

# BEING THE **BEST** WE CAN

*Key results for Victoria's public library services*

## **Central Highlands Regional Library Corporation**

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



**April 2010**

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## Executive summary

*Being The Best We Can* has been a positive process for the CHRLC Team to examine what we do and identify where improvements can be made.

Overall, the CHRLC Team rated the service as two stars – satisfactory provision of core services, a few strengths and examples of good practice, weaknesses have some adverse effects on some users.

The strengths that CHRLC identified are community partnerships for delivering services in areas of disadvantage – Smith Family Computer Training, and the Clemente Program providing learning support and early literacy development. Strong emphasis on online services, social networking and wireless internet access has increased services across a wide geographic area. Innovative programming is in the early phase, with a focus on reading and learning and community connections through author events, sustainable living programs, children's events and IT training. Internal practices have a strong policy development focus, compliance with audit and risk areas, and increasing financial sustainability. The CHRLC meets community needs within a constrained budget, but strives for innovation within limited budgets. The highlight for CHRLC is customer-focused staff providing services for their communities supported by internal training.

The areas of improvement, particularly around collection funding, staffing levels, staff training, RFID, consistency of programming across all libraries, connections with Council strategies and staff, and continuous improvement systems, have been identified. Many areas are constrained by funding and staffing levels.

These areas have also been identified in the *CHRLC Strategic Review* by Libraries Alive! in 2009, which was undertaken to look at improving the financial sustainability of the service and the governance model for the future. Improved funding levels for collections, programming and staffing have been identified. Closer connection with Councils and council strategies has also been highlighted with a Council employment model being considered. Identifying service delivery needs for each Council, implementing a service level agreement for each Council and reviewing the mobile service are in progress. The Board will continue to work on the Review with an outcome expected by 30 June 2010.

The CHRLC will implement the improvement plan and work towards an improved rating in future years.

# Introduction

Our Community 



The Central Highlands Regional Library Corporation (CHRLC) provides services for seven Councils in the central and western region of Victoria, including Ararat Rural City Council, Central Goldfields Shire Council, City of Ballarat, Hepburn Shire Council, Moorabool Shire Council, Pyrenees Shire Council, and Southern Grampians Shire Council. CHRLC was formed in April 1997, with Southern Grampians Shire Council joining in 2006. The library region covers a total area of 20,000 square kilometres, with a resident population of 182,278, and has a mix of regional cities and towns and large regional areas with small populations.

The CHRLC service is coordinated from the administration unit located in Ballarat, with 12 libraries and a mobile library stopping at 22 towns. Libraries are located at Ballarat, Sebastopol, Wendouree, Bacchus Marsh, Maryborough, Beaufort, Avoca, Ararat, Daylesford, Creswick, Clunes, and Hamilton. Major mobile stops include Elmhurst, Snake Valley, Buninyong, Coleraine, Balmoral, Dunkeld, Peshurst, Balmoral, Lake Bolac, Talbot, Ballan, Blackwood and Trentham. CHRLC also provides service for Sebastopol Secondary College.

The collection of just over 284,700 items achieves a circulation of 1.2 million. Expenditure on library services in 2009/10 will be \$4.5 million, funding a staff of 43.5 FTEs across 79 people and opening hours of 465.5. In 2008/09, more than 29,000 people participated in a range of library events and learning activities.

Our community is changing with urban growth in Ballarat and Bacchus Marsh, with new residents seeking highly liveable locations and changing rural lifestyles, with working families increasingly seeking access to the library services after working hours, on weekends and online.

There is a steady increase in library use, increased access to internet, wireless internet and enquiries. The Library as a place for learning and a place for affordable events and activities has grown as there is high interest in local events and financial pressures reach regional communities. We value a culture of innovation and pride ourselves on providing resources, programs, services and up-to-date technology which are continually evolving to meet the needs of our community.

# 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
1. Providing gateways to information, learning and leisure	★★★	★★
2. Building individual skills, capability and wellbeing	★★	★★
3. Developing social capital	★★★	★★★
4. Demonstrating leadership	★★	★★★
5. Designing, managing and improving systems and processes	★★	★★
Overall	★★	★★★

## Key strengths

1. Partnerships to extend services across our communities – Clemente Program, Smith Family computer classes, Regional Sustainability Alliance, Cultural Diversity Week, Seniors Week, local events – Book Town, Words in Winter, Ballarat Heritage Week, Ararat Sustainability Expo, Moorabool Literary Festival, Go for Gold, Sheepvention
2. Early literacy programs through story time, baby rhyme time and Maternal and Child Health programs is increasing the access and development of literacy for 0–3s
3. Equity of access in a large geographic area through increasing access to resources, floating collections, courier, technology through internet access, wireless access, online resources including *Your Tutor* and *Ancestry*, combined with training especially for 50+ age groups
4. Customer service and staff development are priority areas with positive feedback from library members
5. Collaborative projects that are increasing efficiencies and access to services such as SWIFT – 30,500 additional items in 2008/09. *Enterprise* will bring a new level of Web 2.0 features for the catalogue and easier access to online services
6. Build on our strengths in heritage and history areas through the collection strengths, digitisation, genealogy and cultural tourism roles

## Key opportunities for improvement

1. Implement the outcomes of the CHRLC Review to improve sustainable funding and staffing levels closer to state averages. Improve connections with Councils and alignment of the library with Council strategies, community priorities and partnerships with Council staff for maximising services
2. Improving collection funding as an outcome of the CHRLC Review to improve the collection to meet the 2 items per capita standard over 4 years
3. RFID as a priority for large libraries, Bacchus Marsh and Ballarat, to ensure staff are available to provide an expanded range of services – IT training, early literacy, and programs linked to Council strategies
4. Deliver a consistent range of programming across all libraries in each Council area to ensure services are delivered equitably. Increased funding of programs, new partnerships, sponsorships and actively seeking grant funding is required
5. Increased focus on lifelong learning role for the library and meeting the literacy, learning, IT needs, youth services and senior services in our communities
6. Continuous improvement of internal planning, policy, processes, internal audit and risk management to meet the compliance requirements of a Corporation. Would be enhanced by an overall quality assurance and improvement program and will consider implementing the *Business Excellence Framework* by 2011/12
7. Consistent approach to staff development and a broader range of opportunities to ensure an innovative team that is able initiate and respond to changes in our communities

## Five-star ratings

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

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

## 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>			
Increased collection funding including transition to eBooks and downloadable audio/DVD	CEO/Board	2010/2011 to 2013/14	In progress
Staffing levels that meet Australian Standards for the number of staff and qualified Information Services staff/librarians needed	CEO/Board Operations Manager Council employment model from 2011/12	By 2012/13	In progress
RFID to improve efficiencies, reduce OH&S risks and allow staff more time to assist customers	CEO/Board Bacchus Marsh, Ballarat 2011/12	2011/2012 budget process	In progress
Keeping pace with IT needs for Web 2.0 and target services for children, young people and seniors – linked to IT plan	IT Manager Information Services Librarian	2011/2012 budget process	In progress
<b>Key result area 2: Building individual skills, capability and wellbeing</b>			
Identify needs in our community and target services to these groups	Information Services Librarian Programs and Marketing Manager Branch Managers	December 2010	
Broaden the range of resources and programs that support lifelong learning	Collections Librarian Information Services Librarian	30 June 2011	
Consistent range of events and programs across all libraries	Information Services Librarian Programs and Marketing Manager Branch Managers	30 June 2011	

Action	Responsibility	Target completion date	Progress
<b>Key result area 3: Developing social capital</b>			
Facilities Plans developed with each Council Opening Bacchus Marsh Learning Centre 2011	CEO, Council Officers	Ballarat & Hepburn 2010 All by 30 June 2011	In progress
Review opening hours to reflect changing community patterns and weekend demand	CEO Branch Managers	December 2010	
Identify and continue to build partnerships and new funding sources for innovative programs that build social capital	CEO LST, LMT	2011/12	In progress
Increase connections with Council strategies and staff to meet community needs through increased collaboration	CEO LST, LMT	2012/13	In progress
<b>Key result area 4: Demonstrating leadership</b>			
Implement findings of CHRLC Review for sustainable funding, new governance models and employment	CEO, Board, Councils LST, LMT	2011/12	In progress
Increase engagement of staff in strategic direction, planning and opportunities for innovation	CEO, LST, LMT	December 2010	In progress
Review the Mobile Library to meet the changing needs of our small communities and a range of library and council service needs	CEO, Board Mobile Team, LST, LMT	December 2010	To commence August 2010
Implement a wider range of increased community engagement opportunities for library planning with links to Council engagement processes	CEO, LST, LMT	30 June 2011	July 2010

Action	Responsibility	Target completion date	Progress
Increase training and development opportunities across the whole service to increase innovation as funding levels increase	CEO, Operations Manager, LST, LMT	2011/12	In progress
<b>Key result area 5: Designing, managing and improving systems and processes</b>			
Improve policy and procedure process and involvement of team in development	Operations Manager	30 June 2011	In progress
Continue improving internal audit and risk management practices	CEO Operations Manager	30 June 2011	In progress
Review Finance and HR requirements following implementation of CHRLC Review model	CEO Operations Manager	30 June 2011	September 2010
Introduce <i>Business Excellence Framework</i>	CEO	2011/12	In progress

## 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 ★★
What we do	Evidence	Strengths	Areas for improvement
<p><b>1. Collections:</b></p> <p>Total collection of 273,000 items, \$420,000 for purchasing on average 19,000 per year, debiting 10,000 per year</p> <p>Print collections using profile purchasing and MAV contract: adult, children, young adults, Reference, local history, newspapers, magazines, large print</p> <p>AV collections: CDs, DVDs, audio books (mostly CD, some mp3)</p> <p>CHRLC Review has identified working towards \$800,000 for collections by 2013/14. Board increased 2010/11 budget by \$100,000 to \$505,000 and target of \$800,000 by 2013/14 to reach 2 items per capita</p>	<p>1. <b>Collection</b> Development policy</p> <p>MAV contract 80% budget</p> <p>Benson Collection list of purchases, 455 items purchased in 2008/09</p> <p>Collection turnover statistics 2008/09 5.46</p> <p>Community survey 2009 evidence of dissatisfaction with collection – only 38% very satisfied, 16% negative responses</p> <p>Loan statistics by category 2% growth, 1,240,249.</p> <p>Digitisation policy and procedure</p> <p>Images on <i>Picture Victoria</i></p>	<ul style="list-style-type: none"> <li>▪ Profile buying and outsourced processing since 2004, moving into MAV contract, cataloguing and processing 2010</li> <li>▪ Hamilton Library's Benson Collection – \$15,000 per year trust fund to buy quality additions to collection which can be loaned anywhere in region</li> <li>▪ SWIFT collection – 3 million items, customer place holds, free hold service</li> <li>▪ Sports equipment library</li> <li>▪ Australiana and genealogy collection and staff knowledge</li> <li>▪ Unlimited borrowing for everything except DVDs</li> <li>▪ Website and information wiki</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased funding for collections an outcome of CHRLC Review. Commitment from Board for increase in Collection budget from 2010/11 to meet standard of 2 items per capita by 2013/14</li> <li>▪ Progressing downloadable audio and eBooks from 2010/11</li> <li>▪ CALD resources targeted to our demographic 5% of pop and new arrivals</li> <li>▪ Community involvement in purchasing could be broadened, increase feedback, buying days, etc.</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 ★★

