BEING THE BEST WE CAN

Key results for Victoria's public library services

City of Greater Dandenong

Self-evaluation and Peer Review Report

★ ★ ★

April 2010

Contents

Executive summary

The *Being The Best We Can* process has been a useful exercise to undertake for the City of Greater Dandenong Libraries while in the process of reviewing strategic directions. Part of the Libraries' future direction will be to plan and build two replacement libraries for the Dandenong and Springvale communities. These buildings will be purpose-built to deliver 21st century library services.

Overall, Greater Dandenong Libraries rated itself as a 2½ star library service; however, following the peer review, the Service was rated 3 stars.

Some of the major strengths of the Library Service are the approach to delivering services to a diverse community, which also has one of the lowest rates in literacy skills and English fluency in Victoria. Greater Dandenong has one of the most extensive LOTE (Languages Other than English) and ESL (English as a Second Language) collections as well as the 'Let's Read' collection that has been used as part of the Library's Outreach Service to promote early childhood literacy.

The Libraries have staff and vehicles that are dedicated to taking Library Services out into the community as part of the Library's strong focus on community building and access and inclusion. The targeted outreach service has a Home Library Service that delivers books to housebound individuals and residential facilities within the City. One of the biggest success stories is the outreach service to early year's services such as Playgroups, Maternal Child Health Services, and Community Events. This has seen people, who were not previously using Libraries, start visiting the Libraries and using other services available.

During peak library usage periods, a Librarian is rostered, whose main responsibility is to rove the Library and assist anyone who needs help using the Libraries' resources. This is especially important in a community where the average literacy levels are low and people may be reluctant to approach customer service desks and ask for assistance.

The English Language and Literacy Access (ELLA) are unique services offered by Greater Dandenong Libraries with the aim of assisting the community develop speaking, listening, reading, writing and computer skills. ELLA is staffed by qualified ESL teachers (ELLA Counsellors) who carefully assess clients' English language and literacy skills before referring clients to suitable courses.

Computer-assisted English language learning programs are also available through the Open Learning Centres at Springvale and Dandenong Libraries. The Open Learning Centres are an integral component of Library service provision, where assessed ELLA clients book PC time to practice reading, listening, reading and writing. Whilst the programs and services offered by ELLA are recognised as sector-leading, their role in the larger adult learning and literacy networks in the City could be enhanced further. The review also suggests benchmarking similar services nationally and internationally.

In readiness for new Libraries and moving Library Services forward, it has been identified that Libraries need to have strategies in place to improve the website and

access to the latest web technologies; focus the direction of collections and resources; as well as staff training and development – especially in light of RFID and self-serve technologies being part of the 21st Century Library.

More qualitative and representative feedback needs to be sought from the community, which could be achieved through surveys or other consultative measures.

Libraries also need to sell their achievements and 'good news' stories more to Council and ensure the strategic direction of Libraries tie in with the overall Council direction, and Library staff can see that they are part of that.

Introduction

With a population of approximately 135,000 residents, Greater Dandenong is the most culturally diverse municipality in Victoria, with 156 different countries represented among its residents. More than half of residents (56%) were born overseas and 51% are from non-English speaking backgrounds.

In 2008–09, around 2,500 recently arrived migrants settled in Greater Dandenong, which is the largest number of settlers in any Victorian municipality. Most humanitarian immigrants were from countries such as Afghanistan, Burma, Iraq, Sudan and Sri Lanka.

Over half of the residents of the City of Greater Dandenong (59%) speak languages other than English including Vietnamese, Khmer, Cantonese, Greek, Italian, Serbian and Arabic. Adult literacy levels are the lowest of all Victorian metropolitan local government areas.

Nearly three-quarters of the households in the City are families, with one-quarter lone person households. One-third of people aged over 65 years and two-thirds of those aged over 85 are living with a severe or profound disability, requiring them to obtain assistance with mobility, communication or self-care.

Compared with other metropolitan areas, the City's youth are more likely to leave school early, are less inclined to attend university, and are more likely to be neither in paid work nor engaged in education.

The City of Greater Dandenong Libraries, located in Dandenong and Springvale, play a critical role in helping people access and use information resources, encouraging people to learn and acquire knowledge as well as fulfilling the Library's traditional role in recreational reading.

With membership of around 66,000, the Libraries have one of the highest membership rates in Victoria. There are nearly one million visits annually to the Library's two static branches, and 150,000 visits to the Library website.

The print and non-print collections total 160,000 items, in a range of up to 20 different languages. The collection is heavily used, with around 1.5 million loans each year. There are more than 100,000 reference enquiries of Library staff annually.

The 32 public access computers available in the branch Libraries are booked solidly during opening hours. In addition, wireless Internet access has recently been installed at Dandenong and Springvale Libraries.

Greater Dandenong was also one of the founding members of the SWIFT Library Consortia, which is a shared Library Management System which now consists of 16 Victorian library services and five NSW library services. Being a member of this consortium enables Greater Dandenong Library members to order and borrow items from all participating Victorian libraries for free.

The Libraries are staffed by approximately 45 EFT, with approximately 16 qualified Librarians and at least 6 qualified Teachers (including ELLA Counsellors) on staff.

