

BEING THE **BEST** WE CAN

Key results for Victoria's public library services

Campaspe Regional Library

Self-evaluation and Peer Review Report



April 2010

* Based on completion of Key Result Areas 1, 2 and 4

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Executive summary

Using the *Being The Best We Can* self-evaluation toolkit has been most valuable and timely for the Campaspe Regional Library (CRL). The CRL is overdue to conduct its next strategic plan; it was considered wise to undertake this self-evaluation process prior to launching into the new plan to give the plan more direction and clarity. It is clear after completing this process the CRL will now be able to proceed with the CRL Library Strategy 2011–2014. This process was also considered timely due to the fact the Shire of Campaspe is currently undergoing a very detailed and intensive Financial Sustainability Review looking at all assets and services. This review aims to provide Council with a very clear picture of how it will sustain a solid and responsible financial position in the years to come.

Overall, the CRL has rated the service a two-star library service in the three KRAs it chose to review. Due to the staff and resources available, it was decided that the CRL did not have the capacity in 2009/10 to complete all five KRAs. It is hoped that it can complete KRAs 3 and 5 in the next financial year.

It is clear that Campaspe's strengths lie in its resourcefulness to work within a limited budget to provide its customers access to a wide range of resources. Being involved in the SWIFT and Murraylink Consortiums has provided CRL with opportunities to 'get more bang for its buck' again and again; these involvements allow it to share resources and ideas cooperatively and collaboratively. We recognise that our collection works hard and has been even more appreciated due to our SWIFT involvement. Another major strength is CRL's Service Centre Branch approach, as well as providing depots in smaller communities. By doing things this way, it allows our communities to have access to library services during business hours in all our major townships and community-driven options in the smaller towns via the depots. Access to our collection is a strong focus and relies heavily on the regular courier/exchange/internal mail approach. It has a very strong outreach program with Books on Wheels, Words on Wheels and Children's Services as a key focus. It could be regarded as a strength or a weakness but, due to the small number of staff who work to provide the library service, all staff are very multi-skilled; the majority could step into any role at any time. It should also be noted that one of its key strengths is the strong intuitive relationship branch staff have with their customers. You could say many a time requests are pre-empted by staff because of their ability to converse with the customer.

The areas for improvement focus on remodelling our staff training and meeting approach; reviewing our collection policy to bring it up to the 21st century; upgrading technology infrastructure and expanding staff knowledge of technology; reviewing and updating the marketing plan; providing more youth and adult events; involving the staff in internal decision making as well as creating a stronger working partnership with other Council departments.

The CRL intends to implement the improvement plan and connect these goals and ideas into the next Library Strategy. The improvement plan will also provide the base for reviewing staff aspirations, and their own opportunities for improvement.

Introduction

The Shire of Campaspe is located in north central Victoria, about 180 kilometres north of Melbourne. It is a predominantly rural area, but has significant residential areas in the townships of Echuca and Kyabram. The largest town is Echuca, followed by Kyabram. Smaller townships include Gunbower, Lockington, Rochester, Rushworth, Stanhope and Tongala. The Shire encompasses a total land area of about 4,500 square kilometres. Land is used mainly for agriculture, particularly dairy farming, cereal and grain growing, and sheep grazing. Tourism is also an important industry. The population of the Shire increased from about 32,000 in 1991 to nearly 39,000 in 2009. Most of the recent growth has been in Echuca.

The Campaspe Regional Library (CRL) was formed when existing regional library agreements were repealed in 1995. Three library services in Campaspe, Gannawarra and Deakin were realigned to match the new council boundaries. Murray Shire's involvement did not alter and Campaspe continues to service over 70% of their population.

The CRL has branches in the five main centres of Echuca, Kyabram, Rochester, Rushworth and Tongala. It also has smaller depots based in Lockington, Toolleen, Colbinabbin, Girgarre, Gunbower and Stanhope. The depot arrangement is quite unique in Victoria. It provides rural residents with an expanded service that aims to provide all residents, wherever they are located, with a library service. Items at the depots are changed regularly and residents can order in books of their choice.

The CRL holds just under 100,000 individual items which includes the standard print and non-print collections. Due to its membership of the SWIFT consortium, its collection expands to nearly 4,000,000 items so it is quite a small fish in a big sea. The SWIFT LMS is *SirsiDynix Symphony*. The Council IT department provide day-to-day support for the staff and public PCs and internet access, but the majority of the LMS is managed externally by SWIFT administrative support. Currently, the website is www.campaspe.vic.gov.au/library. The CRL has also had a blogspot. Elibrary catalogue is enhanced by federated searching of Gulliver databases, enriched content and Chilifresh book reviews.

Thirty staff (four are full-time) deliver the service with the assistance of more than 60 volunteers. The staff structure includes a Regional Support team based at Echuca, and Branch Coordinators and Assistants at all four Service Centre Libraries.

Over 110,000 visits are made to Campaspe libraries and nearly 295,000 loans were performed last financial year. The Library Service has close to 14,000 active members.

The CRL has a budget of \$1,138,216; 11% of this amount (\$120,600) is spent on new and replacement books, furniture and equipment. Salaries, information technology and utility costs of the five centres are the other main expenditure items. The CRL comes under the umbrella of Community and Culture division of the Shire of Campaspe. Funding is provided by contributions from the Shire of Campaspe and Murray Shire, together with a grant from the State Government.