Major specialist Australiana and genealogy collection at Ballarat Library with dedicated staff (1 EFT staff member across 2 specialist staff), smaller collections at Ararat and Maryborough, building partnerships with historical societies at other locations. Important for researchers and cultural tourism. 4,441 enquiries in 2008/09

Developing digital collections Ararat Banfield Collection 2010, adding to Picture Victoria, Picture Australia. 200 images per year

Sports equipment library commenced 2009, 159 items, 615 loans to date, partnering with Ballarat Sports Assembly and Ballarat Community Health. Expanding to Ararat, Bacchus Marsh and Maryborough in 2010

ESL Collection at Ballarat \$3,000 grant from Rotary Club in 2008

Alliance Francais French collection at Ballarat

Floating collection stats

Suggestions for purchase

Participation in Statewide Collections Co-op group, now part of Community Access Group

Sports equipment usage stats, press releases, meeting minutes

**2. Access to other libraries' collections**

LibraryLink usage stats

Participation in LibraryLink user group

Lending/borrowing statistics from SWIFT

CHRLC IT officer is a SWIFT system administrator

**3. Online resources**

Database usage 2008/09 16,310

- Twitter and Facebook presence
- High database usage in comparison to non-metro libraries due to links with catalogue, training and promotions
- LibraryLink service well used and promoted through links in catalogue
- High enquiries stats
- Wireless available all branches

- Increasing awareness of databases and online resources by public and staff through federated searching on *Enterprise* from August 2010
- CHRLC is a net borrower from SWIFT due to declining collection funding in past years
- Collection needs for aging communities

**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>Floating collection of 272,000 items in total, with approx 210,000 or 80% floating. Not floating: Reference, local history, magazines, Benson Trust, sports equipment</p> <p>Monthly collection rotations between branches to refresh collections using a monthly roster for branches where turnover less than 4</p>	<p>eBook downloads 1,014 in 2008/09</p> <p><b>4. Website features</b></p> <p>Website hits 2008/09 433,336</p> <p>Total webpage hits 4,946,482 July–Jan 2010</p> <p>Blog statistics 3,200 hits to July–Jan 2009/10</p>		
<p><b>2. Access to other libraries' collections</b></p> <p>Access to SWIFT library collections of 3 million items, 30,500 borrowed in 2008/09, 18,660 lent, adding depth and variety to supplement collection. High take up by customers</p> <p>LibraryLink staff and patron access, promoted through catalogue. High user pre SWIFT. Very important for regional users, particularly access to University materials</p> <p>Ballarat Genealogical Society, Ararat Genealogical Society and Eureka Centre items accessible through library catalogue</p>	<p><b>5. Information/Reference services</b></p> <p>Statistics of enquiries, broken down by type of enquiry 113,800 total enquiries in 2008/09</p> <p>Customer survey results – satisfaction with information provision, 94% satisfied or above</p> <p><b>6. IT resources</b></p> <p>PC usage statistics 73,000 bookings 2008/09</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** ★ ★

**3. Online resources**

Gulliver databases statistics for 2008/09 16,310, the highest usage in a regional area, 11<sup>th</sup> overall

BRUCE databases: *Computer School*, *Webster's eLearning*, Safari Technical books, Library webs, *The Source*

*YourTutor* online tutoring service

Online access

**4. Website features**

Website hits

Information wiki

Twitter and Facebook presence, with 66 followers and 169 fans respectively

2 blogs on website 3,200 hits July–Jan 2009/10

*MyLanguage* link and promotion through cultural diversity week

CHRLC *Ask a Librarian* email service, 721 enquires to July–Jan 2010

Wireless usage statistics  
YTD 2,226 users July–Jan 2010  
IT Plan

**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** ★ ★

**5. Information/Reference services**

Face-to-face, phone, email reference service 113,800 total enquiries in 2008/09

*Ask a librarian* service through website

Information resources wiki developed and maintained by staff

Deferred enquiries from branches sent to Ballarat Library

**6. IT resources**

Wireless access at all branches, Ballarat since 2008. 2,226 users July–Jan 2010

Public access internet and PCs all branches – 2.2 PCs per 10,000 pop.

73,000 bookings in 2008/09

Internet access and wireless on mobile library

**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 ★ ★**

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

**Comments on Star rating**

SWIFT provides additional value, holds are free, has improved CHRLC collection

SWIFT is a bandaid solution to cover lack of stock

Increase in funding for collections is identified and is vital

Collection is working hard, aim should be to reach 60% of the collection under 5 years old, 40% over 10 years old – is currently the other way round

Floating collections and stock swaps maximises use of collection

Expand the sports collection into two other branches, providing an expensive resource for try before you buy

All branches have local history collections, dedicated room in Ballarat – local history and genealogy is a major strength

Ballarat librarians create information wiki, well used

Provide good core services but collection is very under funded – major impact

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

1.2 Arrangements for access

Library service rating ★★ ★

Reviewer's rating ★★ ★

What we do	Evidence	Strengths	Areas for improvement
<p><b>1. Electronic access to resources</b></p> <p>Ezyproxy gives remote access to all databases (except <i>Ancestry</i>) from one interface</p> <p>Electronic magazines from databases/50 Safari eBooks available through catalogue</p> <p>Information wiki links library resources and websites</p> <p>CHRLC developed SWIFT template for adding digitised materials to catalogue in 2010</p> <p>Oral histories on cassette to be digitised in 2010</p> <p>Ongoing program of microfilming historic newspapers – Ballarat and Maryborough</p> <p>Working towards implementing <i>Enterprise</i> which will integrate website and catalogue</p>	<p><b>1. Electronic access to resources</b></p> <p>Database usage stats</p> <p>Fliers advertising databases/<i>Choice</i> access</p> <p>9,000 electronic journals/50 eBooks from databases accessible through library catalogue</p> <p>eBook downloads 1,014 in 2008/09</p> <p>Hits on wiki</p> <p>Heritage Victoria grant \$13,000 in 2009 to digitise oral histories on cassette</p> <p>Digitisation plan/policy/procedure</p> <p><b>2. Borrower access</b></p> <p>Internet security policy</p>	<ul style="list-style-type: none"> <li>▪ Ezyproxy gives remote access to all databases from one interface</li> <li>▪ Electronic journals/eBooks in catalogue increases use</li> <li>▪ Digitisation program</li> <li>▪ Early adopter of LibraryLink making it available to branch staff and users from the beginning</li> <li>▪ SMS notification for holds</li> <li>▪ Pre-overdue reminders</li> <li>▪ WiFi in all branches, at Ballarat since 2008</li> <li>▪ Free holds</li> <li>▪ Free internet access all branches</li> <li>▪ Equity for all communities through courier service , branch swaps and floating collections</li> </ul>	<ul style="list-style-type: none"> <li>▪ Federated search of all resources needed – <i>Enterprise</i> to provide in August 2010</li> <li>▪ Upgrade of website and integrate with <i>Enterprise</i> to increase access to content Aug 2010</li> <li>▪ Increase public/ dedicated PCs for youth and children</li> <li>▪ Review opening hours in most branches to meet demand for weekend hours</li> <li>▪ Continue to contribute to Sirsi LMS improvements</li> <li>▪ Self checkout/RFID at larger branches discussing with Councils. Bacchus Marsh 2011/12 and Ballarat</li> </ul>

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

1.2 Arrangements for access

Library service rating ★★ ★

Reviewer's rating ★★ ★

**2. Borrower access**

Catalogue enhancements in eLibrary include Chilifresh reader reviews, Catalogue Help, book covers and 'a look inside', industry book reviews, 'continue search in LibraryLink' option

Access to *YourTutor* online service and the *Computer School* database interactive computer skills tutorials

Library Management System provided to Sebastopol College

Expanded range of genre stickers – sustainability, Indigenous

2 blogs on website with feeds to website home page

Facebook and Twitter presence allows user interaction

Free WiFi at all branches

Public internet access from mobile library since August 2006 and improved since wireless

PC Res – PC usage 73,000 bookings 2008/09

Holds through website YTD 37,875 July–Jan 2010

Customer feedback on eLibrary

Wireless usage stats – YTD 2,226 users July–Jan 2010

**3. Library access**

Opening hours/mobile timetable

465.5 hours per week

- SWIFT holds give access to wide range of resources – 3 million items
- Equity of access for all due to online capabilities – holds, membership, Ask a librarian, LibraryLink access

- Increase access to eBooks and downloadable audio from 2010/11
- Increase and promote access to adaptive technology devices for people with disabilities
- Review of mobile library for flexibly delivery options to meet needs of small towns Aug–Dec 2010

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

1.2 Arrangements for access

Library service rating ★★ ★

Reviewer's rating ★★ ★

- Pre-overdue reminders
- SMS messaging and email notification of holds
- Online membership
- My Account options through catalogue enable access to online renewals, borrower record and holds
- Talking *Courier*, *Hamilton Spectator* and *Ararat Advertiser* copied and distributed to home service residents
- Pick up/drop off point for Australian Centre for Moving Image items
- Free holds
- PC Reservation booking system available in library, by phone or online
- Free internet access all branches
- Courier service between branches across a wide geographic area

**3. Library access**

Mobile library service

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

1.2 Arrangements for access		Library service rating ★★ ★	Reviewer's rating ★★ ★
<p>8 PCs have screen reading technology, these are at Ballarat (2), Ararat, Bacchus Marsh, Daylesford, Hamilton, Maryborough, Wendouree (1 PC each)</p> <p><i>Boardmaker</i> program available for use at Ballarat Library for people with disabilities</p> <p>After hours chutes at all libraries</p> <p>Wheelchair access</p> <p>Home library service at all libraries, Daylesford from July 2010</p>			
<b>Peer review notes on: What we do, Strengths, Areas for improvement, Evidence</b>			<b>Comments on Star rating</b>
<p>Ezyproxy streamlines searching process, emphasis on online databases</p> <p>Driving force in creating digitising template for SWIFT, eLibrary features are good</p> <p>Opening hours is limited due to staffing constraints – need to be reviewed – weekends and evenings</p> <p>13 branches and mobile library</p> <p>Unlimited borrowing</p> <p>Digitising historical items is great (grants and partnerships)</p>			<p>Electronic presence gets CHRLC above 2 stars</p> <p>Core IT services are good</p> <p>Need better opening hours, more staff and more qualified staff</p>