There are 22 fulltime staff, 22 part-time staff and at least 25 staff on the casual relief staff register.

The Library's total budget is $4.4 million which equates to around $32 per capita. Included in this amount, $860,000 is allocated to the purchasing and processing of library materials.

The Library Service has been part of Council's and Community Services Art's Culture and Heritage department. Following a restructure of Community Services, Library Services will now form part of the Community Wellbeing department along with Community Development, Community Facilities, Indigenous Services and Children's Family and Youth Services.

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	★★	★★
Total	★★★	★★★

Key strengths

1. Breadth of opening hours and corresponding community usage
2. Resources available to support literacy programs and community engagement
3. Targeted Library Outreach Program
4. English Language and Literacy Access(ELLA) Service
5. Proactive approach to stock maintenance – freshness of the collection

Key opportunities for improvement

1. Uptake and use of new technologies across the board

    1.1. Collections (strategy to address changes to technology)

    1.2. Service delivery via the Library website (including multilingual options)

    1.3. Uptake of self-serve options

    1.4. Customer notification (e.g. SMS)

    1.5. Social networking and Web 2.0 service delivery options

    1.6. User training programs – community needs established

2. More strategic approach to staff training to address current and future services needs

3. Need to conduct customer surveys / community consultation regularly (e.g. every 2 years)

4. Continue to work with and improve the amenity of current buildings prior to the construction of replacement libraries.

5. More strategic approach to evaluating services and programs focussing on life-long learning agendas

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 the range of collections the Library offers across all user groups to determine future composition and balance (including reviewing the selection and acquisition of resources)	Community Access Co-ordinator & Library Management Group	June 2011	
Update Collection Development Policy/Resource Access Policy in line with review findings with a five-year purchasing priority plan (reviewed annually) based on community need, collection usage statistics, the directions of Libraries 2020 and changing technology	Community Access Co-ordinator & Library Management Group	November 2011	
Implement recently completed LOTE review which covered the decommissioning and introductions of new languages reflective of key languages in the demographic. Look at incorporating data from the Department of Immigration and Citizenship (DIAC) as well as the Australian Bureau of Statistics (ABS)	Community Access Co-ordinator, CALD Services Librarian & CALD Services Support Librarian	June 2011	
Improve generation of collection maintenance reports and actions (unfulfilled holds, missing items, claims returned, etc.)	Community Access Co-ordinator with Library System Support Officer & relevant staff	December 2010	
Review the range and method by which electronic resources are offered to the community, including more targeted services and better marketing	Information and Reader Services Librarian	September 2010	Gulliver discontinued, PLVN Core adopted
Improve amenity of current Libraries by: ▪ working with building maintenance to improve Library	Team Leaders, Community Access Co-ordinator & staff working groups	December 2010	Increased budget allocation for maintenance

Action	Responsibility	Target completion date	Progress
maintenance schedule ■ regularly update furniture and fixtures ■ looking at building "first impressions" and improve as required ■ establish signage plan and customer way finding Factor in changing demand for the different collections and patterns of use on floor plan master plans for both Libraries		As budget permits June 2012	Capital budget application under consideration for furniture, Team Leaders have compiled a priority list Work towards needs and master plan for new Libraries
Increase access to resources e.g. 40 items per card in total, 8 DVD/CDS for 2 weeks	Library Services Co-ordinator	September 2010	
Investigate further the factors influencing the rate of SWIFT intra-library loans and reservation rates amongst our customers	Information and Reader Services Librarian	December 2010	
Complete business case and act on recommendations to implement a collection recovery system	Community Access Co-ordinator	September 2010	Bill notice for very overdue items near implementation Process investigated at other Libraries Add-on module ordered
Scanners and colour photocopiers investigated for public use when current copiers out of lease 2010/2011	Library Systems Support Officer	July 2011	
Review Talking Tech Service and telephony to make more intuitive and easier to use	Staff working group & Library System Support Officer	June 2011	
Remove barriers to online access for staff. Council internet access policy for staff disables access to Web 2.0 and a range of online services. These are available via Public Access PCs for customers Set-up PCs in staff rooms connected to Public Internet so staff have access to Web 2.0 to practice skills	Library Systems Support Officer	December 2010	

Action	Responsibility	Target completion date	Progress
Implement strategy that removes barriers to self-serve usage; work towards implementing RFID in Libraries. This will enable staff resources to be freed up to provide Literacy Programs and other user training	Library Services Co-ordinator		Business case and funding application under consideration Roving Librarians implemented at both Libraries (able to assist customers in their use) Beginning to phase out Kwik lock cases
Key result area 2: Building individual skills, capability and wellbeing			
More strategic approach to Youth & Adult programs targeted to the changing needs of the community and more closely linked to lifelong learning agenda. Incorporate ELLA (English Language and Literacy Access) and digital literacy Trial Book clubs/book well/reading groups/conversation circles in response to changing community needs	Community Building Co-ordinator with Community Building team and Library Management	June 2011 July 2012	
Service provision to some sections of the disabled community (includes adaptive technology). Links back to council strategy. Cover specifically in someone's portfolio	Library Management	December 2011	
Library dedicated website needed Managed and maintained through Libraries that is linked to Council's website – rather than managed through Council with multi-lingual capabilities Development of social networking technology Increase promotion of online resources already available e.g. "Ask a librarian" through the State Library	Team consisting of: Information and Reader Services Librarian; Information Librarian (Marketing Support) & Library System Support Officer, relevant council staff – IT and Media and Communications.	June 2011	Dependant on funding
Improve alerts for reminders, overdues and holds (via SMS – to be implemented) – Investigate Library Elf or email "your books are due in 2 days"	Library System Support Officer & Circulation Supervisors	November 2010	To be done in conjunction with materials recovery project