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	Not reviewed	Not reviewed
4. Demonstrating leadership	★1/2	★★
5. Designing, managing and improving systems and processes	Not reviewed	Not reviewed
Overall*	★★	★★

* Based on completion of Key Result Areas 1, 2 and 4

Key strengths

1. Opening hours and access to libraries and smaller service points throughout the region.
2. Outreach service to home-based individuals through Books on Wheels and Words on Wheels with a very large and reliable volunteer base.
3. Expanded collection due to the membership in SWIFT, LibraryLink Victoria and Murraylink Consortiums. Our collection works hard and is valued by Campaspe/Murray Shire and other Victorian customers.
4. Multi-skilled, enthusiastic staff who can all undertake frontline duties who offer a personalised approach to our customers.
5. Our emphasis on early literacy programs through our wide range of activities offered for this target group.

Key opportunities for improvement

1. Upgrade our technology to meet the needs of our customers, to provide wireless internet, RFID, consistent and reliable internet connections, and improve the capacity of our public PCs to undertake a range of tasks.
2. Review our collection policy, involve staff in decision making regarding the collection, and include new resource platforms within the policy.
3. Review the way library staff share, learn and meet together to improve and increase professional development opportunities.
4. Update the marketing plan, including customer consultation to gain their ideas for programs, events and learning opportunities.
5. 'Make us matter' to other Council departments and develop stronger internal and external partnerships to increase our 'lifelong learning' role.

Five-star ratings

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

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

Improvement plan

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

Action	Responsibility	Target completion date	Progress
Key result area 1: Providing gateways to information, learning and leisure			
Review Collection Policy and selection process	Regional and Branch staff	Dec 2010	
Upgrade technology infrastructure and operations, including renewal/ lease options for public PCs	Library Services Manager/IT Manager	Dec 2011	
Review and develop a new staff meeting/professional development model, including an updated skills audit	Library Services Manager/Regional and Branch staff/HR	July 2010	
Allocate additional resources to LP collection to support home-based services	Library Services Manager	July 2011	
Relocate stack collections into new Echuca Library	Regional Support team	Oct 2012	
William Everard Collection relocated to new Echuca Library	Regional Support team	Oct 2012	
Complete review of Corporate Library Collection	Library Services Manager/Regional Support team	June 2010	
Finalise the upgrade of the website to Enterprise	Technical Services Librarian	June 2010	
Create new blogs for children, youth and genealogy	Children's Services Coordinator/Technical Services Librarian	June 2010	
Provide regular reports about stock usage	Customer Services Librarian	June 2010	

Action	Responsibility	Target completion date	Progress
Recommend which approach to take with eBooks and make the most of 'free' resources	Customer Services Librarian/Technical Services Librarian	Dec 2010	
Provide additional staffing and RFID solution to allow time to learn and time away from desk	Library Services Manager	July 2011	
Key result area 2: Building individual skills, capability and wellbeing			
Investigate how best to deliver learning opportunities for our customers	Library Services Manager/Regional and Branch staff	Dec 2010	
Update marketing plan to increase library profile in the community	Library team	June 2011	
Increase staffing levels to allow branch staff to have time to provide more lifelong learning opportunities	Library Services Manager	July 2010	
Ongoing observance and investigation into best practice customer service models	Library Services Manager/Branch Librarians	Ongoing	
Upgrade Information Technology infrastructure, improve internet speed and reliability of connection, IT strategy to be completed	IT Manager/Library Services Manager	July 2010	
Complete wireless internet and PC reservation project	IT Officer/Customer Services Librarian	June 2010	
Create a more 'hands on' learning culture by all staff to mentor and train each other	Library team	Ongoing	
Evaluate changing attendance rates of storytime	Children's Services Coordinator	June 2010	
Provide additional author events in all service points	Customer Services Librarian	July 2011	

Action	Responsibility	Target completion date	Progress
All branch staff to complete Frontline training	Library Services Manager	June 2013	
Move Italian collection to new Echuca Library	Customer Services Librarian	Oct 2012	
Key result area 4: Demonstrating leadership			
Strengthen the relationship between EMs and library staff through a range of strategies	Executive Management Team/Library Services Manager	June 2010	
Collaborate with team to decide capital expenditure allocation	Library Services Manager/Library team	June 2010	
Seek more opportunities to work with other Council departments to provide programs	Library team	June 2011	
Complete and review performance appraisal process for library staff and revise all position descriptions	HR team/Library Services Manager	June 2010	
Complete the Library Strategy 2011–2014	Library Services Manager	Dec 2010	
Focus on completing individual branch/service plans, create strategic directions for each area	Library Services Manager and Coordinators	Dec 2010	
Utilise a pre-evaluation tool for all new services and programs	Library team	June 2010	
Create a service level agreement with HR regarding training requirements	Library Services Manager/HR Manager	Dec 2010	