**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 ★★**

What we do	Evidence	Strengths	Areas for improvement
<p><b>1. Staff knowledge</b></p> <p>Information desk at Ballarat staffed full-time by qualified librarians</p> <p>Specialised Australiana/genealogy librarians</p> <p>Regular meetings of Ballarat enquiry desk staff for training</p> <p>Information services training</p> <p>Staff contribute to the information wiki</p> <p>Training wiki under development</p> <p>Deferred enquiry system for branches to forward enquiries to Ballarat</p> <p>Ask a librarian service through website</p> <p>Specialised Children's Librarian at Ballarat</p> <p>IT skills training for staff</p>	<p><b>1. Staff knowledge</b></p> <p>High numbers of enquiries – constantly increasing 113,800 in 2008/09</p> <p>Ask a librarian service statistics</p> <p>Information Services plan – linked to Library Plan strategies</p> <p>Database usage stats</p> <p>Staff reviews – feedback on training</p> <p>Staff training calendar</p> <p>Staff induction program</p> <p>Information wiki usage</p> <p>AR statistics 4,440 in 2008/09</p> <p>All staff training days agenda</p> <p>Speed training sessions at</p>	<ul style="list-style-type: none"> <li>▪ Attitude of staff towards providing good customer service and quality information</li> <li>▪ Timely answers to enquiries</li> <li>▪ Efficient ILL process</li> <li>▪ SWIFT holds fast and efficient</li> <li>▪ Database journals and eBooks in catalogue now</li> <li>▪ Positive response to computer classes</li> <li>▪ Staff run computer training classes for public and have learnt valuable skills</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staffing levels that meet Australian Standards for the number of staff and qualified information services staff/librarians needed</li> <li>▪ RFID would change staff roles to allow time to assist customers</li> <li>▪ 13 branches and distance between them makes regular training challenging, increase in using webcam, Skype teleconferencing needed</li> <li>▪ 2.0 training program or similar to run again</li> <li>▪ Staff development is underfunded to meet the needs of all staff</li> <li>▪ Increased time for training, library staff have limited time off desk</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 ★★

<p>Web 2.0 program completed by staff</p> <p>Databases promoted to staff via:</p> <ul style="list-style-type: none"> <li>~ training sessions</li> <li>~ meetings</li> <li>~ staff newsletter</li> <li>~ email</li> </ul> <p><b>2. User support</b></p> <p>Information provided to customers via:</p> <ul style="list-style-type: none"> <li>~ links in catalogue</li> <li>~ information wiki</li> <li>~ blogs</li> <li>~ classes (using our databases: <i>Ancestry, Computer School</i>)</li> <li>~ brochures</li> <li>~ website</li> <li>~ school groups</li> <li>~ homework help clubs (Beaufort, Ballarat)</li> <li>~ local media</li> <li>~ talks to networks (<i>YourTutor</i> promotion)</li> </ul>	<p>branches outline</p> <p>Training at Library Management Team meetings/branch meetings/branch visits</p> <p>Training in LibraryLink – notes</p> <p>Information services training powerpoint</p> <p>Sirsi training notes</p> <p><b>2. User support</b></p> <p>Brochures/fliers</p> <p>Media releases (<i>YourTutor</i>, computer classes in My Ballarat)</p> <p>Long waiting list for computer classes</p> <p>Class notes for computer classes and participant feedback</p>		<ul style="list-style-type: none"> <li>▪ Follow up/refresher training</li> <li>▪ Increase staff awareness of databases</li> <li>▪ Federated search facility for databases and catalogue combined through <i>Enterprise</i> in Aug 2010</li> <li>▪ Increased public computer classes offered in all libraries</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 ★ ★**

- ~ support of Smith Family , 460 trained and a further 330 places provided
  - ~ Clemente program – students provided with classes on databases, catalogue, study skills, essay writing
- Public computer classes for public held covering:
- ~ basic computer skills
  - ~ internet and email
  - ~ family history online
  - ~ Facebook, eBay, digital cameras, phone texting, iPods

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

**Comments on Star rating**

Speed training is an interesting concept, information retention appears to be high, allowing practice time – is a good solution to lack of training budget

Staffing – Ballarat has designated information staff, service needs more qualified information staff

Increasing reference enquiries

Good use of online databases for training (Gulliver usage is high), looking at ERA to determine what is needed

Constraints on external training

Struggling with external training, need more qualified staff

Creative and innovative solutions to train staff due to lack of funding, internal emphasis

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

**Overall star rating**

**Library service rating** ★ ★ ★

**Reviewer's rating** ★ ★

**Peer review notes**

Constraints on collection size – working it hard, ambitious plans to improve age and size of collection but collection needs injection of funding to increase numbers and also provide a younger collection – 60% less than 5-years-old should be the aim

Training budget required to provide for more information staff training. Staff training and knowledge – is an emphasis on internal/peer training due to lack of funds for training, created innovative ideas to provide current training

Longer opening hours required at all branches

Partnerships and SWIFT have improved access and widened patron choices but are a bandaid solution

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

### 2.1 Lifelong learning in the library context

Library service rating ★★

Reviewer's rating ★★

What we do	Evidence	Strengths	Areas for improvement
<p>1. Partnership with genealogical society, MOU with Ballarat and Ararat to share collections and provide services and high involvement of volunteers</p> <p>2. Groups with disabilities using the library</p> <p>~ Ballarat: PINARC, Boardmaker, weekly visits Ballarat Special School</p> <p>~ Avoca: Adult integration program</p> <p>3. U3A support (Ballarat, Hamilton, Daylesford, Creswick)</p> <p>4. Phone support – reference, Ask A Librarian (essential regional support for large geographic area)</p> <p>5. UBIDUO assisted technology for hearing impaired staff and customers at Wendouree</p> <p>6. Library tours, school visits, homework help – <i>YourTutor</i></p>	<p>1. Partnership MOU – Genealogical Society collection accessible through library catalogue at Ararat and Ballarat</p> <p>2. Programs and events: attendance, events calendar, What's On on website</p> <p>3. U3A brochures</p> <p>4. Phone referral stats</p> <p>5. &amp; 7 High website usage statistics</p> <p>9. Sustainability workshops</p> <p>10. ESL/AR collection stats</p> <p>11. AR enquiries 4,441 in 2008/09</p> <p>12. &amp; 13. Event photos, display photos</p>	<ul style="list-style-type: none"> <li>▪ Great customer service provision (% customer service survey)</li> <li>▪ Local knowledge – local history partnership tailoring branches to local needs</li> <li>▪ Providing different access options for broad range of borrower needs</li> <li>▪ Partnerships with community groups to support adult literacy needs</li> <li>▪ Providing free access for external examinations, (supervision and WiFi distance learning, online classes, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Building collections that support lifelong learning – particularly literacy for adults, pending Board approval for increased funding</li> <li>▪ Target outreach services and programs to promote learning</li> <li>▪ Targeting non-library users, promoting in new ways</li> <li>▪ Welcoming new residents and integrating communities</li> <li>▪ Planning and partnerships to develop a consistent program for lifelong learners</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 ★ ★**

- 7. Distance learning support: home schooling, SWIFT, online databases, WiFi access to online classrooms, *YourTutor* (Feb 2010 promotion), universities, nursing schools
- 8. Homework Club at Beaufort and Ballarat
- 9. Sustainability workshops BRACE and BREAZE – 4 workshops later this year
- 10. ESL collection – Wendouree Breakfast Rotary grant, access through floating collection
- 11. Australiana Room and local history collections
- 12. Maternal and Child Health program
- 13. Programs and events, author talks
- 14. Integrated facilities – Beaufort Library/Neighbourhood House
- 15. Outreach programs

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

**2.1 Lifelong learning in the library context**

**Library service rating** ★ ★

**Reviewer's rating** ★ ★

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

**Comments on Star rating**

Partnerships – Clemente Program

High customer satisfaction

Homework support emphasis – 2 homework clubs and *YourTutor*, looking to expand

Broader resources, identify needs and target to gain maximum benefits

Strong partnerships

## 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 ★★

What we do	Evidence	Strengths	Areas for improvement
<ol style="list-style-type: none"> <li>1. Clemente program in partnership with universities and community groups to provide education to disadvantaged groups. First program in Australia to be partnered with public library, 3 year program</li> <li>2. Smith Family grant to run classes in computer literacy for low-income earners</li> <li>3. Facilitating and teaching of online catalogue, renewal and hold service – high one-on-one assistance across all branches, access to eBooks</li> <li>4. Adult classes – eBay, family history, holiday online, social networking, computer skills classes, Facebook classes. Wendouree – eBay classes, digital camera classes, texting on mobile phone classes</li> <li>5. Family history online</li> <li>6. Provide free internet and WiFi access</li> </ol>	<ol style="list-style-type: none"> <li>1. Clemente Program outline</li> <li>2. Smith Family 4-week computer skills classes for adults 460 plus additional 330 trained</li> <li>3. Class notes for computer classes and one-on-ones  50 Safari Books, 1,014 uses in 2008/09</li> <li>4. Customer feedback/class evaluation forms; customer survey</li> <li>5. Online use stats, <i>Ancestry</i> training and use statistics</li> <li>6. Wireless access statistics</li> <li>7. Number of Chilifresh reviews added to SWIFT</li> <li>8. Blog access: 2,300 YTD July–Jan 2010</li> </ol>	<ul style="list-style-type: none"> <li>▪ Partnerships with community groups to meet growing new technology and computer literacy needs</li> <li>▪ Partnership with Ballarat Grammar and Youth Headquarters – inter-generational computer literacy training – to happen Term 2, 2010</li> <li>▪ Free wireless service in every branch (in Daylesford, only free and reliable service available to a community relying on dial-up if other \$\$ options)</li> <li>▪ Facilitating and teaching of online catalogue, renewal and hold service – high one-on-one assistance across all branches</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reduce waiting list for computer skills classes – currently far too long, staffing required. Programs extended to be offered at all libraries</li> <li>▪ Expansion of, and more up-to-date, new technologies collection material, eBooks and download products</li> <li>▪ Staffing levels below standard to provide better service for users, staff working alone limitations</li> <li>▪ Staff training – digital skills for day-to-day work and training to support library user's digital literacy and promote our online resources</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 ★ ★**

- 7. Chilifresh borrower reviews, library blogs
- 8. Facebook and Twitter presence
- 9. Digitising documents and photographs and making accessible through catalogue

9. Number and example of items digitised

- Access to 50 Safari eBooks and online resources linked within catalogue. *Enterprise* will increase ease of access

- Increase Branch Manager's time to plan, develop partnerships and work with the community
- Scanners in all libraries 2011/12
- Increase public computers and for children and young people's areas
- Space requirements for wireless users, high demand. Significant issue for Hepburn and Wendouree

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

**Comments on Star rating**

Clemente partnerships for disadvantaged people, national program, great LBC story  
 Intergenerational program, grammar school partnership  
 Need specialised staff  
 Use of volunteers, particularly for computer assistance  
 More space for wireless users

