

**Key result area 3: Developing social capital**

**3.3 Supporting social connections**

**Library service rating ★ ★ ★ ★**

**Reviewer's rating ★ ★ ★**

- Valentines Day, Chinese New Year
- Summer Reading Club – all ages
- Local History Week
- Books Alive, Children's Book Week
- Mental Health and Wellbeing Week
- Cancer Awareness

**Peer review notes on: What we do, Strengths, and Areas for improvement**

**Notes on Evidence**

**Comments on Star rating**

- Very strong, working across areas and developing
- Good provision of core services
- Home service
- Children's service – strength
- Need to improve connection – a strategy to develop social capacity and tie events together, evaluate how capacity is being built
- Good outreach
- Indigenous affairs

## Key result area 3: Developing social capital

### 3.4 Reaching out to communities

Library service rating ★ ★ ★

Reviewer's rating ★ ★ ★

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

We are committed to engaging with members of our community by providing outreach services.

What we do	Evidence	Strengths	Areas for improvement
<ul style="list-style-type: none"> <li>▪ Elsternwick Estate Outreach Program</li> <li>▪ Community buses visits to Brighton and Sandringham Library</li> <li>▪ Home Library Service</li> <li>▪ Bayside Historical Network Partnership</li> <li>▪ Information Services are available to all community members</li> <li>▪ Library promotes other educational providers and community groups in the area</li> <li>▪ Non-profit community groups can display their materials in the library</li> <li>▪ Bayside Literary Festival includes Greek and Russian events</li> <li>▪ Special collections for different groups: LOTE (7 languages), Local</li> </ul>	<ul style="list-style-type: none"> <li>▪ Elsternwick Estate brochures, report</li> <li>▪ Arrangements for community bus visits</li> <li>▪ HLS Database</li> <li>▪ Agendas and Minutes of meetings</li> <li>▪ Website</li> <li>▪ Promotional materials on the table near the printer, displays in the library</li> <li>▪ Display policy</li> <li>▪ Brochures, reports</li> <li>▪ Brochures, photos of 'Greek dips and dancing' events</li> <li>▪ Collection policy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Partnership with Youth Department, Elwood Community Centre, Sandy Beach Centre and Hampton Community Centre</li> <li>▪ Well-organised, regular meetings with Home Library Service volunteers, including Christmas lunch</li> <li>▪ Bayside Historical Network participation in Bayside Literary Festival and other activities organised by the library</li> <li>▪ Internet and wireless connection available to anyone not just members of the library, upon presenting ID</li> </ul>	<ul style="list-style-type: none"> <li>▪ Internet for Community Facilities at Elsternwick Housing estate</li> <li>▪ Measuring the effectiveness of outreach service</li> <li>▪ Creating links to LOTE collection on Library website. Redesigning history links and creating new history webpage (in conjunction with Council's)</li> </ul>

## Key result area 3: Developing social capital

### 3.4 Reaching out to communities

Library service rating ★ ★ ★

Reviewer's rating ★ ★ ★

<p>Area, Corporate, LP, talking books</p> <ul style="list-style-type: none"> <li>▪ Indigenous collection was created with consultation with Indigenous Affairs Action group</li> <li>▪ Computer classes for Russian seniors</li> <li>▪ Book launches and book talks for local Japanese and Russian authors</li> <li>▪ Multicultural week celebration – events in the library, displays</li> <li>▪ History Week celebration in partnership with local historical societies – displays in all branches</li> <li>▪ Russian Book Club and Poetry reading</li> <li>▪ Visits to local kindergartens and schools</li> <li>▪ Immunisation storytime</li> <li>▪ Visits to M&amp;CHS</li> <li>▪ Kids Holiday Programs</li> <li>▪ Bailey House visits to Brighton Library including computer session every Wed</li> </ul>	<ul style="list-style-type: none"> <li>▪ Suggestion for LOTE purchasing from CALD communities, Greek booksellers brought to Greek Seniors Club, Consultation with 'Forum Italiano', Russian Club 'Vigor', and parents attending German storytime</li> <li>▪ Booking form available from marketing team, database for booking</li> <li>▪ Italian Christmas celebration at Brighton Library, Poetry group, Deaf group meetings at the library, Russian Poetry reading and book club in the library</li> <li>▪ Computer bookings for Bailey House every Wed</li> <li>▪ Visits organised. Community librarian calendar</li> </ul>		
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**Key result area 3: Developing social capital**

**3.4 Reaching out to communities**

**Library service rating** ★ ★ ★

**Reviewer's rating** ★ ★ ★

<ul style="list-style-type: none"> <li>▪ Regular consultation with CALD communities regarding book selection</li> <li>▪ Display cabinets and round space available for local community groups, local artists and individuals</li> <li>▪ Providing space to local communities including CALD communities</li> <li>▪ Students from local schools use library as a meeting place for preparation for exams</li> <li>▪ Position of Community Librarian</li> <li>▪ Marketing database</li> <li>▪ Seminars, events, computer classes are available for public</li> <li>▪ Free Internet, wireless connection, 2.1 web</li> </ul>			
<p><b>Peer review notes on: What we do, Strengths, and Areas for improvement</b></p>	<p><b>Notes on Evidence</b></p>	<p><b>Comments on Star rating</b></p>	
<ul style="list-style-type: none"> <li>▪ Good varied program covering all areas</li> <li>▪ Need to measure outcomes and success</li> <li>▪ Challenges are: branding, partnering, marketing</li> </ul>			

## Key result area 3: Developing social capital

### 3.5 Working in partnerships

Library service rating ★ ★

Reviewer's rating ★ ★ ★

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

We endeavour to partner with relevant agencies and community groups and explore opportunities in order to deliver services for all the community.