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>A collection size of about 99,300 items, a capital budget of \$110,000 plus additional grants from Premier's Reading Challenge and donations</p> <p>A collection equity formula is used for the allocation of materials to all branches and depots, therefore:</p> <ul style="list-style-type: none"> Echuca holds 38% of the collection Kyabram holds 24% of the collection Rochester holds 13% of the collection Rushworth holds 9% of the collection Tongala holds 7% of the collection Library depots hold the remaining 9%, with Lockington, Stanhope and Colbinabbin having the larger collections <p>Print collections include:</p> <ul style="list-style-type: none"> Fiction, non-fiction (adult, youth and junior) and large print, magazines and newspapers, Italian resources, reference Stack collections of Classic literature, English literature and Children's Fiction, Australiana, biographies all housed off-site due to size constraints at Echuca <p>Stack collections are housed at Echuca, Kyabram, Rochester and Rushworth, visited by Branch Librarians as needed</p>	<p>Collection Policy</p> <p>Gulliver statistics</p> <p>Turnover rate spreadsheet</p> <p>Equity formula</p> <p>Collection v demographics data</p> <p>KPIs 2008/09</p> <p>Capital Works expenditure</p> <p>Age of collection report</p> <p>SWIFT statistics</p> <p>Annual Return, borrowings per capita</p> <p>Moreland In-house Survey</p> <p><i>YourTutor</i> report</p>	<p>SWIFT membership allows us to extend our collection and constantly evaluate what we have and what we should keep</p> <p>SWIFT allows us to provide a music and LOTE collection</p> <p>Murraylink allows us to share roving collections</p> <p>Our older collection provides external customers with a number of intra and inter library loans</p> <p>DVD collection is popular and is a collection that 'works hard' – very high turnover rate of DVDs due to different loan period as well as demands from SWIFT consortium members</p>	<p>Branch staff to provide more input into the selection and allocation of resources</p> <p>Space available v library equity formula needs to match</p> <p>Regular branch usage reports</p> <p>Regular discussion about the collection and input into budgetary decisions</p> <p>Review and update collection policy to reflect emerging collections, i.e. eBooks and digital resources. Share and develop this with all staff</p> <p>Evaluate youth collection</p> <p>Allocate additional funding to expand LP collection to support outreach services</p> <p>Demographic data matching collection needs</p> <p>Additional staff required to manage interlibrary loans demand, as well as keeping up with customer usage at Kyabram and Echuca branches</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 ★ ★
<p>Kyabram Stack Collection is visited weekly by Regional Support</p> <ul style="list-style-type: none"> William Everard Collection, (currently in storage) <p>AV Collections including audio books (tape, CD and mp3), videos and DVDs</p> <p>Corporate library collection</p> <p>Home-based service is provided at all branches, coordinated by Regional Support and delivered by a large volunteer base</p> <p>Online resources from our website and eLibrary catalogue currently include the Gulliver core databases, <i>YourTutor</i> and Chilifresh</p> <p>Expanded collection to nearly 4 million items by being member of SWIFT Consortium</p>		<p>Move stack collections into new Echuca Library, ensure enough space to do in design</p> <p>Ensure William Everard Collection can be displayed in new Echuca Library</p> <p>Complete the review of Corporate Library Collection</p> <p>Complete website upgrade to Enterprise to allow seamless access to databases</p> <p>Create new blogs for children, youth and genealogy</p>
<p>Peer review notes on: What we do, Strengths, Areas for improvement, Evidence</p>		<p>Comments on Star rating</p>
<p>Collection is on the older side of State average and also not being added to in sufficient numbers with a small book vote which, to reflect industry benchmarks, should probably be adding around 10,000 items per annum</p> <p>SWIFT membership helps counter lack of breadth of resources. CRL is a net lender of resources to SWIFT, so adds benefit to State with its unique collection elements. Also, Murraylink for the sharing of resources adds benefit, access and range to collection – is a strength. CRL have maximised collection access with limited resources</p> <p>Weeding regime may be a little behind, documented weeding policy – look at reducing inactive from 3 years to 1 year as have a high number of resources over 10 years old</p> <p>Several stack locations for overflow materials with some being relatively inaccessible do create problems in terms of accessing materials – recommend consolidation of various stacks</p>		

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>One static branch at Echuca open 43.5 hours including Saturday and Sunday</p> <p>Exchange/courier system using the library van to rotate and deliver items to each branch every week, depots as required</p> <p>Use internal mail to send stock to Kyabram branch, also stock sent when Regional Staff visit branches</p> <p>Four co-located branches with Customer Service Centres open during business hours, librarian attended hours range from 12–35 hours per week</p> <p>5 library depots located in small businesses and community facilities, hours of opening range from 1 hour per fortnight to all business hours</p> <p>Fees and charges are placed on a small number of services</p> <p>Online information about our library service is available via our website, elibrary, blogspot and email</p> <p>Our adult fiction collection is separated into general, western, romance, mystery, science fiction and Australian genres</p> <p>LOTE borrowings minimal and served by SWIFT membership and LLV</p> <p>Murray Roving Collection Italian collection located at Kyabram branch</p>	<p>Library and Council website information</p> <p>Library brochures</p> <p>Exchange schedule</p> <p>Photos of trucks/trolleys</p> <p>Depot posters in place in all communities, community newsletters</p> <p>Article written about depots for PLVN information day</p> <p>Fees and charges posters</p> <p>Library blog</p> <p>Library website</p> <p>Photos of collection</p> <p>Murraylink genre bookmarks, display photos and press releases</p> <p>Internet signage and guideline information</p> <p>Groupwise booking and KPIs on internet access</p> <p>Signage indicating internet access, permission forms for children less than 15 years</p> <p>Local Law and Internet guidelines, KPIs on people turned away from computers</p>	<p>Hours of operation, particularly for smaller branches and the customer service arrangement</p> <p>Stock rotation, exchange schedule and use of internal mail</p> <p>Use of library van, custom-made hydraulic lift and trolleys for safe manual handling</p> <p>Library depots are cost effective and respond to the needs of the community</p> <p>Home-based service through Books on Wheels, large volunteer base to provide this service</p> <p>Tourists and visitors value our free internet to allow them to keep in touch with 'their world'</p> <p>No internet filtering</p> <p>SWIFT and LLV membership provides a range of benefits to staff and customers</p>	<p>Upgrade library webpage via the Enterprise portal</p> <p>Upgrade of van required for depot and branch visits</p> <p>Evaluate whether the internet should be available at all times in Service Centre libraries</p> <p>Provide colour printing facility at all branches</p> <p>Expand the Large Print collection to enable the sustainability of the home-based service</p> <p>Provide a link to <i>MyLanguage</i> portal on library website</p> <p>Improve internet speed connection by introducing wireless and dedicated internet services</p> <p>Review the renewal of PCs, lease or buy options to expand number of PCs available</p> <p>Introduce PC self-booking system</p> <p>Evaluate 60c hold fee, is this a barrier for some customers?</p> <p>Confirm the eBook approach and allocate suitable funds for its provision</p> <p>Provide the most appropriate adaptive technology, utilise the PLEASED information in evaluation</p>