Look to some volunteering to provide one-on-one training but not the detriment of paid qualified staff  
 Great partnerships  
 Free computer classes

**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 ★ ★**

Solo staff need time off-desk

Digitisation program

Free computer classes

RFID to free up staff to run programs

Need more staff to run classes

Improve eBook and audio books/downloads

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

### 2.3 Encouraging a reading culture

Library service rating ★★ ★

Reviewer's rating ★★ / ★★ ★

What we do	Evidence	Strengths	Areas for improvement
<p>1. Book clubs – 107 independently run, plus 6 adult, 1 sustainability and 3 young adult: branch-run at Ballarat, Wendouree, Maryborough, Hamilton and Daylesford</p> <p>Book chat with Dano at Ballarat</p> <p>2. Pre-school story times – twice weekly Ballarat, weekly at most other branches, apart from fortnightly at Sebastopol and Creswick</p> <p>Baby rhyme time – twice weekly at Ballarat, weekly at Daylesford, Wendouree, Beaufort, Hamilton. (Bacchus Marsh to restart next financial year)</p> <p>Rhyme Time in the Community – Delacombe Community House and Wendouree West Community House</p> <p>Maternal and Child Health Sessions – all council areas, 10 visits per month, each area at least 3 times a year –</p>	<p>1. Book groups, attendance and number of clubs at all branches – 107 clubs, 1,070 members</p> <p>Book club lists and titles</p> <p>2. Event statistics – 19,000 early years events in 2008/09, 10,000 additional event participants</p> <p>3. Sebastopol College agreement and statistics</p> <p>4. Pinarc Boardmaker launch and guides</p> <p>5. High attendance at all events – young and old participants</p> <p>Author event stats: Tim Winton: 156; Susan Duncan: 100 Ballarat, 58 Bacchus Marsh; Robert Hillman 33 Creswick, Jeanette Rowe</p>	<ul style="list-style-type: none"> <li>▪ Extensive early literacy programs at all libraries and partnered with Maternal and Child Health and Best Start programs</li> <li>▪ Great staff interaction with borrowers – the personal approach, knowing and anticipating borrowers' needs</li> <li>▪ 10 staff to participate in SLV/PLVN Frontline Training each year for 3 years</li> <li>▪ High number of (in all regions)and good attendance at book clubs</li> <li>▪ SWIFT network – supports an old and depleted collection</li> <li>▪ Participation in events went up 116% in 2008/09 from 13,539 to 29,265, early literacy programs contributed 19,000 participants</li> </ul>	<ul style="list-style-type: none"> <li>▪ Collections <ul style="list-style-type: none"> <li>~ Expand</li> <li>~ Newer</li> <li>~ Daisy players for vision impaired readers</li> </ul> </li> <li>▪ Staff training on reader development and different reading needs– 10 staff per year for 3 years to participate in Frontline</li> <li>▪ Space to hold classes, groups and talks</li> <li>▪ Encouraging more author visits</li> <li>▪ More talking books</li> <li>▪ Investigating downloads and Kindle</li> <li>▪ Home School Support Policy to be devised</li> </ul>

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

**2.3 Encouraging a reading culture**

**Library service rating** ★★ ★

**Reviewer's rating** ★★ / ★★ ★

<p>links to the Young Readers Program 19,000 participants in 2008/09</p> <p>Premier's Reading Challenge – books labelled, catalogues provided to branches, promoted to schools</p> <p>Monthly Book Buzz clubs in all libraries</p> <p>School holiday programs</p> <p>High percentage of staff with training in early years literacy programs</p> <p>3. Partnership with Sebastopol Secondary College encouraging reading and learning outcomes for high school students</p> <p>4. Pinarc Boardmaker software access – resource for specialised literacy needs</p> <p>5. Author events – Tim Winton, Susan Duncan, Robert Hillman, Jeanette Rowe, Rachel Birmingham, Lynette Heenan (local author book launch) Jacqueline and John Dinan, Nadine Williams – Ballarat, Wendouree, Creswick, Bacchus Marsh, Ararat, Beaufort, Hamilton</p>	<p>7. Words in Winter, Hepburn Shire Clever Town challenge and Clunes Booktown Book valuation 2010</p> <p>8. Committee membership minutes, Blue Print Ballarat document</p> <p>9. Blog statistics</p> <p>10. Adult literacy and individual tutors use library on a regular basis</p>	<ul style="list-style-type: none"> <li>▪ Connection to Council events that promote a reading culture – Works in Winter, Book Town, Children's Week, Moorabool Literacy Trail</li> <li>▪ Attracting State and National events – Miles Franklin Award, Poetry Slam Regional Final, Independent Type Exhibition 2011, Summer Reading Promotion</li> </ul>	<ul style="list-style-type: none"> <li>▪ Greater planning and coordination of programs</li> <li>▪ Innovative programming and larger region-wide events e.g. literacy festival, writer's events, one book one region promotions</li> <li>▪ Partnerships, sponsorships and grant funding to support increased programming</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** ★ ★ / ★ ★ ★

<p>Poetry Slam – regional heat – 14 poets, now have ongoing event with Blue Note Cafe in Ballarat, starting April 2010</p> <p>Weekly book displays</p> <p>Summer Read promotions – event at Lavandula with Maura the Clairvoyant Librarian</p> <p>6. Talking <i>Courier</i> at Ballarat and Hamilton</p> <p>7. Coordination of Words in Winter and Clunes Booktown events</p> <p>8. Partnership/committees on literacy, Koori Group, Walking on Words, Blue Print for Ballarat Committee</p> <p>9. Website reading promotions, blog, reviews, suggestions</p> <p>10. Partnership with local adult literacy groups</p> <p>11. Provide community space (often in rural locations that have no other options)</p>			
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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** ★ ★ / ★ ★ ★

12. Genre, special collections – sustainability, Indigenous, local history and new book stickers

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

**Comments on Star rating**

Book chat – informal, large number of book clubs, 12 in house, 107 private  
 Early literacy focus, story times, visits to M&CH  
 Wireless -> youth  
 Combined partnerships, zines display  
 Youth lounge Ararat – trying a range of ideas  
 Author visits, plant swap day  
 Frontline reader development training  
 Ad hoc program, distance issues  
 Space constraints

Good core services

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

**Overall star rating**

**Library service rating** ★ ★

**Reviewer's rating** ★ ★

**Peer review notes**

Develop partnerships with Council Departments to deliver programs, especially youth

Lots of fantastic partnerships, congratulations on these

Lots of ideas, maybe need marketing plan to pull it all together so not so ad hoc, and staff and budget to implement – need consistent targeted programming

2 staff at all branches in order to run programs and participate in training, or implement RFID

More gaming required?

More reader development training required

How do you identify the needs to find out what people want?

Strong customer service culture

## Key result area 3: Developing social capital

### 3.1 Welcoming civic space and sense of identity and belonging

Library service rating ★★

Reviewer's rating ★★★

What we do	Evidence	Strengths	Areas for improvement
<p>1. Customer service is a priority</p> <ul style="list-style-type: none"> <li>~ Staff are always welcoming</li> <li>~ Sparkle and FISH Customer Service principles are used</li> </ul> <p>2. Libraries are welcoming to all</p> <ul style="list-style-type: none"> <li>~ Highlighting indigenous collections and welcoming space</li> <li>~ Special interest topics are highlighted within the collection</li> <li>~ Recent upgrades to Ballarat, Sebastopol and Creswick from Living Libraries Grant</li> <li>~ New library planned for Bacchus Marsh to open in 2011</li> <li>~ Upgrade of Avoca from Living Libraries grant 2010</li> <li>▪ Clunes Museum/Library Plans and Hamilton learning room</li> </ul> <p>3. Our libraries are configured to suit local borrowers</p>	<p>1. FISH Customer Service Training – Feb 2010 Sparkle Customer Service Training March 2010 for managers and admin, to be rolled out to all staff in July 2010</p> <p>Training Plan</p> <p>2. All libraries have Aboriginal flag, some have Rainbow flags and Breast Feeding Welcome stickers; special interest topics are highlighted in the collection with stickers, i.e. alternative lifestyle, environmental sustainability, aboriginal, etc.</p> <p>Bacchus Marsh Community Learning Centre Plans</p> <p>Clunes Plans</p>	<ul style="list-style-type: none"> <li>▪ New Library in Bacchus Marsh, refurbishment of Ballarat, Sebastopol and Creswick Libraries. Hamilton new learning space</li> <li>▪ Progressing Ballarat and Hepburn facilities planning, Ballarat West growth area, Hepburn: Clunes Museum/Library plans, Daylesford, Creswick needs to be identified</li> <li>▪ Success with Living Libraries grants 2007/08, 2008/09, 2009/10</li> <li>▪ Genealogy Ballarat and Ararat, Ancestry services</li> <li>▪ Community partnerships using the library for events and services. Smith Family and Clemente partnerships, reaching to socially and economically disadvantaged communities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review opening hours to ensure are satisfactory for users in all libraries</li> <li>▪ Reviewing library facilities and planning for renewal – Hepburn and Ballarat a priority. Facility plans developed with Councils</li> <li>▪ Building maintenance and cleaning reviewed</li> <li>▪ Quiet dedicated learning spaces needs</li> <li>▪ Computer labs for training needed</li> <li>▪ Smith Family Partnership needs to be continued and expanded in other regions for ongoing homework clubs, etc.</li> </ul>

## Key result area 3: Developing social capital

### 3.1 Welcoming civic space and sense of identity and belonging

Library service rating ★★

Reviewer's rating ★★★

<p>4. Libraries are maintained by member Councils</p> <p>5. New bright and lively marketing strategy and material</p> <p>6. Online resources including website, databases, wiki, blogs, Facebook, Twitter</p> <p>7. Internet access and WiFi in all libraries, Ballarat since 2006. 73,000 bookings in 2008/09</p> <p>8. All new members receive an induction to catalogue and services offered</p> <p>9. Library services are promoted to non-users at local community events and festivals</p> <p>10. Building community connections and partnerships e.g. Wendouree West Community Learning Hub, Delacombe Renewal, Ballarat Early Years Committee, Youth HQ, Lead On, Koori Early Years Focus Group, RYAN Network, Maryborough Going for Gold, Ararat Genealogical Society, Ararat Lenzone (Youth Service), YMCA</p>	<p>Hamilton Meeting Room Plan</p> <p>Photos of libraries</p> <p>3. Include youth space, children's area, public access computers, quiet reading areas where space allows</p> <p>4. Branch reports, SLAs</p> <p>5. Marketing Plan; brochure; opening hours bookmark; promotional flyers for story times, Book Buzz Club, computer classes, author visits, bookclubs, etc.</p> <p>6. Website and flyers for Facebook, databases, etc.</p> <p>7. IT Plan</p> <p>8. Membership policy</p> <p>9. Participation in Council/community events e.g. City of Ballarat's</p>	<ul style="list-style-type: none"> <li>▪ Connecting with Councils on their priorities, aging, Koori, early literacy and youth outreach</li> <li>▪ Digitisation of parts of the collection</li> <li>▪ Australiana collection</li> <li>▪ Family history on the road talks</li> <li>▪ SWIFT as a source of materials</li> <li>▪ Feedback forms are being used actively to request changes to library environments</li> </ul>	<ul style="list-style-type: none"> <li>▪ Standards for refurbishment or new libraries including spaces, display shelving, colours, etc.</li> <li>▪ Increase space for WiFi users (Hepburn Libraries)</li> <li>▪ Improve air conditioning in all Libraries, Sebastopol for 2010/11</li> <li>▪ Provide consistent information about libraries in Council Welcome Packs</li> <li>▪ Increase library information on Council webpages and Council information in libraries</li> <li>▪ Consistent weeding program to keep collection current, across all libraries</li> </ul>
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## Key result area 3: Developing social capital