What we do	Evidence	Strengths	Areas for improvement
<ul style="list-style-type: none"> <li>▪ Partnerships with Council departments</li> <li>▪ Home Library Service (HLS) referrals from Aged Care and Family Services</li> <li>▪ Immunisation storytelling</li> <li>▪ Storytelling for special events e.g. Being Active/Eating Well with Health dept. and Family Services</li> <li>▪ Storytelling at the Children's Christmas Picnic and The Bright n' Sandy Festival</li> <li>▪ Talks/storytelling for teen mums, babies and family day carers at youth centres and Highett Hub</li> <li>▪ Talks to new parent's groups at all six M&amp;CH Centres</li> </ul>	<ul style="list-style-type: none"> <li>▪ New HLS Members</li> <li>▪ Lots of positive feedback received at all sessions</li> <li>▪ Many new borrowers and loans resulting from these visits</li> <li>▪ Increased attendance at BRT sessions and new members</li> <li>▪ Bayside Literary Festival program and meetings</li> <li>▪ Forms from South East Water</li> <li>▪ Council publications held in the library</li> <li>▪ Heavily booked resources</li> </ul>	<ul style="list-style-type: none"> <li>▪ Libraries centrally located and longer operating hours than Council Office providing another Council outlet to disseminate information</li> <li>▪ Outreach Program to Elsternwick Housing Estate</li> </ul>	<ul style="list-style-type: none"> <li>▪ Relationship with Family Services requires strengthening in referrals in regards to Home Library Service for children</li> <li>▪ Could be advantageous to run these in the Library to introduce new parents to the library services</li> <li>▪ Increase in-house and external visits to kindergartens/schools and childcare centres</li> </ul>

### Key result area 3: Developing social capital

#### 3.5 Working in partnerships

Library service rating ★ ★

Reviewer's rating ★ ★ ★

<ul style="list-style-type: none"> <li>▪ Showerhead exchange, pedometers, ergonometer</li> <li>▪ Council department displays and consultative reports</li> <li>▪ Display of VCE artwork and other artwork</li> <li>▪ Display cases booked for members of the Council and Community</li> <li>▪ School, kinder and child centre partnerships. External visits and Internal</li> </ul>	<ul style="list-style-type: none"> <li>▪ Storytelling conducted at Bayside Child Care Centres in Hampton and Sandringham</li> <li>▪ The Community Learning Partnership Project</li> <li>▪ James Bennett Seminar and Spun meeting.</li> <li>▪ Zoe Quinn and the Courthouse teens</li> </ul>		
<ul style="list-style-type: none"> <li>▪ German Storytimes run by a volunteer</li> <li>▪ Council staff induction held at the library</li> <li>▪ Literary Festival involves lots of partnerships eg: book sellers, local authors, illustrators, poetry group, Sandy Beach Centre and Historical Societies</li> <li>▪ IT training program – working with Russian community to provide internet and genealogy training</li> </ul>			

## Key result area 3: Developing social capital

### 3.5 Working in partnerships

Library service rating ★ ★

Reviewer's rating ★ ★ ★

- Book buying with community groups such as Russian Senior Citizens, Greek Senior Citizens, Italian Group purchase from OS for us
- Literary Festival involves lots of partnerships eg: book sellers, local authors, illustrators, poetry group, Sandy Beach Centre and Historical Societies
- Bibliotherapy – staff member has been awarded a grant to explore and implement
- Training room used by outside groups and other Council depts.

#### Peer review notes on: What we do, Strengths, and Areas for improvement

#### Notes on Evidence

#### Comments on Star rating

- Good Council links – good strength
- Good range
- Grow and formalise wider partnerships with govt. and others
- Some formal partnerships
- Some partnerships are a little passive
- Need more strategic links
- Document the process

Good local partnerships

### Key result area 3: Developing social capital

Overall star rating

Library service rating ★ ★ ★

Reviewer's rating ★ ★ ★

#### Peer review notes

- Good range of social capital
- Well integrated into the community, working with a range of groups
- Lots of programs
- Good local partnerships
- Strategic approach needed
- Extend partnerships beyond Council and govt.
- Formalise partnerships and evaluation
- More from passive partnerships (e.g. displays, etc.) to active, engaging community to grow partnerships
- Increase and leverage programs and partnerships to extend reach
- Better packaging of programs

**Key result area 4: Demonstrating leadership**

**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?**

Planning at Bayside is developed using a consistent and planned approach ensuring that documents and service plans are strategic, proactive, innovative and current. Staff input is sought at key times during the planning process and during evaluations.