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

1.2 Arrangements for access	Library service rating ★ ★	Reviewer's rating ★ ★
<p>Displays include promoting new books, best sellers, special prize winners, genre fiction, treasures from the bottom shelf, and other themed monthly displays</p> <p>Free internet access at all branches, 4 terminals at Echuca, 3 at Kyabram, 2 at Rochester, 2 at Rushworth and 1 at Tongala</p> <p>PCs are booked by staff using Groupwise calendar, soon to move to PC Reservation</p> <p>Internet access is available at all times at Echuca, but only available at librarian attended times at the co-located branches</p> <p>Self pickup of holds at Kyabram and Tongala branches</p> <p>Some Service Centre libraries do not permit DVDs to be lent during non-librarian attended hours</p> <p>ADSL 1 or 2 Broadband internet, depending on the location</p> <p>Public PCs operate in a Thin Client environment, terminal server administered and networked by Council IT staff</p> <p>Library Local Law and Internet guidelines in place</p> <p>Customer complaints about internet speed and reliability can be received verbally, by email and phone – library staff and Council staff work together to resolve issues</p> <p>Inter library and intra library loan service is supported by a large range of resources via LLV and SWIFT</p>	<p>SWIFT stats</p> <p>SWIFT stats on OPAC usage</p> <p>External signage</p> <p>Photos of computers</p> <p>Gulliver posters</p> <p>Federated searching – copy of screen</p> <p><i>YourTutor</i> promotional material</p> <p>Books on Wheels promotional material and monthly reports</p>	

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

1.2 Arrangements for access	Library service rating ★ ★	Reviewer's rating ★ ★
<p>Elibrary catalogue available at all branches, 4 at Echuca and 1 at all other branches. Library members are empowered to search. Renew and reserve online 24/7</p> <p>Stanhope depot has access to computers</p> <p>Member of the Gulliver Consortium, provide access to all core databases, as well as <i>YourTutor</i>. Gulliver databases can be accessed via federated searching through elibrary</p> <p>All Gulliver databases are available 24/7, except for Ancestry.com and GBIP – these are accessed only in the library</p> <p>Home-based service through Books on Wheels and Words on Wheels, dedicated Books on Wheels Coordinator oversees this service delivery</p> <p>Website can be listened to, not just read – customers are required to download software and enter via the Shire website</p> <p>Email notification of reservations, reminder of loan dates and promotion of library activities</p> <p>Meeting room available at Echuca Library, Rochester Library, partnership agreement with Kyabram living learning centre</p>		

Key result area 1: Providing gateways to information, learning and leisure		
1.2 Arrangements for access	Library service rating ★ ★	Reviewer's rating ★ ★
Peer review notes on: What we do, Strengths, Areas for improvement, Evidence	Comments on Star rating	
<p>There are major concerns about the asset replacement strategy of the Council/ library service, especially with ICT infrastructure and connectivity to enable reasonable and timely access to electronic resources and Library Management System, and also with some equipment past its use-by date. The service is being limited by IT infrastructure and slow response times</p> <p>There are also some concerns for the use of space in Echuca, which is small, old and overcrowded in both public and work areas which directly impacts on capacity to deliver required and popular programs well and also show off collections to their best advantage and maintain a good library service</p> <p>Concerns about the reliance on staff living in other areas of the region acting as 'informal' couriers and potential impacts on service, should these informal pathways be disrupted. CRL reliant on good will. However, the general attitude of getting it done is one of the large positives of the CRL</p> <p>Service excellence is also found in maximising access to resources, especially for those unable to come to the main libraries – these are areas of 3 and 4 star service, especially Words on Wheels</p> <p>CRL is serving small communities well, opening hours with limited resources – best practice</p> <p>SWIFT is enabling opportunities to provide enhanced access to online resources</p> <p>Consider not having the reserve charge as this can limit access</p>	<p>High 2 stars</p> <p>1 star service areas:</p> <ul style="list-style-type: none"> ▪ Library courier truck is in need of replacement and, given its criticality in providing access to the various areas of the Shire, should be a matter of priority ▪ Internet connectivity appears to be a serious issue with long response times limiting service effectiveness and user satisfaction <p>3–4 star service areas:</p> <ul style="list-style-type: none"> ▪ Book depots in small communities is industry leading and very cost effective ▪ Words on Wheels and Books on Wheels also exemplars of best practice in Victoria ▪ Excellent volunteer utilisation 	