### 3.1 Welcoming civic space and sense of identity and belonging

Library service rating ★★

Reviewer's rating ★★★

<p>Ararat Vacation Care Program, U3A Ararat, Creswick, Maryborough and Hamilton, Lions Club Ararat, BREAZE, Brace, Clemente, Bacchus Marsh and District Historical Society, Ballarat Genealogical Society, Bacchus Marsh Chess Club, Ballarat Chess Club, Smith Family, Regional Sustainability Alliance – Ballarat, Ballarat Learning Exchange, Clunes Booktown, Hepburn Shire Words in Winter, Hamilton Art Gallery</p> <p>11. Displays are regularly updated with community relevant information</p> <p>12. Community noticeboards are available and regularly updated, youth specific board at Ballarat</p> <p>13. Involvement in Council projects and events</p> <p>14. Offer early years programs 19,000 in 2008/09, primary aged programs, programs for elderly, computer classes, etc.</p> <p>15. Special events – 10,000 participants in 2008/09 across all libraries</p>	<p>Cultural Diversity Week, Seniors Week launch, Biggest Play Group, Children's Fun Day, Ballarat Heritage Weekend; Hepburn Council's Open Day, Lavendula Harvest Festival, Booktown, Words in Winter Festival, Creswick Lindsay Trail; Ararat's Sustainability Expo; Moorabool's Literacy Trail; Hamilton Sheepvention (2010), etc.</p> <p>10. Selection of minutes, MOU's, event photos, etc.</p> <p>11. Photos of recent displays including: in Ballarat – Ovarian Cancer, Aged Care, Hearing Awareness, Multiple Births Association; in Wendouree – Nights in Rodanthe and Community Safety Week; in Ararat – Market Day; in Daylesford – Locals Create Display; Clunes window displays for</p>		<ul style="list-style-type: none"> <li>▪ Facilities planning with Councils for Daylesford, Creswick, Clunes Sebastopol</li> <li>▪ Targeted promotion on literacy and reading for enjoyment</li> <li>▪ Identify other community groups and demographics in each area: culturally diverse groups, lower income; farming communities, etc. across all Councils</li> <li>▪ Increase heritage/ tourism connections</li> <li>▪ Focus groups for community involvement in planning</li> <li>▪ Get homework help groups up and running</li> <li>▪ Grow our web 2.0 presence and evaluate it</li> </ul>
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## Key result area 3: Developing social capital

### 3.1 Welcoming civic space and sense of identity and belonging

Library service rating ★★

Reviewer's rating ★★★

<p>16. Stock profiles created by what is borrowed each year; suggestions from community about new stock can be made, online or in person; feedback forms for collection comments</p> <p>17. Local history collections, Eureka, Heritage</p> <p>18. <i>MyLanguage</i> link</p> <p>19. Views of the public, evaluations of programs and feedback</p> <p>20. Showcase local talent</p> <p>21. Cultivate connections with local history groups, e.g. Ararat Chinese Community, Ararat, Bacchus Marsh and Ballarat Genealogical societies, PROV</p> <p>22. Mobile library reaching 22 towns and providing a social connection, particularly for isolated and seniors</p> <p>23. Home Library Service reaching 200 plus users and supported by 120 volunteers</p>	<p>Clunes Show; Hamilton – Get Caught Reading photographic display</p> <p>12. View noticeboards in libraries, youth specific board in Ballarat</p> <p>13. Business Plan, see #9 for list of events</p> <p>14. Programming Plan 2010, statistics, Service Level Agreements</p> <p>15. Posters advertising author visits e.g. Winton (156 participants Ballarat), Hillman (33 in Creswick), Duncan (100 in Ballarat, 56 in Bacchus Marsh), Rowe (100 in Ballarat, Wendouree) etc., CDW 2010 (stats), Poetry Slam 2009 (14 poets, 38 audience)</p> <p>16. Collection Development policy, website, feedback forms</p>		<ul style="list-style-type: none"> <li>▪ Council connections – build on relationships</li> <li>▪ Stock suggestions place on website is hard to find</li> <li>▪ Revamp our promotion of Eureka and heritage collections</li> <li>▪ Increased staffing levels need to be increased to meet demand and allow staff to work in the community</li> <li>▪ Partnering with other Council staff to extend the range of services to the community</li> </ul>
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**Key result area 3: Developing social capital**

**3.1 Welcoming civic space and sense of identity and belonging**

**Library service rating ★★**

**Reviewer's rating ★★ ★**

24. Living Libraries grants, Ballarat, Sebastopol, Bacchus Marsh and Avoca upgrades. Hepburn beginning facilities planning and grant for Clunes Library/Museum

25. Wii in Hamilton, Xbox in Ballarat for young adults, funding for Ararat in 2010/11

17. View collections

18. Website link

19. Customer survey for review, feedback and evaluation forms, complaints and compliments register, Nexus 2007

20. Music in the Library, Moor Art Space, Ararat and Hamilton art displays, 2 displays as part of the Foto Biennale

21. Digitisation Grant 2010, Digitisation Plan

22. Timetable and brochure

23. Home Library brochure

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

**Comments on Star rating**

Indigenous stickers, same sex alliance, genre stickers – good program to connect with Indigenous and highlight special interest collections

Bacchus Marsh and Ballarat refurbishment

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

**3.1 Welcoming civic space and sense of identity and belonging**

**Library service rating ★★**

**Reviewer's rating ★★★**

Customer service training, sparkle for all staff -> FISH, generated speed training

Moorabool Literary trail, Sheepvention

Genealogy expertise

Storytime kits

Achieve a lot without specialised team of coordinators

Mobile library valued

Good work with marketing program collateral and plan

Working towards establishing connections with each of the councils as Council/library connections needed

## Key result area 3: Developing social capital

### 3.2 Supporting social connections

Library service rating ★★

Reviewer's rating ★★★

What we do	Evidence	Strengths	Areas for improvement
<ol style="list-style-type: none"> <li>1. Partnership with Wendouree West Community Hub and Delacombe Community House, both areas with very low social economic and literacy rates to provide weekly rhyme time sessions</li> <li>2. Provide lifelong learning in the community</li> <li>3. IT training, Smith Family and Clemente programs</li> <li>4. Adult bookclubs/book chats, youth bookclubs</li> <li>5. Music performances in the Ballarat Library</li> <li>6. Free wireless internet access all libraries</li> <li>7. Supporting national and statewide programs:               <ul style="list-style-type: none"> <li>~ Summer Reads – children and adult</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>1. Sessions are funded by Wendouree West Community Hub (\$3,620) and Delacombe Community House (\$1,500), funding agreements, flyers</li> <li>2. Maternal &amp; Child Health Centre visits; talks to multicultural centre tutors; Annual Early Literacy Training for Ballarat Kindergarten Teacher's Association and Family Day Care providers</li> <li>3. IT Training Plan</li> <li>4. Administration of 107 independent adult bookclubs, 6 library-facilitated bookclubs conducted: 2 in Ballarat, 1 in each of Daylesford, Hamilton, Maryborough and Wendouree, 3 young adult bookclubs in Ballarat, Daylesford and Hamilton and 1 book chat in Ballarat</li> </ol>	<ul style="list-style-type: none"> <li>▪ Early years programming, baby rhyme time and story time and Maternal &amp; Child Health links</li> <li>▪ Free fast wireless internet access in all libraries</li> <li>▪ Popular bookclubs (107)</li> <li>▪ Computer classes for disadvantaged adults</li> <li>▪ Sustainability bookclub</li> <li>▪ Moorabool Literacy Trail</li> <li>▪ Walking on Words National Conference in 3<sup>rd</sup> year. Very successful – Mem Fox, Andrew Daddo, Noni Hazelhurst,</li> <li>▪ New partnerships developed to meet areas of high need in early literacy, IT skills and learning support – Wendouree West, Sebastopol CAFS, Smith Family, Clemente Program</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community Safety with Police events</li> <li>▪ Space in libraries or in the community that can be used to encourage community activities</li> <li>▪ Sponsorship and partnerships to get more \$</li> <li>▪ Connect with international students at UB</li> <li>▪ More laptops for community computer training</li> <li>▪ Freeing up staff hours to make meaningful connections</li> <li>▪ Use statistics to gather demographics data i.e. languages, nationalities, ages, etc.</li> </ul>

## Key result area 3: Developing social capital

### 3.2 Supporting social connections

Library service rating ★★

Reviewer's rating ★★★

<p>~ Simultaneous Story Time ~ Children's Book Week ~ Premier's Reading Challenge</p> <p>8. Walking on Words Conference 2007 (440), 2008 (200), 2009 (240) – coordination and sponsorship, promoted nationally</p> <p>9. Baby rhyme time, story times, Book Buzz clubs, young adult bookclubs, school holiday programs</p> <p>10. Community engagements, youth, Koori, early years connections, soup bus</p> <p>11. Moorabool Literacy Trail events</p> <p>12. Ararat Sustainability Expo</p> <p>13. Cultural Diversity Week connections and activities; Seniors Week launch</p> <p>14. Literary events</p> <p>15. Other events promoting reading and literary events</p>	<p>5. Minimum of 5 music performances per month in Ballarat Library, plus extras from school choirs, community choirs, individual performers, etc.</p> <p>6. Internet and wireless usage: wireless YTD Jan 2010: users = 2,226, hours = 3,304  Public internet YTD Jan 2010: users = 3,837, hours = 2,804</p> <p>7. Promotional material, stats</p> <p>8. Conference program @ <a href="http://www.walkingonwords.com">http://www.walkingonwords.com</a>, speakers included Damian Callinan, Dr Cathie Harrison, Louise Dorrat, Andrew Daddo and Dr Julie Dunn; 240 delegates attended</p> <p>9. Baby rhyme time YTD Jan 2010: sessions = 81, attendance = 2,249; preschool story times YTD Jan 2010: sessions = 194, attendance = 4,687; Book Buzz YTD Jan</p>		<ul style="list-style-type: none"> <li>▪ Increase staff mix, gender, age, multicultural to support social connections</li> <li>▪ More language fonts on our public access PCs</li> <li>▪ Sourcing grant funding for projects</li> <li>▪ Increasing range of language resources available</li> <li>▪ Greater use of volunteers</li> <li>▪ Programs for men and youth</li> <li>▪ Adult literacy programs</li> <li>▪ Access to programs at all libraries, due to staffing and budget – being considered as part of the review</li> </ul>
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**Key result area 3: Developing social capital**