What we do	Evidence	Strengths	Areas for improvement
<p><b>Elements which play a role in service development include:</b></p> <ul style="list-style-type: none"> <li>▪ Council values</li> <li>▪ Council Plan/Service Plan/Branch Plan/Performance Plan are all linked</li> <li>▪ Vision and values statement determined by the strategy team</li> <li>▪ Regular team meetings/branch meetings ensures two-way communication at all levels                             <ul style="list-style-type: none"> <li>~ Service Coordinators</li> <li>~ Strategy Team</li> <li>~ Branch Teams</li> </ul> </li> <li>▪ Service Teams. Marketing, children's, IT, reader development, circulation supervisors, RFID working group</li> </ul>	<ul style="list-style-type: none"> <li>▪ Support each other document – each step documented</li> <li>▪ Internal appointment offer to all fulltime staff</li> <li>▪ Meeting schedule</li> <li>▪ Staff suggestion forms</li> <li>▪ Email communications including updates</li> <li>▪ Why are we here (in induction manual)</li> <li>▪ Training days – training days built into the library year</li> <li>▪ Communication plan</li> <li>▪ Survey results</li> <li>▪ Mystery shopper results</li> </ul>	<ul style="list-style-type: none"> <li>▪ Internal Communication Plan</li> <li>▪ Documentation of processes (QMS and other policies)</li> <li>▪ Management staff are approachable, informative, open to discussion</li> <li>▪ Leadership by example</li> <li>▪ New ideas and suggestions are welcomed by all staff members</li> </ul>	<ul style="list-style-type: none"> <li>▪ Service planning – more staff involvement and different staff levels</li> <li>▪ Values from strategic plan are displayed in workrooms</li> </ul>

**Key result area 4: Demonstrating leadership**

**4.1 Leadership and innovation at all levels**

**Library service rating** ★ ★ ★

**Reviewer's rating** ★ ★ ★

<ul style="list-style-type: none"> <li>▪ Staff suggestions in ways to improve areas of the library</li> <li>▪ Formalised staff communication guidelines</li> <li>▪ Training, workshops, training days encourage staff to participate in planning</li> <li>▪ Encourage staff to apply for appointments to higher positions in order to gain an understanding of what happens at planning levels</li> <li>▪ Induction program ensures values and vision are introduced from an early stage</li> </ul>	<ul style="list-style-type: none"> <li>▪ Council values</li> <li>▪ Minutes of meetings</li> <li>▪ RFID implementation documents</li> <li>▪ Induction Manual</li> <li>▪ Induction checklists</li> <li>▪ Service improvement – storytime consultation</li> <li>▪ Literary Festival review</li> <li>▪ ‘Why are we here’ (in the induction booklet, core document)</li> </ul>		
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<b>Peer review notes on: What we do, Strengths, and Areas for improvement</b>	<b>Notes on Evidence</b>	<b>Comments on Star rating</b>
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<ul style="list-style-type: none"> <li>▪ Beautiful good clear simple documentation</li> <li>▪ Thoughtful and practical approach</li> <li>▪ Mystery shopper is great</li> <li>▪ Processes are in place, well run</li> <li>▪ Staff feedback forms and process including ‘why we are here’</li> <li>▪ How to connect with staff – strategy plan/service plans/feedback on progress</li> </ul>		
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## Key result area 4: Demonstrating leadership

### 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?

Community consultation and feedback.

What we do	Evidence	Strengths	Areas for improvement
<p><b>In order to plan services we:</b></p> <ul style="list-style-type: none"> <li>▪ Conduct an annual user survey</li> <li>▪ Statistics are kept for all activities which help us to make decisions about future activities</li> <li>▪ Customer feedback forms are assessed and acted upon</li> <li>▪ Divisional meetings, consisting of staff from across the Community Services department, are held on a quarterly basis</li> <li>▪ Partnerships with other departments such as Youth, M&amp;CH, feed into service planning</li> <li>▪ Library manager has input into council planning process</li> </ul>	<ul style="list-style-type: none"> <li>▪ Library Service Plan (service development page)</li> <li>▪ Activity attendance numbers</li> <li>▪ Activity evaluation forms</li> <li>▪ Survey results</li> <li>▪ Feedback forms</li> <li>▪ Statistics</li> <li>▪ Meeting minutes (service coordinators, strategy team, branch meetings)</li> <li>▪ Community Librarian PD</li> <li>▪ Divisional meeting agenda</li> <li>▪ Immunisation storytime flyer</li> <li>▪ Storytime community engagement process</li> </ul>	<ul style="list-style-type: none"> <li>▪ Customer feedback systems</li> <li>▪ Feedback Form</li> <li>▪ Customer Request Management System (CRMS)</li> <li>▪ Staff suggestion forms</li> </ul>	<ul style="list-style-type: none"> <li>▪ More regular strategic plan updates to staff</li> <li>▪ Reinstate Branch plans</li> <li>▪ More engagement with non-users</li> <li>▪ More engagement with users</li> </ul>