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>Discuss new information services at team level</p> <p>Decide collaboratively what works well and what doesn't</p> <p>Promotion of new tools via emails, library staff bulletin and to staff and in team meetings</p> <p>Staff support each other by email and phone</p> <p>Staff assist customers in locating information, either electronic or print form</p> <p>Regional Support staff provide phone support to customers, internal and external</p> <p>Staff training is mainly offered in-house due to lack of external training opportunities and minimal budget and time</p> <p>New services are promoted to the community via the press and brochures, flyers and signage</p> <p>Special interest internet classes are conducted e.g. genealogy, email, internet</p> <p>One-to-one assistance from staff to customer on how to use elibrary and Gulliver resources, either by phone or in person</p> <p><i>YourTutor</i> online tutoring service is promoted to schools via newsletters and class visits, promotional material</p> <p>Heavy reliance on intra library loans to support customers with reference requests</p> <p>Reliance on external agencies to promote their products to staff via email or mailouts</p>	<p>Team meeting minutes</p> <p>Emails, photocopies of promotional material</p> <p>Gulliver information sheets, how to sheets</p> <p>Moreland In-house survey</p> <p>Media releases, brochures and flyers</p> <p>Posters advertising classes</p> <p>Website</p> <p><i>YourTutor</i> promotional material</p> <p>ILL statistics</p> <p>Photos of displays</p>	<p>Branch staff feel supported by weekly visits from Customer Services Librarian, ongoing training and assistance is provided</p> <p>Homepage is updated regularly</p> <p>Very responsive to our customers, almost intuitive to their needs</p> <p>Great relationships with our customers, and intra library loans and information requests are supplied in a very timely manner</p>	<p>Encourage staff to become more responsible in sharing their knowledge of information sources</p> <p>Undertake skills audit and identify strengths and weaknesses</p> <p>'Tool of the week' promoted through library staff bulletin</p> <p>Encourage staff to lead and inform, rather than coming from management</p> <p>Allow 'time to learn' through the provision of additional staff time to do so</p> <p>Utilise Web 2.0 tools and support the community in using them</p> <p>External training opportunities are limited, minimal budget and time</p> <p>Limited offering of electronic resources to the public, but keep providing many links to information</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 ★ ★ / ★ ★

SWIFT, Murraylink, PLVN sub-committees, SLAV provide information to staff about information services

Staff will participate in relevant marketing promotions, i.e. Family Week, Education Week

Staff promote information services via displays in conjunction with the marketing calendar of events

Performance appraisal process indicates opportunities for training

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

Comments on Star rating

Some good evidence of regular review and commitment by staff to offering the best service possible to users. Good staff meeting schedule, with regular opportunity for staff to share knowledge and skills in informal settings peer-to-peer

Support by Council in training terms seems to be more focussed on statutory and compliance behaviours such as OHS and risk; evidence not as obvious in relation to library-specific training opportunities. This can hold back, especially in ICT-related skills development for staff, where the expectation of users is that library staff will be their technology guides

Little evidence of consistent and systematic library-related training being undertaken by staff, staff have limited access to training

Issue with currency of performance appraisal system and its use and benefit as a tool to develop and improve staff as gateways of information, learning and leisure

YourTutor access is important and is working well

Users are happy with services offered according to evidence – programs are well attended (no charge)

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

Overall star rating

Library service rating ★ ★

Reviewer's rating ★ ★

Peer review notes

Strengths are the book depots, staff commitment, and outreach and programs breadth of service

Good program delivery and working in with other departments (youth services) – well attended

Maximised opportunities with limited resources, e.g. SWIFT, Murraylink

Customer focused and committed staff

Areas for concern that reduce effectiveness in this area are asset replacement; ICT response times and infrastructure, and limited opportunities for formal library-specific training to be undertaken

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>Library programs include:</p> <ul style="list-style-type: none"> ▪ Storytimes ▪ Baby and toddler rhymetimes ▪ Genealogy workshops ▪ Baby book bags ▪ Books on Wheels and Words on Wheels ▪ River readers junior book club ▪ Monthly marketing calendar of events ▪ Special events and displays ▪ Author visits ▪ Adult literacy, including partnership program to conduct Broadband for Seniors ▪ Book chats and book clubs ▪ School group visits ▪ MCH visits ▪ Youth week events, e.g. mural and van painting, music, chess, games ▪ Acoustic showcase ▪ Holiday programs for children <p>Children and adult program that are part of statewide and national programs, SRC, Summer Read</p> <p>Staff are trained in early childhood literacy programs, marketing, readers advisory and reference</p> <p>Duke of Edinburgh supervisors</p>	<p>Brochures</p> <p>Flyers</p> <p>Photos</p> <p>Marketing calendar of events</p> <p>Adult literacy</p> <p>Blogspot</p> <p>Website</p> <p><i>YourTutor</i> monthly reports</p> <p>Library staff bulletins</p> <p>Photos</p> <p>Copy of schedule</p>	<p>Adult literacy – only one available in Northern Victoria</p> <p>Acoustic showcase partnership with youth music group month events has brought more youth in libraries</p> <p>Strong volunteer base and rosters</p> <p>High attendance rate during school holiday programs</p> <p>New bookchat sessions at Echuca, Rochester and Kyabram</p> <p>Rhymetime at Echuca</p>	<p>Provide regular features in local media about special events and learning opportunities</p> <p>Encourage the use of inter-generational learning, young and old learning from each other</p> <p>Provide learning and meeting spaces in all of our library branches</p> <p>Meet regularly with the relevant education providers in each town</p> <p>Gather information from the customers about what they would like to learn</p> <p>Allow extra staff time for professional development to increase their confidence in supporting vulnerable learners</p> <p>Increase staff numbers to allow the branch staff to have time to provide more lifelong learning opportunities</p> <p>Library facilities have limited space for formal learning opportunities which has impacted on developing strong partnerships with other learning providers</p>