**3.2 Supporting social connections**

**Library service rating ★ ★**

**Reviewer's rating ★ ★ ★**

	<p>2010: sessions = 36, attendance = 348; young adult bookclubs YTD Jan 2010: sessions = 9, attendance = 79; school holiday programs YTD Jan 2010: sessions = 50, attendance = 1,897</p> <p>10. Great feedback from community engagements, e.g. Delacombe renewal, Lavendula festival, COB Children's Day, Seniors Week launch, YHQ, BLX, GLEC connections. Minutes of meetings, Soup bus Christmas Dinner held in the Library (Ballarat 25/12/09) – 80 attended (photos)</p> <p>11. Storytelling and literacy promotion, event won Local Government Community Engagement Award. Thank you card and photos</p> <p>12. Display and library promotion to 500+ visitors</p> <p>13. CDW Program and stats</p>		
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**Key result area 3: Developing social capital**

**3.2 Supporting social connections**

**Library service rating ★ ★**

**Reviewer's rating ★ ★ ★**

	<p>14. Miles Franklin Tour – Tim Winton, 156 attended; Susan Duncan – Ballarat 100, Bacchus March 55; Robert Hillman – Creswick Words in Winter Festival, 33 attended book launch for local author Lynnette Heenan (Beaufort 50 and Ararat 50 participants)</p> <p>15. Book Councils Clayton's Dinner 2009 – 40 attended; Australian Poetry Slam Heat, 14 Poets, 38 audience; McCullam Dinner 2007 – 120</p>		
<p><b>Peer review notes on: What we do, Strengths, Areas for improvement, Evidence</b></p>			<p><b>Comments on Star rating</b></p>
<p>Partnerships are excellent and a great way to increase services and funding</p> <p>Early years, Book Buzz, M&amp;CH, computer classes, events out into the community, Seniors Week, Poetry, music program, WOW conference</p> <p>Diversity/Harmony Day successful</p>			

## Key result area 3: Developing social capital

### 3.3 Reaching out to communities and working in partnerships

Library service rating ★★ ★

Reviewer's rating ★★ ★

What we do	Evidence	Strengths	Areas for improvement
<ol style="list-style-type: none"> <li>1. Mobile library</li> <li>2. Home Library Service</li> <li>3. Institutional loans to aged care facilities, daycare centres, home schoolers</li> <li>4. Partnership with Wendouree West Community Hub and Delacombe Community House, early literacy, IT and supporting parents</li> <li>5. Supporting prisoners at Ararat Prison, new program in late 2010</li> <li>6. U3A: Hamilton, Creswick, Daylesford, Maryborough, Ararat</li> <li>7. <i>YourTutor</i> promotion in the community</li> <li>8. Programs and education partnerships</li> <li>9. Promotion of services to non-users: public events, radio</li> </ol>	<ol style="list-style-type: none"> <li>1. 22 stops in 7 Council areas, statistics, timetable</li> <li>2. Statistics</li> <li>3. Loan and membership stats</li> <li>4. MOUs, funding arrangements, flyers</li> <li>5. Agreement; statistics: prison</li> <li>6. Use of library space, brochures</li> <li>7. Promotion in the libraries Neighbourhood House network, in schools, Wendouree West Community Hub</li> <li>8. M&amp;CH and playgroups</li> <li>9. Monthly spot on ABC radio, Blue Note Poetry Slam (partnering with Blue Note Piano Bar/Ballarat Writers)</li> </ol>	<ul style="list-style-type: none"> <li>▪ Existing partnerships with Shire Council and Best Start Organisation (literacy and numeracy)</li> <li>▪ Clemente program – tertiary education program for disadvantaged people. Only public library in Australia to be in a partnership</li> <li>▪ Home Library Service, working with Council staff and volunteers</li> <li>▪ Family History on the road presentations</li> <li>▪ Mobile library – in small communities social connections are important</li> <li>▪ Actively seeking partnerships to work with community groups</li> <li>▪ Designated person for developing partnerships (part of role) Ballarat</li> </ul>	<ul style="list-style-type: none"> <li>▪ Coordinate partnerships with all of our member councils</li> <li>▪ Engage more volunteers</li> <li>▪ Get good emailing lists to send events notifications to</li> <li>▪ Increase outreaching libraries outside Ballarat</li> <li>▪ Active ageing strategies – take into account</li> <li>▪ Decide what to stop doing – streamline activities</li> <li>▪ Mobile service review (2010/11 plan): pick up, deliver, small van options</li> <li>▪ Specialist staff required in every branch</li> </ul>

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

**3.3 Reaching out to communities and working in partnerships**

**Library service rating** ★ ★ ★

**Reviewer's rating** ★ ★ ★

10. Community engagements: City of Ballarat Family Fun Day, Biggest Play Group, Clunes Booktown, Hepburn Words in Winter, poetry slams, etc.

11. Australiana and history partnerships

12. Sustainability expos, community expos

13. Other partnerships:

- ~ Ballarat City Council: Youth headquarters (YHQ), BLX (Lead on), Member on Positive Aging Strategy Advisory Committee
- ~ Maternal & Child Health
- ~ BREAZE
- ~ Fine Art Gallery
- ~ Smith Family – seek funding for CHRLC homework club
- ~ Ararat Genies
- ~ Ballarat Genies
- ~ Eureka Centre (catalogue and provide access to resources)
- ~ Ballarat North Community Salvation Army Centre

10. 2 community events per council in new SLAs

11. 2 librarians dedicated to local history. Attend all PROV meetings. Conservation MOU btw collections co-op

12. Showcasing our resources

13. Designated library plan goals for partnership

Other evidence

- Regular exhibition in the moor art space
- Run children's program with Best Start every year
- Exhibition presented by Historical Society in the library

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

**3.3 Reaching out to communities and working in partnerships**

**Library service rating** ★ ★ ★

**Reviewer's rating** ★ ★ ★

- ~ Aged Care Services – City of Ballarat Partnership
- ~ Sebastopol College – buy library services from us
- ~ Partnership with Council; re Arts and Culture – art exhibition space
- ~ Historical Society exhibition in library
- ~ What's in Ballarat City Council (Ellie)
- ~ Yuille Park School (Wendouree Library)
- ~ Public Records Office Vic
- ~ Ballarat Tourist Information Centre
- ~ Partnership with Best Start Organisation
- ~ Sports Equipment Library
- ~ Australian Centre for Moving Image – collection point

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

**Comments on Star rating**

Mobile review two years ago, dropped a few stops; next review about the vehicle  
Home Library Service

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

**3.3 Reaching out to communities and working in partnerships**

**Library service rating** ★ ★ ★

**Reviewer's rating** ★ ★ ★

Getting out to community events

Outreach programs/events

Partnerships

ABC Local Radio promotion

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

**Overall star rating**

**Library service rating** ★ ★ ★

**Reviewer's rating** ★ ★ ★

**Peer review notes**

Customer service training – good program

Working towards establishing relationships with local Councils to establish individual library identities, connecting with all Council plans is a huge challenge

Partnerships excellent for funding opportunities – staff need more time to go out into the community and establish partnerships, finding partners and sponsors

Using your community and finding new people

Early literacy programs are good but should be basic core service at every branch; delivering a lot without specialised team of coordinators, need children's and youth services specialists

Genealogy and Australiana are strong collections

Free computer classes and bookclubs

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

**Overall star rating**

**Library service rating** ★ ★ ★

**Reviewer's rating** ★ ★ ★

Marketing events outside the library is good marketing technique

Look at volunteer program to supplement and assist qualified staff (not replace)

Social connection of mobile, not take it away with review

Facility plans for Hepburn and Ballarat – slow and steady

Long term expansion of hours planned for most branches, look at weekends as opening hours are limiting, identified in service planning

Passionate and enthusiastic to create connections

Soup bus is an amazing generosity of staff time

Staff mix, free up staff

## Key result area 4: Demonstrating leadership

### 4.1 Leadership and innovation at all levels

Library service rating ★★

Reviewer's rating ★★ ★ / ★★ ★

What we do	Evidence	Strengths	Areas for improvement
<p>1. CHRLC Library Plan and Budget. Themes: Community Connections, Reading and Learning, Striving for Excellence</p> <p>2. CHRLC Review to work with Councils to review financial sustainability and new models for governance and operating. Increase funding levels to closer to the state averages, improve collection funding as the priority form 2010/11 with an additional \$100,000</p> <p>3. Board Induction and Tour - increasing knowledge about Councils and library needs</p> <p>4. LST – Library Strategy Team and LMT – Library Management Team for planning and service improvement. Focused on Library Plan outcomes</p>	<p>1. Library Plan document</p> <p>2. CHRLC Review document</p> <p>3. Board Induction Manual; tour schedule; library profile</p> <p>4. Agendas and meeting LST and LMT linked to library plan</p> <p>5. Directions Team agenda</p> <p>6. Branch minutes, dates of meetings</p> <p>7. Staff Training Plan; workshop agenda</p> <p>8. CHRLC Library Plan values</p> <p>9. Policy Committee agendas</p> <p>10. Staff newsletter</p> <p>11. SWIFT, SMS examples</p>	<ul style="list-style-type: none"> <li>▪ Library Plan and Business Plan</li> <li>▪ LST &amp; LMT understand the Library Plan</li> <li>▪ Outstanding customer service and development of culture, supported by regular training</li> <li>▪ Fortnightly branch meetings</li> <li>▪ Policy Committee staff involvement</li> <li>▪ Staff newsletter – helps us know what everyone is doing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Engage staff in developing, living, understanding library plan</li> <li>▪ Consistent communication with staff across wide area</li> <li>▪ Increased visits from LST managers to branches to support, develop and empower teams</li> <li>▪ Development of plans for each library</li> <li>▪ Web linkups between branches</li> <li>▪ LMT meetings and a focus on innovation</li> <li>▪ Greater emphasis on introducing Board, Councillors, Council staff to library staff regularly</li> </ul>

**Key result area 4: Demonstrating leadership**

**4.1 Leadership and innovation at all levels**

**Library service rating ★ ★**

**Reviewer's rating ★ ★ ★ / ★ ★ ★**

- 5. Directions Team introduced in 2010 for one-on-one meetings with Branch Managers and CEO starting March 2010 – 3<sup>rd</sup> week of each month
- 6. Library Branch Meetings: Ballarat, Wendouree, Bacchus Marsh, Daylesford, Hamilton, Ararat, enquiry desk meetings – works well to motivate and empower
- 7. Library Plan – staff training day workshops each year from 2008 – Board members
- 8. Values – customer service is high
- 9. Policy Committee and wider involvement of staff
- 10. Staff newsletter to share ideas and updates
- 11. IT – SWIFT, SMS notices, pre-overdue alert
- 12. Leadership program 2007 and 2011