**Key result area 4: Demonstrating leadership**

**4.2 Planning and community engagement**

**Library service rating ★ ★**

**Reviewer's rating ★ ★ ★**

- Service and Strategic Plans are reviewed at Strategy meetings (quarterly)
- Service coordinators meet monthly to discuss ongoing planning issues and feedback
- Staff feedback is sought via staff meetings/training days/emails
- Staff suggestion forms are used to improve service delivery
- Library strategic plan informs annual service planning
- Event evaluation forms are used to improve delivery of events
- Community Librarian provides input into service planning for homebound, disabled, minorities, and other potential users
- Community engagement process with storytime parents determined the service levels

**Key result area 4: Demonstrating leadership**

**4.2 Planning and community engagement**

**Library service rating** ★ ★

**Reviewer's rating** ★ ★ ★

**Peer review notes on: What we do, Strengths, and Areas for improvement**

**Notes on Evidence**

**Comments on Star rating**

- Good plans
- Customer feedback and mystery shopper
- Annual survey
- Staff suggestion process and follow through – rich feedback, credit to the organisation – engages staff
- Swinburne program
- Doing better than you think

**Key result area 4: Demonstrating leadership**

**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?**

Bayside Library Service recognise that staff are an integral component of the success of the service.

What we do	Evidence	Strengths	Areas for improvement
<ul style="list-style-type: none"> <li>▪ Educate and train staff regularly in Customer Service</li> <li>▪ Ensure staff are appropriately trained and deployed</li> <li>▪ Offer staff processes to help them with communication, information, responsiveness, problem resolution, wellbeing both professionally and personally</li> <li>▪ Extensive and supportive staff induction program; new staff are assigned a 'mentor' to make the transition into Bayside Library Service a smooth and positive one</li> <li>▪ Staff have a comprehensive Performance Planning meeting process is an informal, non-intimidating process held twice a</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff Suggestion Forms continuous improvement/new ideas</li> <li>▪ Library staff have undertaken secondments at the Bayside corporate centre and other public libraries</li> <li>▪ Shirley Zaitman report</li> <li>▪ Several library staff have attained or are studying for Batchelor of Library Information and Management (Fiona Clark, Marie Camera, Ashlee Irvine) while employed with Bayside Library service and some have also upgraded their qualifications (Karyn</li> </ul>	<ul style="list-style-type: none"> <li>▪ The encouragement of all staff to suggest ideas for improvements in any area via the Staff Suggestion Forms process</li> <li>▪ Staff are supported and encouraged to pursue personal and professional development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improve timeframe of staff suggestion form feedback</li> <li>▪ Improve mentor program</li> </ul>

**Key result area 4: Demonstrating leadership**

**4.3 Building organisational capability through people**

**Library service rating** ★ ★ ★

**Reviewer's rating** ★ ★ ★ ★

<p>year. This provides an opportunity to put forward training needs, ideas/concerns that staff or their manager may have for the specific areas staff are involved in</p> <ul style="list-style-type: none"> <li>▪ Any proposed changes to set procedures are investigated by Cross Organisational teams, to discuss viability prior to introduction</li> <li>▪ Provide, support and encourage work experience programs for high school and library studies students</li> <li>▪ Internal and external training to all staff – 2 days per year allocated to training together at one venue</li> <li>▪ All staff provide a written report on external training</li> </ul>	<p>Siegmann)</p> <ul style="list-style-type: none"> <li>▪ Several staff have undertaken an acting position at a higher level. (Children's Temp position)</li> <li>▪ Barrett Reid Scholarship was attained and is currently being realised by staff member</li> <li>▪ Internal Recruitment Bulletins</li> <li>▪ Bayside Library Customer Service Charter</li> <li>▪ Swinburne Report and Evaluation on staff training</li> <li>▪ Staff Development and Training Doc</li> <li>▪ Auditing of circulation procedures regularly audit sheet</li> <li>▪ Internal Workshops/Training</li> <li>▪ External Workshops/ Training</li> <li>▪ Peak Health Management offers various mind @ body</li> </ul>		
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**Key result area 4: Demonstrating leadership**

**4.3 Building organisational capability through people**

**Library service rating** ★ ★ ★

**Reviewer's rating** ★ ★ ★ ★

	<p>therapies</p> <ul style="list-style-type: none"> <li>▪ Employee Assistance Program</li> <li>▪ Induction Manual</li> <li>▪ 2 week induction timetable</li> <li>▪ Induction Checklist</li> <li>▪ Performance Planning Doc</li> <li>▪ Using returns terminal for other tasks report</li> <li>▪ Proposed change to roster formats investigation</li> <li>▪ Work Experience Program</li> <li>▪ Featured in an international presentation by Tania Barry</li> <li>▪ Also highlighted on destination library wiki</li> <li>▪ Staff evaluation and feedback form</li> <li>▪ Evaluation Report</li> <li>▪ Staff report on Customer Service training at State Library</li> </ul>		
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Key result area 4: Demonstrating leadership		
4.3 Building organisational capability through people	Library service rating ★ ★ ★	Reviewer's rating ★ ★ ★ ★
Peer review notes on: What we do, Strengths, and Areas for improvement	Notes on Evidence	Comments on Star rating
<ul style="list-style-type: none"> <li>▪ Strong in supporting staff</li> <li>▪ Empowering staff through involvement</li> <li>▪ Good programs</li> <li>▪ Document well</li> <li>▪ Swinburne course for all – useful</li> </ul>		