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

2.1 Lifelong learning in the library context		Library service rating ★ ★ ★	Reviewer's rating ★ ★ ★
<p>Valuable volunteering opportunities, particularly WOW</p> <p>Visits to schools and preschools, all preschools in the smaller communities are visited at least once/twice year</p> <p>Information classes e.g. glaucoma, feng shui, reflexology</p> <p>PT/Riv distribution, talking newspaper</p> <p>Adult literacy PC dedicated to allow people to create resumes and other word documents at Echuca</p> <p>Offer provision for Legal Aid advice at Echuca</p>			
Peer review notes on: What we do, Strengths, Areas for improvement, Evidence			Comments on Star rating
<p>A strong area of the service, where there was excellent evidence of a variety of regular programs across all branches which were fulfilling this role. Evidence of links and strong commitment to lifelong learning within the library strategic plan was apparent</p> <p>Positive aspects also include extensive volunteer utilisation in programs and services that promote lifelong learning and provide engaging opportunities for volunteers</p> <p>Wide range of programs which are well attended, especially SRC</p> <p>Strong consistent marketing/branding</p>			

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

2.2 Providing and promoting 21st century literacies

Library service rating ★

Reviewer's rating ★

What we do	Evidence	Strengths	Areas for improvement
<p>Provide free internet access</p> <p>Assist customers to use the internet and Microsoft Office applications</p> <p>A number of staff have completed Web 2.0 training</p> <p>Increased the capacity of Thin Clients to allow the use of USB devices, still limited in what can be achieved</p> <p>Development of new web presence with Enterprise</p> <p>Currently developing two new blogspots: one for youth and one for children to complement general blogspot</p> <p>Broadband for Seniors Partnership Project with Echuca Adult Literacy Group that will provide one-to-one tuition to seniors</p> <p>Murraylink website, will include community wiki focusing on local history</p> <p>PC Reservation and Wireless Internet project to be rolled out shortly, currently in test phase</p>	<p>Usage of internet PCs</p> <p>Website, blog hits</p> <p>Web 2.0 certificate of completion</p> <p>NEC information</p>	<p>High use of library website</p> <p>Making use of what we have to work with</p> <p>Moving to SWIFT has provided us opportunities to improve our website, and potentially staff web for our depot service points</p>	<p>Competency audit of staff skills</p> <p>Empower mobile phone access to database, new upgrade</p> <p>Observe and investigate other customer service models</p> <p>Complete Wireless Internet project and PC Reservation</p> <p>Upgrade Thin Clients to allow more applications to be successful for the customers</p> <p>Upgrade internet connection to assist staff with their daily duties and encourage them to go beyond google.com</p> <p>Make it part of our learning culture that we all check out new online resources and share within the team</p> <p>Other suggestions included from 1.3</p> <p>Dedicated library services connection for public and staff PCs</p> <p>Council IT strategy to be completed and additional \$\$\$\$ to be provided to upgrade the infrastructure and provide additional staff within IT team</p> <p>Implement RFID to free staff up to create better work efficiencies</p>

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

2.2 Providing and promoting 21st century literacies

Library service rating ★

Reviewer's rating ★

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

Comments on Star rating

This area is seen to be the area where CRL is most in need of attention to achieve an acceptable standard of service

Positive was the early take-up of the Broadband for Seniors program which saw delivery of quality internet access into Echuca Library and its usage by community. This has also acted as a highlight for shortcomings in this KRA of the ICT environment that delivers key services to the library service:

- Connectivity is inadequate in branches for a modern library service, which relies heavily on these technologies to deliver core services – evidence seen of response times being very slow for LMS loan transactions
- Information delivery in a Thin Client network to public PCs had serious issues for users who want to print or save materials and also had quality viewing issues
- Positive was its resistance to tampering by users
- Lack of wireless access, automated reservation service, and also colour copying facilities seen as a serious drawback and below benchmarks for Victorian libraries

Poor IT infrastructure

Home PC and internet access is high in the population – creates opportunities to reach people via the web

CRL gives things a go, e.g. Broadband for Seniors program

High 1 star but poor IT infrastructure is a major barrier

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>We offer a wide range of activities that encourage a reading culture including:</p> <ul style="list-style-type: none"> ▪ Bookchats ▪ Junior book club ▪ Premier's Reading Challenge lists, highlight this collection ▪ Storytimes and rhymetimes ▪ Baby book bag, ▪ Visits to schools, preschools and childcare facilities ▪ Family Day carers access our storytimes as part of their accreditation process ▪ Maternal Child Health New Parents group visits ▪ The Summer Read ▪ ALIA Summer Reading Club ▪ Author talks ▪ Childrens Book Council Book Month ▪ Reading promotions e.g. treasures from the bottom shelf promotions, Library Lovers month, riskit for a biscuit, grab a bag, recommended reading bookmarks, shelf talkers, film tie-in displays and movie nights ▪ Elibrary Chilifresh reviews ▪ National and Statewide reading campaigns ▪ After school book clubs e.g. river readers ▪ Book Crossing zones at all branches 	<p>Photos Brochures Website Media releases Chilifresh statistics Book Crossing alert information Reports on WOW and BOW Advertising material</p>	<p>Personal approach to readers; we are intuitive to their needs Staff respect and respond to readers Wide range of reading interests within the team Provision of a range of free or low cost activities for children and adults Customer participation rates in holiday activities</p>	<p>Free up staff to provide more reading programs, particularly in youth age range. Provide RFID as a solution to free up staff Provide additional staffing to float to allow people off desk Examine the reason for fluctuating numbers at rhymetime and storytime Allocate additional money for marketing Update marketing plan Provide a higher number of author visit events, particularly in branches other than Echuca Consider replicating the Wimmera Model 'Three Horsham's Read', i.e. Three Rochesters Read Promote library services to the Shire Management team at every opportunity Create eye catching and meaningful displays Review books in the media and Shire Wire Encourage people to utilise applications like Chilifresh, LibraryThing, Visual Bookshelf and Book Crossing zones Discuss books at team meetings</p>