- Greater information to the Board and Councils on achievements of each library
- Opportunities for staff to put forward ideas, increase innovation
- Funding levels has limited innovation

**Key result area 4: Demonstrating leadership**

**4.1 Leadership and innovation at all levels**

**Library service rating** ★ ★

**Reviewer's rating** ★ ★ ★ / ★ ★ ★

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

**Comments on Star rating**

Annual training day, staff feedback is strong  
Looking for all staff to be involved in planning  
Interaction between Board and staff members  
Management time needed  
Good range of meetings and plans  
Library Plan, staff contribute  
Strategic Review and Direction Team  
Involving staff

## Key result area 4: Demonstrating leadership

### 4.2 Planning and community engagement

Library service rating ★★

Reviewer's rating ★★ / ★★★★★

What we do	Evidence	Strengths	Areas for improvement
<ol style="list-style-type: none"> <li>1. Customer survey for the library review using survey monkey, 480 responses</li> <li>2. Cultural Diversity Week events 2010</li> <li>3. Smith Family partnership provided IT training</li> <li>4. Clemente Program; in partnership with universities and community groups to provide education to disadvantaged groups. First program in Australia to be partnered with public library</li> <li>5. Library plan has links to 7 Council strategies. Public feedback on plans each year</li> <li>6. Staff invited to being part of council committee</li> <li>7. Staff review process identifies community partnerships</li> </ol>	<ol style="list-style-type: none"> <li>1. Survey document</li> <li>2. Cultural Diversity Week program</li> <li>3. Smith Family computer classes outline</li> <li>4. Clemente outlines and reports</li> <li>5. Library plans from each Council and business plan</li> <li>6. Attendance at community service meetings. Invitation to positive ageing advisory committee</li> <li>7. Staff review plan</li> <li>8. Library link requests</li> <li>9. Blog</li> <li>10. Council plans mention library in 2009/10</li> </ol>	<ul style="list-style-type: none"> <li>▪ Trying innovative ways to engage, survey monkey, Council open day</li> <li>▪ Energy to engage</li> <li>▪ High level of one-on-one engagement between staff and community</li> <li>▪ Early literacy programs</li> <li>▪ Home services</li> <li>▪ Increased range of programs since 2009</li> <li>▪ IT training and partnerships</li> <li>▪ Public access to wireless connection</li> <li>▪ Linking with Council and working with Board and Council officers has increased and improved in 2009 and following CHRLC Review, increased the connection with Councils</li> </ul>	<ul style="list-style-type: none"> <li>▪ Consistent community engagement and feedback processes</li> <li>▪ Identifying targeted services, particularly for disadvantaged groups across whole region</li> <li>▪ Take library out to the community</li> <li>▪ Improve community involvement in stock selection</li> <li>▪ Increase youth connections</li> <li>▪ Develop facility plans and upgrade plans for each Council</li> <li>▪ Work through CHRLC Review outcomes to address staffing levels. Look for new initiatives to fill staffing gaps</li> </ul>

**Key result area 4: Demonstrating leadership**

**4.2 Planning and community engagement**

**Library service rating ★ ★**

**Reviewer's rating ★ ★ / ★ ★ ★**

- 8. Stock selection, library users can request an item online through library link for purchasing
- 9. Customers can add reviews and add comments to blog
- 10. Councils' plans now all include a statement on the library. This has not been evident in the past
- 11. New library to be built in Bacchus Marsh
- 12. Yearly events calendar. Growing involvement in community events and council priorities such as: Summer Reading, young readers program, Premiers Reading Challenge, Seniors Week, travelling exhibitions, Children's Week, Moorabool Best Start program. 29,000 participants in 2008/09
- 13. Other links with Council involving sustainability, Maternal and Child Health and visits to kindergartens

- 11. Bacchus Marsh Library plan and information
- 12. Events calendar, growth in participants in events
- 13. Isolated groups include: IT classes, home library, wireless internet, Maternal and Child Health, baby rhyme time, *Travelling Treasures*, photographic exhibition
- 14. Budget plan/CHRLC Review, Board minutes, Library Plan and budget out for public comment

- Identify new income streams – grants, sponsors, foundation
- Increase range of volunteers to encourage
- Conduct a regular user and non-user survey
- Community engagement as part of all planning
- Mobile library review from August 2010 to identify range of roles, especially outreach. service

Key result area 4: Demonstrating leadership			
4.2 Planning and community engagement		Library service rating ★ ★	Reviewer's rating ★ ★ / ★ ★ ★
14. Increased investment through budget ~ +16% 2009/10 ~ +18% 2010/11 ~ +18% 2011/12			
Peer review notes on: What we do, Strengths, Areas for improvement, Evidence			Comments on Star rating
Regular and more formal mechanisms for community-focused consultation needed Connections into community engagement Staff review process Library Plan linking to the Council Plans is an achievement Planning across 7 Councils District planning opportunities Marketing plans are geared toward planning across a large number of services Need funding for better analysis of community needs in order to target services			

## Key result area 4: Demonstrating leadership

### 4.3 Building organisational capability through people

Library service rating ★★

Reviewer's rating ★★★

What we do	Evidence	Strengths	Areas for improvement
<ol style="list-style-type: none"> <li>1. Training assessment completed, limited by training budget, being improved following CHRLC Review. Using in peer and speed training sessions</li> <li>2. All staff customer service program – Sparkle Customer Training March 2010 and July 2010</li> <li>3. Speed training to all libraries throughout 2010. Commencing at Ararat</li> <li>4. IT training and guides across service</li> <li>5. Induction program</li> <li>6. Policies and procedures for all areas, available on the Intranet and supported by Branch Manuals. LMT and staff involvement in development</li> <li>7. Position Descriptions for all and reviewed twice yearly as part of performance reviews</li> </ol>	<ol style="list-style-type: none"> <li>1. Number of training sessions/ training plan</li> <li>2. Sparkle training booklet</li> <li>3. Speed training document</li> <li>4. IT training guides on intranet</li> <li>5. Induction plans</li> <li>6. Policy and procedures on Intranet</li> <li>7. Position Description example</li> <li>8. Staff Review template</li> <li>9. Training calendar</li> <li>10. Directions meetings</li> <li>11. Policy Committee minutes</li> <li>12. <i>Being The Best We Can</i> evidence folders</li> <li>13. CHRLC Review document</li> </ol>	<ul style="list-style-type: none"> <li>▪ Intranet to document</li> <li>▪ New brochure and bookmark</li> <li>▪ IT training</li> <li>▪ Database training</li> <li>▪ All day staff training day</li> <li>▪ Maximise potential of staff</li> <li>▪ All staff at Ballarat are given 1 to 2 tasks that they enjoy to break the repetitiveness of returns, etc.</li> <li>▪ Early literacy training</li> <li>▪ Sourcing free-training, sending staff</li> <li>▪ Review process</li> <li>▪ Committed staff</li> <li>▪ Policy committee</li> <li>▪ Induction program</li> <li>▪ Staff policies reviewed and improved</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meeting staffing standards</li> <li>▪ Staff reward system (ceased)</li> <li>▪ Consistency of training</li> <li>▪ Workforce plan to consider staff mix of young people and men</li> <li>▪ Incentives, budget, travel and accommodation</li> <li>▪ Prioritising funding for staff training</li> <li>▪ Need a learning passport</li> <li>▪ Database training increased from branches</li> <li>▪ Thin client</li> <li>▪ Develop staff mentoring program</li> </ul>

**Key result area 4: Demonstrating leadership**

**4.3 Building organisational capability through people**

**Library service rating ★ ★**

**Reviewer's rating ★ ★ ★**

- 8. Staff review twice a year
- 9. Staff motivated to learn but very busy, using speed learning sessions to increase access
- 10. Greater involvement of Branch Managers in new initiatives to increase skills
- 11. Policy Committee commenced in 2009 for wider involvement
- 12. *Being The Best We Can* project – team members increasing skills and understanding of the whole organisation
- 13. Review Implementation Group commenced in 2010 includes staff representatives to guide CHRLC Review process and transition to new models
- 14. Staff leading programs in:
  - ~ early literacy programs
  - ~ community events
  - ~ home service

- 14. Annual statistics
- 15. Agenda, training notes
- 16. Training calendar
- 17. Promotional material
- 18. Several people on study leave and increased in EBA
  - 1 x management
  - 2x Librarianship
  - 2 x Library Technician
- 19. Customer complaints procedure

- Outstanding customer service
- Staff very committed to their communities

- Create time for staff training
- Encouraging new users – further develop joining programs for new residents
- Increase connections with options for Council-based training
- Increase staff completing certificate in workplace training
- Dedicated 0.5 HR manager in 2010/11
- LMT focus to include continuous improvements
- Introducing *Business Excellence Framework* as part of improvement program
- Continue dealing with difficult people training

Key result area 4: Demonstrating leadership			
4.3 Building organisational capability through people		Library service rating ★ ★	Reviewer's rating ★ ★ ★
15. Annual staff training day, aiming to increase to twice a year			<ul style="list-style-type: none"> <li>Branch Manager rotation for development of team</li> </ul>
16. Database training in all branches twice a year and incorporated in speed training			
17. March Madness membership drive, to increase wider community engagement. Increase in membership by 3,000 active members			
18. Study leave provided and funding improved to 50% in 2010/11			
19. Dealing with difficult customers training 2009			
Peer review notes on: What we do, Strengths, Areas for improvement, Evidence			Comments on Star rating
<p>Could do so much more with training and relief staff budget increases</p> <p>IT/speed training</p> <p>Board induction plan</p> <p>Funding for training, conferences, consistent</p> <p>Industry innovations</p> <p>Staff miss out on external training opportunities, even if free</p>			

**Key result area 4: Demonstrating leadership**

**Overall star rating**

**Library service rating** ★ ★

**Reviewer's rating** ★ ★ ★

**Peer review notes**

Great opportunities for self-management, identifying what needs to be done and getting on with it

Engaging staff in process is to be congratulated

Great that staff review process links with Council plans

Good basis for an excellent program

Needs funding for engagement, for staff to attend training and to implement higher level risk management and HR strategies