Key result area 4: Demonstrating leadership		
Overall star rating	Library service rating ★ ★ ★	Reviewer's rating ★ ★ ★ ★
Peer review notes		
<ul style="list-style-type: none"> <li>▪ Good documents, clear, easy to follow</li> <li>▪ Evidence of empowerment of staff</li> <li>▪ Links to Strategic Plans – building staff knowledge</li> <li>▪ Feedback from customers and staff is strong including follow through</li> <li>▪ Systems – balanced score cards/triple bottom line, Business Excellence models</li> <li>▪ 5-year strategic plans for service areas – mapping out the future – now, 5 yrs, how get there?</li> <li>▪ Strategic Plan could be strengthened as is a little too operational but many aspects are strategic e.g. mystery shopper, internal communication, staff engagement, planning, staff exchanges/higher duties</li> </ul>		

**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?**

Ensure a consistent and equitable Library Service based on Council and Government policies and priorities. Empower our staff by providing the information they require. Regularly review our policies and procedures.

What we do	Evidence	Strengths	Areas for improvement
<p><b>QMS program</b></p> <ul style="list-style-type: none"> <li>▪ QMS team with a representative from each branch</li> <li>▪ Maintain an accurate and comprehensive Circulation Policies and Procedures manual</li> <li>▪ Maintain a Service Areas Policies and Procedures manual</li> <li>▪ Scheduled audit of procedures</li> <li>▪ Discuss Staff Suggestions for Continuous Improvement forms</li> <li>▪ Maintain a document control register</li> <li>▪ Discuss customer suggestions (CRMS, feedback forms) referred to QMS for discussion</li> </ul>	<ul style="list-style-type: none"> <li>▪ Circulation Policy and Procedures manual</li> <li>▪ Service Area Folder</li> <li>▪ Audit sheets, results</li> <li>▪ Folder of staff suggestion forms</li> <li>▪ Document control register</li> <li>▪ QMS, Circulation Supervisor and Branch meeting agendas and minutes</li> <li>▪ Customer feedback forms/ CRMS</li> <li>▪ Training day agenda</li> </ul>	<ul style="list-style-type: none"> <li>▪ Documentation</li> <li>▪ Current and comprehensive procedures manual that empowers staff and improves consistency of service</li> <li>▪ Each branch represented on QMS Team</li> <li>▪ QMS is a regular item on meeting agendas and ensures discussion</li> <li>▪ Staff suggestion forms – staff ensured of feedback and credit (also included in performance plan)</li> <li>▪ Council priority – works in with Council BEF program</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continue to improve consistency of service delivery</li> <li>▪ Increased profile and use of QMS wiki</li> </ul>

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

### 5.1 Implementation of policies and procedures

Library service rating ★ ★ ★ ★

Reviewer's rating ★ ★ ★ ★

<ul style="list-style-type: none"> <li>Communicate changes through Branch and all Staff meetings, email, QMS wiki, training days</li> </ul>			
<p><b>Branch Operations Manual</b></p> <ul style="list-style-type: none"> <li>Maintain a current branch operations manual including operational guidelines, HR information, emergency procedures and council guidelines</li> <li>Regularly discuss at Branch Librarians meetings and implement any changes</li> </ul>	<ul style="list-style-type: none"> <li>Branch Operations Manual</li> <li>Meeting minutes</li> <li>Syringe guidelines (example)</li> </ul>	<ul style="list-style-type: none"> <li>Improves consistency across branches</li> <li>Information source for staff, especially casual staff and the 2IC when acting as Branch Librarian</li> </ul>	Develop as a wiki to increase access and collaboration
<p><b>Comprehensive staff induction program</b></p> <ul style="list-style-type: none"> <li>Provide information on Council and Library policies, QMS and Branch operations manual to all new staff</li> </ul>	<ul style="list-style-type: none"> <li>Library Induction manual</li> <li>Library Induction Checklist</li> <li>Induction Timetable</li> <li>'What do they really do' booklet</li> </ul>	<ul style="list-style-type: none"> <li>All staff aware of resources available</li> <li>Induction follow up after 1 month</li> </ul>	Improve 'mentor' component of induction program
<p><b>Customer service</b></p> <ul style="list-style-type: none"> <li>Bayside Library Service has a high commitment to customer service</li> <li>Develop and adhere to Council and Library charters to ensure</li> </ul>	<ul style="list-style-type: none"> <li>Library Customer Service Charter</li> <li>CRMS feedback examples</li> <li>Swinburne Customer Service Training Program for all staff</li> </ul>	<ul style="list-style-type: none"> <li>New staff encouraged to complete Council Swinburne customer service course</li> <li>All staff are aware of responsibilities in relation to customer service</li> </ul>	Reinforce customer service