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

2.3 Encouraging a reading culture

Library service rating ★ ★ ★

Reviewer's rating ★ ★ ★

<ul style="list-style-type: none"> ▪ Words on Wheels, nationally recognised program ▪ Books on Wheels ▪ PT/Riv distribution ▪ Adult literacy ▪ CALD groups are catered for by our involvement with the SWIFT consortium ▪ Shared Murraylink Italian collection, roving collection 			<p>Revise team meeting agendas to address reader's advisory and technology changes</p> <p>Increase capital expenditure on library stock</p> <p>All branch staff to complete Frontline Training, 4, 3, 3 over the next three years. Ensure funds are available from the Shire training budget for this to proceed</p> <p>Relocate Italian collection to new Echuca Library</p>
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<p>Peer review notes on: What we do, Strengths, Areas for improvement, Evidence</p>	<p>Comments on Star rating</p>
<p>There is strong evidence of good and varied delivery on this KRA across the whole service. It is seen as a focus for all at CRL</p> <p>Innovation was evident in the Books and Words on Wheels programs; the Book Crossing points; the many book discussion groups in existence; consistent and systematic engagement with schools in promoting reading and literacy as well as well-supported special activities to promote reading</p> <p>A good program of note was the issuing of a library card to all Council staff members as part of the induction process</p> <p>CRL seems to take advantage of statewide initiatives which maximises resources</p> <p>Books and Words on Wheels are best practice</p> <p>Pull together with an updated marketing plan</p>	<p>There is a sense of initiative taking and thinking outside the square in this area that deserves 3 stars</p>

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

Overall star rating

Library service rating ★ ★

Reviewer's rating ★ ★ / ★ ★ ★

Peer review notes

A good strong performance in this KRA (with the exception of 2.2), which reflects on CRL's preparedness to be innovative and take initiatives

Some Victorian best practice examples are present in the book depots and Books on Wheels and Words on Wheels

These positives are balanced by serious problems with information technology and network infrastructure that are having adverse impacts on the mission-critical library service delivery areas of library management system response times and also internet connectivity and accessibility. The poor IT infrastructure is a barrier

There are also some concerns about asset replacement (library van; library PCs) and perceived reliance on informal individual resource delivery networks to the remote service points, which are dependent on certain personnel or volunteers, which may be compromised if these personnel are lost to the library service.

Programs and lifelong learning are a key focus – there is a good range

Innovative approach to service delivery through Book Crossing and bookchats

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>Shire Vision – lifestyle and opportunity</p> <p>Library Vision – meeting the informational, recreational and educational needs of the community</p> <p>Strategic planning – one-to-one brown bag/brainstorming sessions</p> <p>Regular visits by management to each branch</p> <p>Performance reviews and KPIs linked to the Council Plan and the Strategic Resource Plan</p> <p>Community and Culture level – information and innovation sharing between department managers</p> <p>Strategic planning day</p> <p>Collaborative decision making</p> <p>Input into IPT teams on various projects</p> <p>Input into Consultative Committee, OHS, continuous improvement, project management, management meetings – all report back to the team</p> <p>Words on Wheels new service, highly innovative service</p> <p>Change management involves taking the staff on the journey with you</p> <p>Staff communicate by email, phone and in person, regular team meetings every six weeks</p>	<p>Staff training</p> <p>Council plans</p> <p>Library Strategic Plan 2006–2009</p> <p>Presentations to Council</p> <p>Smart KPIs</p> <p>Community and Culture meeting agendas</p> <p>Team meeting minutes/agendas</p> <p>IPT meeting minutes</p> <p>Other meeting minutes</p> <p>Words on Wheels report</p> <p>Council reports</p> <p>Project management presentation</p>	<p>Patrons love the staff and services and they accept the library built environments</p> <p>Staff embrace and make the most of statewide and national programs</p> <p>Collaborative team environment, continuous improvement ideas within the team</p> <p>Opportunities for the team to contribute at state level in a range of library affiliated organisations</p>	<p>Increase the connection between library staff and council staff</p> <p>Discuss Council Plan and Strategic Resource Plan, request relevant EM to explain it to staff</p> <p>Encourage a more open cascade of information from senior management, strike the balance between what is needed and what is not needed to know</p> <p>Raise our corporate profile, ‘make us matter!’</p> <p>Invite the team to have more input into allocation of funding</p> <p>Shire-wide brownbag sessions – difficult for frontline staff to attend, EMS to come to staff meetings</p> <p>Encourage staff to use the ASK the EM feature on the intranet</p> <p>Opportunities to develop better partnerships/programs with aged and disability and childrens services</p> <p>Share the findings of the Library Advocacy Project with library staff and councillors, EM team</p>

Key result area 4: Demonstrating leadership			
4.1 Leadership and innovation at all levels		Library service rating ★ ★	Reviewer's rating ★ ★ ★
Collection usage statistics will assist budget discussions			Get back on track with Performance Appraisals, training plans
Council corporate services provide the support in HR, payroll, IT, fleet, risk management, building maintenance, etc.			Complete the Library Strategy 2010–2014
			Complete individual branch/ service plans
Peer review notes on: What we do, Strengths, Areas for improvement, Evidence			Comments on Star rating
<p>There is a high level of demonstrated innovation within CRL – part of the culture with a collaborative team. Known to be prepared to give things a go and early adopters where able to do so and not constrained by resource issues. It seems as if innovation is part of the staff culture of CRL which is a real strength</p> <p>Ideas are systematically captured and shared as part of formal meeting processes and acted upon as evidenced by many partnerships; programs such as Words on Wheels; youth program at Kyabram; Broadband for Seniors, etc.</p> <p>Library senior leaders lead by example and are inclusive and collaborative in their approach</p> <p>Library staff play a role in the life of the greater Shire organisation and contribute to innovation and planning processes actively</p> <p>Work is done regularly to involve all staff and ensure isolating factors in small service points are minimised</p> <p>An area for working on would be the integration of planning goals for library and Council within individual performance planning and appraisal tools, especially as performance appraisals are behind</p> <p>Encourage all staff to participate at a State, Council, National level</p> <p>Punch above weight in other areas, e.g. ACPL, SWIFT</p>			