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

### 5.1 Implementation of policies and procedures

Library service rating ★★

Reviewer's rating ★★

What we do	Evidence	Strengths	Areas for improvement
<ol style="list-style-type: none"> <li>1. Maintain a policy and procedure register</li> <li>2. Provide a specific area on the staff Intranet for policies and procedures</li> <li>3. CHRLC has policies and procedures for all operational areas of the library service:                             <ul style="list-style-type: none"> <li>~ Sirsi (LMS) procedures</li> <li>~ OH&amp;S policies and procedures</li> <li>~ Operational policies and procedures</li> <li>~ HR policies and procedures</li> <li>~ Governance policies and procedures</li> <li>~ Technical Services policies and procedures</li> <li>~ Information Technology policies and procedures</li> <li>~ Specific branch procedures</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>1. Copy of policy and procedure register</li> <li>2. Presentation showing intranet</li> <li>3. Documents as evidence including policies and procedures</li> <li>4. Examples of IT troubleshooting guides</li> <li>5. Customer Service Charter</li> <li>6. IT help desk system</li> <li>7. Policy discussion at branch meetings</li> <li>8. Internal Audit program and procedures</li> <li>9. Audit Committee Charter</li> <li>10. Risk Management Framework, register and action plans</li> </ol>	<ul style="list-style-type: none"> <li>▪ Risk Management Framework                             <ul style="list-style-type: none"> <li>~ register</li> <li>~ action plans</li> </ul> </li> <li>▪ Training notes for OH&amp;S policy and procedure</li> <li>▪ Policy Review Committee staff change each year</li> <li>▪ Policy and procedure register up-to-date</li> <li>▪ IT troubleshooting guides, support and help desk</li> <li>▪ Occupational Health and Safety processes</li> </ul>	<ul style="list-style-type: none"> <li>▪ Financial policies and procedures need improvement</li> <li>▪ Dissemination of information to staff</li> <li>▪ Increase training days with all staff</li> <li>▪ <i>Business Excellence Framework</i></li> <li>▪ Improve process to develop and approve policies and procedures</li> <li>▪ Staff induction needs increased focus on policy and procedures</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 ★ ★**

- 4. IT troubleshooting guides and support
- 5. Customer service charter
- 6. Complaint procedures
- 7. Branch procedure files
- 8. Internal audit program
- 9. Audit Committee
- 10. Risk Management Framework
- 11. Finance Committee
- 12. Staff induction program
- 13. Policies and procedures are disseminated through LST, LMT, training days, branch meetings, intranet alert system, email and Speed Training Program

- 11. Finance Committee Terms of Reference
- 12. Staff Induction Manual
- 13. CHRLC meeting calendar, Speed Training outline

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

**Comments on Star rating**

IT support really good, working on network security, support has created a lot of great documents/support literature

Seamless wireless

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

**5.1 Implementation of policies and procedures**

**Library service rating ★ ★**

**Reviewer's rating ★ ★**

Policy register – to do list is extensive

Difficult for staff to find time to train in policies and procedures

Time for implementation of policies and procedures is a concern, needs tighter timelines as is lengthy process

Policies and procedures to include training notes

Risk management plan highlights the collection and staffing, IT risk management to be done

Developed internal audit program

Time poor

## 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 ★ ★

What we do	Evidence	Strengths	Areas for improvement
<ol style="list-style-type: none"> <li>1. CHRLC Review outcome in 2010, new funding/government model</li> <li>2. High level of PC occupancy</li> <li>3. Member of SWIFT Consortium</li> <li>4. Floating collections</li> <li>5. Board commitment to increasing collection funding additional \$100,000 for 2010/11</li> <li>6. Increased grant funding in 2009/10 around \$25,000</li> <li>7. Strategic work with the Board to provide additional funding budget following VAGO report</li> <li>8. Payroll audit</li> <li>9. VECCI HR Audit February 2008</li> <li>10. Requests and suggestion forms in branches and online</li> </ol>	<ol style="list-style-type: none"> <li>1. CHRLC Review Document</li> <li>2. Statistics</li> <li>3. Agreement and SWIFT statistics</li> <li>4. Collections Statistics Report</li> <li>5. Board minutes</li> <li>6. Grant funding documents</li> <li>7. Budget Plan – 5 year plan</li> <li>8. VAGO Payroll Audit results</li> <li>9. VECCI HR Audit document</li> <li>10. Request form and web feedback section, complaints and feedback register</li> <li>11. VAGO rating Green for 2008/09</li> <li>12. Membership agreement</li> </ol>	<ul style="list-style-type: none"> <li>▪ Part of the SWIFT Consortium</li> <li>▪ Showcase: Genealogical Collection, Banfield Collection, Eureka Centre, Sebastopol College accessed in catalogue</li> <li>▪ Australian Reference Library</li> <li>▪ Community focused</li> </ul>	<ul style="list-style-type: none"> <li>▪ RFID – planned for Bacchus Marsh and Ballart for 2011/12</li> <li>▪ Increase PCs needed</li> <li>▪ A dedicated Finance/HR manager to manage internal audit, risk and transition of staff to Council employment (pending decision)</li> <li>▪ Rotation of staff across branches</li> <li>▪ Underfunding of collection and transition to eBooks. Being addressed by Review</li> <li>▪ Extend facilities planning with each Council</li> <li>▪ Low staffing levels not meeting standard and limiting services</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 ★ ★**

- 11. CHRLC future viability through strategic budget management
- 12. Gulliver and BRUCE (5) consortia membership
- 13. Profile buying and collection procurement
- 14. Proactive user of LLV
- 15. Compliance with DPCD WiFi requirements, had already implemented at Ballarat prior to the grant

- 13. Collection profiles and procurement agreement
- 14. LLV statistics
- 15. WiFi statistics

- Community consultation in the area of collection development
- Review opening hours needed, especially at weekends
- 4th bottom in terms of (per capita) funding, increase to mid range
- 6th highest in terms of population in Victoria, should be a regional leader. Requires funding for innovation

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

**Comments on Star rating**

Review of funding and governance

SWIFT statistics – stock turnover is high and has made more items available to CHRLC customers

Collaborative purchasing – outsourcing, expecting stock turnaround improvement, achieved savings by taking up MAV tender

RFID would alleviate many problems associated with lack of staffing, review outcomes, increased collection \$

Difficult to get all 7 Councils to agree

SLA with each Council

Effective usage of resources is impacted by low collection funding

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

5.3 Self-evaluation and continuous improvement

Library service rating ★ ★

Reviewer's rating ★ / ★ ★

What we do	Evidence	Strengths	Areas for improvement
<ol style="list-style-type: none"> <li>1. CHRLC Strategic Review</li> <li>2. Customer Survey 2009</li> <li>3. Staff consultation on change process for review through RIG</li> <li>4. Twice yearly staff review process</li> <li>5. Continuous review of policies and procedures</li> <li>6. Audit Committee, Internal Audit – Payroll, Network Security</li> <li>7. Pilot projects – baby rhyme time with evaluation assisted in extending to other libraries</li> <li>8. Customer feedback and complaint process improving response process and reporting of issues to Board</li> <li>9. Seeking new funding through partnerships and grants</li> </ol>	<ol style="list-style-type: none"> <li>1. CHRLC Strategic Review report</li> <li>2. Customer survey outcomes</li> <li>3. Service Review Committee documents</li> <li>4. Staff review procedures and review documents</li> <li>5. Policy Review Committee outcomes</li> <li>6. Audit Committee Charter and sample minutes  Internal Audit documents and procedures</li> <li>7. Baby rhyme time pilot project documentation</li> <li>8. Feedback and complaints procedures and register</li> <li>9. Examples of partnerships/ grant funding opportunities:</li> </ol>	<ul style="list-style-type: none"> <li>▪ Policies and procedures documented</li> <li>▪ Intranet for access to policies and procedures</li> <li>▪ Policy Committee</li> <li>▪ LST, LMT and Directions Team to discuss improvements</li> <li>▪ Trialling new programs</li> <li>▪ Training staff within limited budget – peer training, speed training</li> </ul>	<ul style="list-style-type: none"> <li>▪ Introduce <i>Business Excellence Framework</i> – Ararat, Southern Grampians and Hepburn using the model. Funding for models needs to be increased</li> <li>▪ Increase feedback on library services from a range of stakeholders</li> <li>▪ Staff development is encouraged, but limited by funding</li> <li>▪ Looking at things differently, trying new approach to resolve long term concerns e.g. Service Level Agreements</li> <li>▪ Improved intranet for easier access to information</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 ★ / ★ ★

10. Board Planning Day – 22 March – developing vision for Board and services	Smith Family, Delacombe, Yuille Community College, Best Start Bacchus Marsh, Sustainability Grant		<ul style="list-style-type: none"> <li>▪ Records management system</li> <li>▪ Finance and HR Manager to take ownership of audit and HR areas (following outcome of Review)</li> </ul>
11. Continuous improvement through regular meetings	10. Board Planning Day documentation		
12. Risk Management Framework, register and action plans	11. LMT and branch minutes		
13. State Collections Audit	12. Risk management documents		
14. OH&S program	13. State Collections Audit results		
15. Speed Training program	14. OH&S manual		
16. Green office strategies introduced in 2009, rollout across service in 2010	15. Speed Training documents		
17. Daylesford and Ballarat building sustainability energy audit	16. Green office strategy documents		
18. Participation in <i>Being The Best We Can</i>	17. <i>Being The Best We Can</i> documentation		

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

#### Comments on Star rating

Review and customer survey have been very helpful to highlight to the Board the issues facing the library service, review is completed and issues identified for further action

Green strategy is a great idea, energy audits

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

**5.3 Self-evaluation and continuous improvement**

**Library service rating** ★ ★

**Reviewer's rating** ★ / ★ ★

ESD features at Bacchus Marsh and Best Start pilot, Yuille Community School pilot program, baby rhyme time, community renewal area all successful

Pilot programs to help assess program's value

Use of partnerships with schools and communities is well managed

Business Excellence Framework

3 focus groups in 5 years – goal

Working on the system, not just working within the system

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

**Overall star rating**

**Library service rating** ★ ★

**Reviewer's rating** ★ ★

**Peer review notes**

Poor collection budget and understaffing impacts on service delivery, collections available to community and ability to undertake reviews of policies and procedures on a more regular basis.

SLAs are targeted to Council plans and staff understand what can be delivered

Once again, partnerships are helping to fill gaps in funding to provide programs

More engagement with community needed

Finance and HR management systems need review, specialist staff needed for HR, payroll, etc.

Basically need the huge injection of resources to be able to move forward, the basis is there, just needs funding and qualified staff; senior staff are top thin and undertaking tasks they are not qualified for

# Attachments

## CHRLC library plans

- [CHRLC Library Plan 2009-2013](#)
- [CHRLC Budget Plan 2009-2010](#)
- [CHRLC Annual Review 2008-2009](#)

## CHRLC Strategic Review

## Team involved in the self-evaluation

### Working group

Tania Paull, Jenny Fink, Jenny Schmidt, Ellie Beer, Lesley Morgan, Kaye Beaumont, Allison Waldron, Kerith Homes, Dale Johnston

### Workshop attendees

Tania Paull, Jenny Fink, Jenny Schmidt, Ellie Beer, Lesley Morgan, Kaye Beaumont, Allison Waldron, Dale Johnston

### Peer reviewers

Jenny Mustey, Campaspe Regional Library

Karyn Siegmann, Bayside City Council