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

### 5.1 Implementation of policies and procedures

Library service rating ★ ★ ★ ★

Reviewer's rating ★ ★ ★ ★

<p>consistency of service</p>	<ul style="list-style-type: none"> <li>▪ Young persons charter</li> <li>▪ Staff support guidelines</li> <li>▪ Council customer focus guide</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff are aware of support mechanisms</li> </ul>	
<p><b>OH&amp;S</b></p> <ul style="list-style-type: none"> <li>▪ Promote awareness of policies through a timetable of training requirements</li> <li>▪ Representative on Council OHS committee</li> <li>▪ Representative at each branch library</li> </ul>	<ul style="list-style-type: none"> <li>▪ Access database of OHS training</li> <li>▪ Regular OH&amp;S agenda item on all meeting agendas</li> <li>▪ OH&amp;S included on all staff training day agenda</li> <li>▪ Six month Safety Checklist</li> <li>▪ Branch Operations Manual</li> <li>▪ OH&amp;S table of requirements</li> </ul>	<ul style="list-style-type: none"> <li>▪ Training database</li> <li>▪ Multiple staff with Level 2 First Aid qualifications at each branch</li> <li>▪ OH&amp;S representative at each branch</li> </ul>	
<p><b>Peer review notes on: What we do, Strengths, and Areas for improvement</b></p>		<p><b>Notes on Evidence</b></p>	<p><b>Comments on Star rating</b></p>
<ul style="list-style-type: none"> <li>▪ Strong documentation – policies and procedures, QMS and processes</li> <li>▪ QMS on all agendas</li> <li>▪ Training in systems for staff and follow through, including mystery shopper</li> <li>▪ Clear and easy to use</li> <li>▪ Embedded in organisation</li> <li>▪ Customer Service Charter and incident reporting</li> <li>▪ Performance management loop</li> <li>▪ Continual – audit process, check staff, check process</li> </ul>			

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

**5.2 Appropriate and effective use of resources**

**Library service rating** ★ ★

**Reviewer's rating** ★ ★ ★

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

Meeting council priorities. Identifying needs to ensure meeting customer needs. Budget is allocated according to strategic and service plan priorities.

<b>What we do</b>	<b>Evidence</b>	<b>Strengths</b>	<b>Areas for improvement</b>
<b>Planning</b>	<ul style="list-style-type: none"> <li>▪ Council Plan</li> <li>▪ Library Strategic Plan recommendations and action plan</li> <li>▪ Library Service Plan actions</li> <li>▪ 'Why are we here?'</li> </ul>	<ul style="list-style-type: none"> <li>▪ Aligned with State and Council policies</li> </ul>	
<p><b>Staff resources</b></p> <ul style="list-style-type: none"> <li>▪ Adequate staff numbers when compared to like library services</li> <li>▪ Monitor casual staff budget allocation quarterly</li> <li>▪ Monitor annual leave allocations</li> <li>▪ Schedule meetings to cause least disruption</li> <li>▪ Review of shelver shifts to ensure equity and efficiency</li> </ul>	<ul style="list-style-type: none"> <li>▪ Annual Survey of Victorian Public Libraries – staff (core documents)</li> <li>▪ Casual Staff Calendar and Budget spreadsheet</li> <li>▪ Staff Annual Leave Calendar spreadsheet</li> <li>▪ Meeting Schedule and Yearly Planner</li> <li>▪ Emails and new shelver schedule</li> <li>▪ Training application form</li> </ul>	<ul style="list-style-type: none"> <li>▪ Monitoring of budgets</li> <li>▪ Training database</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff skills audit</li> <li>▪ Training needs analysis</li> </ul>

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

5.2 Appropriate and effective use of resources

Library service rating ★ ★

Reviewer's rating ★ ★ ★

<ul style="list-style-type: none"> <li>▪ Staff training applications ensure relevance</li> <li>▪ Rosters assign staff in a fair and equitable manner and ensure that a trained information staff member is on duty at all times</li> </ul>			
<p><b>Collection resources</b></p> <ul style="list-style-type: none"> <li>▪ Collection management ensures fair and equitable allocation of resources</li> <li>▪ Collection and Information Resources Team meetings provide input from staff</li> <li>▪ Budget allocation meetings with Service Coordinators</li> <li>▪ Resource allocation based on usage, type of collection and demographic statistics</li> <li>▪ Consortia buying for electronic resources – best value for investment – high usage – strong marketing</li> <li>▪ Involvement in Collaborative Purchasing scheme ensures value for money 50% of budget allocated</li> </ul>	<ul style="list-style-type: none"> <li>▪ Collection Development plan/ Policy Review Schedule</li> <li>▪ Minutes</li> <li>▪ Capital expenditure allocation spreadsheet</li> <li>▪ Gulliver and BRUCE subscriptions</li> <li>▪ Consistently high usage as % of population</li> <li>▪ RAIS presentation on marketing</li> <li>▪ CP Contract details</li> <li>▪ Heavily reserved report from LMS</li> <li>▪ Beaumaris genre usage report</li> <li>▪ Floating collections report – Spydus</li> <li>▪ RP minutes/wiki/ bookmarks/ Libby's 'new book' book</li> </ul>	<ul style="list-style-type: none"> <li>▪ Collection Dev plan regularly revised</li> <li>▪ Customer requests accommodated in selection of library materials</li> <li>▪ Genre collections</li> <li>▪ Effective, proactive reader promotion team</li> </ul>	<p>Better statistics of usage, by collection, by branch, by age</p>