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
Exit survey/Council surveys Friends of the Library feedback Comment books Community consultation through the budget process Community consultation through the new library development Consultation in LBC/Best Value Depot review – meet with stakeholders and contractors Partnership project with Moreland/Monash to conduct In-house use survey Campaspe Communicating Council meetings District planning opportunities Evaluation forms after events	Survey results Meeting reports Depot review Public submissions	Friends of the Library advocacy Highly regarded by population as valued service Library depots High participation rate in LBC research	Preparation of detailed strategic direction in each area of library service Non-user surveys Opportunity to be more involved and relevant to District Planning model Engage Portfolio councillor more regularly Implement an event pre-evaluation format using the suggested Shared Leadership format
Peer review notes on: What we do, Strengths, Areas for improvement, Evidence			Comments on Star rating
Evidence points to high level of community engagement, especially in Echuca and Kyabram with strong community support and advocacy in Echuca Worked with the community on depot model Solid evidence of planning tools and consistent and strategic approach to library service delivery – existing strategy and draft for next 4 years Ample opportunities for input into many facets of library service delivery from library users and community members – community consultation built in to the plan. Library involvement in District Planning Groups is a positive for smaller population areas of Shire			

Key result area 4: Demonstrating leadership

4.2 Planning and community engagement

Library service rating ★ ★

Reviewer's rating ★ ★

Evidence of program evaluation

Some areas in non-user engagement that need to be addressed to take service to next level

Need to ensure the translation of the community engagement outcomes and evidence into the strategic planning of the service is systematic

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
<p>Library staff, regardless of where they work, are multi-skilled and can perform frontline duties</p> <p>Employee Assistance Program available to all employees and immediate family</p> <p>Have trialled mentor/job shadowing program</p> <p>Staff involved on Shire-wide committees</p> <p>Staff involved in SWIFT, PLVN and Murraylink</p> <p>Shire Induction Program</p> <p>Shire Training Compliance Matrix</p> <p>Most staff have completed Respect in the Workplace training</p> <p>Very stable workforce, highest turnover is with junior assistants</p>	<p>Provision of EAP</p> <p>Position descriptions</p> <p>Committee meeting minutes</p> <p>Performance review forms</p> <p>Training plans</p>	<p>Opportunities to undertake different roles</p> <p>All staff have a good overall idea of how the library service operates</p> <p>Options of moving within Council to work in other roles</p>	<p>Training budget needs to be under library's control</p> <p>Provision of staff resources for backfilling</p> <p>Adopt new technologies i.e. RFID to free up staff</p> <p>Encourage more staff to be involved in cross departmental committees</p> <p>Revision of position descriptions</p>
Peer review notes on: What we do, Strengths, Areas for improvement, Evidence			Comments on Star rating
<p>There are good linkages to the greater library industry within CRL, especially PLVN, SWIFT, Murraylink</p> <p>Staff are multi-skilled and supported by management in accomplishing their duties – this is by necessity to ensure backfilling can occur. Some backfilling/multi-skilling comes at cost of strategic and management priorities for the service</p> <p>Training and development is a big issue in that there is limited specialist training as noted already above. T&D is also limited by limited capacity to release staff due to insufficient staff to cover absences. There seems to be evidence of overwork in certain areas, especially in branch support roles. ILL traffic, which assists in addressing resource shortages, has placed a great burden on available staff resources</p> <p>Libraries, by their nature, are rapidly changing workplaces, especially in keeping abreast of the ways in which people access, gather, use and refine information and knowledge. There is an ongoing requirement for targeted and specific library-based skills training to be available and rolled out to library staff. T&D is more than just compliance training – need core skills updated regularly, e.g. information, Web 2.0, Frontline</p> <p>There are general lags in providing up-to-date position descriptions to reflect duties</p>			

Key result area 4: Demonstrating leadership

Overall star rating

Library service rating ★ ★

Reviewer's rating ★ ★

Peer review notes

CRL give things a go – they are innovative, have much goodwill, and staff involvement

CRL are innovators and contributors, and lead by example. They have an influence outside their own service which adds to their score in this area. They contribute to PLVN, statewide initiatives, ALIA, community, ACPL, Murraylink

They also have good planning and evaluation processes that give a focus to the service. Community advocacy is strong in areas

The major area for improvement in this area is within the strengthening of ties and relationships with the Shire and its strategic priorities to ensure common understandings and goals. A development of a tailored library-specific training program or plan would address a major concern area in this KRA as access to training to keep skills up-to-date is needed

Attachments

Library Strategy 2006–2009

Moreland In-house Use Survey

Team involved in the self-evaluation

Working group and workshop attendees

Jenny Mustey

Wendy O'Hara

Anna Bonomini

Sheila Harrap

Marion McCabe

Denise Gilby

Peer reviewers

Michael Scholtes, Melton Library and Information Service

Natalie Brown, Greater Dandenong Libraries