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

**5.2 Appropriate and effective use of resources**

**Library service rating ★ ★**

**Reviewer's rating ★ ★ ★**

<ul style="list-style-type: none"> <li>▪ Stock selection caters for user's wants/needs – all requests either purchased or ILL</li> <li>▪ Numbers of popular titles purchased in response to user demand</li> <li>▪ Expansion of LOTE collections in response to demand and Council priorities – users involved in selection</li> <li>▪ Genre collections result in more use of resources</li> <li>▪ Floating collections of AV material, Large Print and biographies has increase potential audience and usage</li> <li>▪ Reader Promotion Team encourages use of collection</li> </ul>			
<p><b>Building resources</b></p> <ul style="list-style-type: none"> <li>▪ Ensure buildings/facilities are in best possible condition</li> <li>▪ 2 building maintenance days/year</li> <li>▪ CRMS system for building maintenance</li> </ul>	<ul style="list-style-type: none"> <li>▪ Maintenance day requests</li> <li>▪ CRMS requests</li> <li>▪ 'Clean-up day' report</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2 maintenance days per year</li> <li>▪ Clean up day</li> <li>▪ Prompt response to CRMS requests</li> </ul>	<p>Planned program for building refurbishment</p>

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

**5.2 Appropriate and effective use of resources**

**Library service rating ★ ★**

**Reviewer's rating ★ ★ ★**

<ul style="list-style-type: none"> <li>▪ 'Clean-up day' ½ day per branch to ensure tidy and efficient work space</li> </ul>			
<p><b>IT resources</b></p> <ul style="list-style-type: none"> <li>▪ Utilise technology to free up staff</li> <li>▪ RFID at all branches</li> <li>▪ Wireless at all branches</li> <li>▪ Adequate public PC access</li> <li>▪ Library website – DIY options</li> <li>▪ Electronic file management procedures</li> </ul>	<ul style="list-style-type: none"> <li>▪ 71% of loans through RFID</li> <li>▪ 1458 wireless accounts</li> <li>▪ 60% occupancy rate of PCs</li> <li>▪ Brushtail PC booking system</li> <li>▪ Your library@ home brochure/ public training classes</li> <li>▪ File Management report and training</li> </ul>	<ul style="list-style-type: none"> <li>▪ Early adopters of technology (RFID, wireless, Web 2.0) to improve service</li> <li>▪ RFID frees up staff to spend more time with customers</li> <li>▪ Wireless access encourages more people to use the library, frees up library PCs for those who need them</li> </ul>	<p>Reporting mechanism/ communication for IT faults and problems</p>
<p><b>Peer review notes on: What we do, Strengths, and Areas for improvement</b></p>		<p><b>Notes on Evidence</b></p>	<p><b>Comments on Star rating</b></p>
<ul style="list-style-type: none"> <li>▪ Satisfactory in this area – plans are in place</li> <li>▪ RFID is a plus, especially as an early adopter</li> <li>▪ Need to be proactive about new funding – new income streams and partners</li> <li>▪ Evaluate and document</li> <li>▪ Programs and budgets not included</li> </ul>			

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

**5.3 Self-evaluation and continuous improvement**

**Library service rating** ★ ★ ★ ★

**Reviewer's rating** ★ ★ ★ ★

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

Bayside Library service undertakes consistent evaluation and has mechanisms in place to ensure continuous improvement.

What we do	Evidence	Strengths	Areas for improvement
<p><b>Seek and use external feedback on performance to inform service delivery</b></p> <ul style="list-style-type: none"> <li>▪ Annual Library user survey</li> <li>▪ Annual Library Mystery Shopper program</li> <li>▪ Community Engagement – Focus Groups</li> <li>▪ CRMS – Customer Request management system</li> </ul>	<ul style="list-style-type: none"> <li>▪ Library User Survey and results</li> <li>▪ Results discussed at staff and service meetings (minutes)</li> <li>▪ Mystery Shopper Report</li> <li>▪ Changes implemented as a result of Mystery Shopper processes (phone message at Hampton/staff refresher training on bib search and ILL/review of ‘steps for joining new patrons’ document)</li> <li>▪ Storytime focus group report – results</li> <li>▪ CRMS report</li> <li>▪ Customer Feedback Form</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provide excellent customer service</li> <li>▪ Annual Mystery Shopper program</li> </ul>	<p>Non-user surveys</p>

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

**5.3 Self-evaluation and continuous improvement**

**Library service rating** ★ ★ ★ ★

**Reviewer's rating** ★ ★ ★ ★

<p><b>Seek and use internal feedback on performance</b></p> <ul style="list-style-type: none"> <li>▪ Council OCI (Organizational Culture Inventory) survey</li> <li>▪ Staff Suggestion/Continuous improvement forms</li> <li>▪ Monthly branch reports</li> <li>▪ Monthly branch meetings</li> <li>▪ Library COGS and trials of initiatives</li> </ul>	<ul style="list-style-type: none"> <li>▪ OCI Report analysis and suggestions</li> <li>▪ Staff feedback sought on QMS audit information sheet</li> <li>▪ Examples of completed staff suggestion forms</li> <li>▪ Branch report</li> <li>▪ 'General discussion' agenda item @ branch meetings</li> <li>▪ Self-serve reservation COG report</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff suggestion form process</li> <li>▪ 'General discussion' items give time and opportunity for discussion</li> </ul>	
<p><b>Staff development</b></p> <ul style="list-style-type: none"> <li>▪ Staff training and development plan</li> <li>▪ Staff provided with/encouraged to attend internal and external training programs</li> <li>▪ Staff expected to share training experience</li> <li>▪ Staff encouraged to undertake further study</li> <li>▪ Performance planning process</li> </ul>	<ul style="list-style-type: none"> <li>▪ Plan</li> <li>▪ Corporate training program</li> <li>▪ Learning Seat program</li> <li>▪ Swinburne Customer Service</li> <li>▪ Drake P3 Emotional Intelligence test (workshop scheduled for Feb/March) P3 Report</li> <li>▪ Training reports folder</li> </ul>	<ul style="list-style-type: none"> <li>▪ Training and development Program offer personal development opportunities</li> <li>▪ 2 all staff training days per year</li> <li>▪ Staff on training day organizing committee</li> <li>▪ Accurate training database that allows production of reports</li> </ul>	<p>Lobby for reintroduction of Statewide Training program</p>

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

**5.3 Self-evaluation and continuous improvement**

**Library service rating** ★ ★ ★ ★

**Reviewer's rating** ★ ★ ★ ★

<ul style="list-style-type: none"> <li>▪ 2 x staff training days per year</li> <li>▪ Internal secondment opportunities regularly offered</li> <li>▪ Training database maintained</li> <li>▪ Involvement in all state wide committees/working groups/training</li> <li>▪ Encourage staff to attend conferences</li> <li>▪ Contribute articles to professional journals</li> <li>▪ Library journals routed to management team</li> </ul>	<ul style="list-style-type: none"> <li>▪ Council Fee reimbursement scheme</li> <li>▪ Training objectives documented in Performance Plans</li> <li>▪ Access training database</li> <li>▪ Meeting minutes</li> <li>▪ ALIA/Online/Unconference/VALA</li> <li>▪ Articles published by staff</li> </ul>		
<p><b>QMS program</b></p> <ul style="list-style-type: none"> <li>▪ Ensure continual self-evaluation of policies and procedures and opportunities for continuous improvement</li> <li>▪ Share with other libraries</li> <li>▪ Share within Council</li> <li>▪ Liaise with other Council quality management staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff suggestion forms</li> <li>▪ ALIA poster presentation at Alice Springs</li> <li>▪ Incite article</li> <li>▪ Email requests for information after ALIA</li> <li>▪ QMS report and presentation to Council Senior Management Team</li> <li>▪ Emails from Council staff</li> </ul>	<p>QMS – sector leading</p>	

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

**5.3 Self-evaluation and continuous improvement**

**Library service rating** ★ ★ ★ ★

**Reviewer's rating** ★ ★ ★ ★

**Peer review notes on: What we do, Strengths, and Areas for improvement**

**Notes on Evidence**

**Comments on Star rating**

- Sophisticated robust systems in place
- Follow-up is happening
- Sustained and being used
- Sharing knowledge across libraries in Victoria and Australia
- QMS well implemented
- Business Excellence Framework

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

**Overall star rating**

**Library service rating** ★ ★ ★ ★

**Reviewer's rating** ★ ★ ★ ★

**Peer review notes**

- Strong documents
- Empowered staff, good evidence
- Knowledge shared across team and with peers – Victoria and Australia
- Good QMS/business excellence systems

## **Team involved in the self-evaluation working group**

### **KRA 1 Providing gateways to information, learning & leisure**

Sarah Hopkins

Marie Camera

Alison Carmine

Polly Buckland

### **KRA 2 Building individual skills, capability & wellbeing**

Jennie Bolitho

Janet Metcalfe

Peter Williams

Libby Joyce

Vicki McCormack

### **KRA 3 Developing social capital**

Heather Northwood

Fiona Clark

Natasha Kamenev

Jenni Masters

### **KRA 4 Demonstrating leadership**

Karyn Siegmann

Ursula Faas

Rose Scarmozzino

Ashlee Irvine

### **KRA 5 Designing, managing & improving systems & processes**

Jill Watson

Trevor McKay

Sue Doherty

Chris Hayes

## **Workshop attendees**

Sarah Hopkins

Marie Camera

Alison Carmine

Polly Buckland

Jennie Bolitho

Janet Metcalfe

Peter Williams

Libby Joyce

Heather Northwood

Fiona Clark

Natasha Kamenev

Jenni Masters

Karyn Siegmann

Ursula Faas

Rose Scarmozzino

Ashlee Irvine

Jill Watson

Trevor McKay

Sue Doherty

Chris Hayes

Melanie McCarten

Euan Lockie

## **Peer reviewers**

Christine Mackenzie, Yarra Plenty Regional Library

Tania Paull, Central Highlands Regional Library Corporation