Action	Responsibility	Target completion date	Progress
Improve output of checkout and reservation notices for languages with characters and diacritics	Library System Support Officer & Database Development Officer	November 2010	Library System Enhancement put forward to SWIFT user group
Implement Baby-bounce program for 0–3s Implement Children's Literacy Project targeting 5–12 age range Continue to build on opportunities for co-operative partnerships with Youth Services	Community Building Co-ordinator	By June 2011	
Key result area 3: Developing social capital			
All staff need to attend Customer care training – recent focus has been on OH&S n and difficult situations Staff encouraged to exercise discretion more appropriately and confidently	Library Services Co-ordinator & Information and Reader Services Librarian	2011	Budgeted for 2011
New customer welcoming and induction process reviewed with key recommendations	Team Leaders with appointed staff working group	March 2011	
Investigate the resourcing options for future updates of the community directory including online version	Community Building Co-ordinator and Library Management	September 2010	
Appoint more Bilingual Storytellers in relevant community languages	Community Building Co-ordinator	August 2010	Current languages Chinese (limited availability)
Closer relationship with Literacy service providers and network, lifting the profile of ELLA and Libraries in this area	ELLA Counsellors and Library Management Team Community Development	January 2012	As part of Libraries 2020
Key result area 4: Demonstrating leadership			
Develop Marketing and Communications Strategy	Library Services Co-ordinator & Information Librarian (Marketing Support) with Media and Communications	June 2012	

Action	Responsibility	Target completion date	Progress
Develop a training strategy that addresses skills needed by Library staff into the future through 2020 planning process. Need to look at the assessment of skills and knowledge of staff, access to accredited and formalised training	Library Services Co-ordinator	June 2011	
Improving the involvement of "relief" staff. Improve. Look at other relief staff options	Team Leaders and Community Building Co-ordinator	November 2010	Trialling Relief Librarians (permanent part-time)
Develop plan to address Home Library Service expansion into the future, based on aging population.	Access & Inclusion Librarian	June 2011	
More regular meetings and LOD (Librarian of the Day) forum – recently put in place Support and training for LODs	Community Building Co-ordinator	Needs to be held quarterly	
Give brief budget plan, strategy and key project update at each staff meeting – new funding reporting	Library Service Co-ordinator, Community Access Co-ordinator & Community Building Co-ordinator	March 2010	Commenced from March all staff meeting
Key result area 5: Designing, managing and improving systems and processes			
Some Codes of Practice are out-of-date and key policy documents are out of date. Develop mechanism for document review of key Codes of Practices and Policies	Library Management Team	April 2011	
Look at joining the Library NeXus survey group and conduct more regular customer surveys to provide more options to compare qualitative data over time	Library Services Co-ordinator	Survey completed by June 2011	Survey results added as a measure to 2010/11 Business Plan
Conduct review of Induction process and implement findings	Staff involved in induction & recently inducted staff	January 2011	
More experimentation and trialling of new technologies for staff and customers (requires small budget allocation)	Library Management Team	June 2011	Dependant on funding allocation

Action	Responsibility	Target completion date	Progress
Identify and implement more formalised evaluation and feedback processes. Involve staff and key stakeholders in evaluation	Library Management Team	January 2012	
More proactive with regards to continuous improvement. Not setting self-imposed limits without any evidence or trial. Accept that there will be failures and mistakes Alignment of key values and working towards Libraries 2020 Strategy	All		Participation in Being The Best We Can

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**
Print Collections ▪ **Adults** – fiction, non-fiction, magazines, genres (romance, crime, western), newspapers ▪ **YA/teenage** – graphic novels, fiction, genres (romance, thrillers), magazines, non-fiction ▪ **Junior** – fiction, non-fiction, picture books, board books, magazines, humour, lets read, folktales, rhymes, begin to read, Premier's Reading Challenge, graphic novels ▪ **Reference** – books, magazines ▪ **LOTE** – 18 languages, magazines, newspapers, fiction, non-fiction **Non-Print Collections** ▪ **Junior** – CDs, DVDs, talking books (CDs), kits (Let's read), CD-ROMS ▪ **YA/Teenage** – DVDs, talking books (CDs), CDs ▪ **ESL** – CD-ROMs, DVDs, kits (with CDs and tapes) ▪ **LOTE*** – DVDs, CDs, talking books (CDs and tapes) *varies between languages	Library Catalogue Collection Development Policy Collection Age – % of collection >5 years old Turnover stats by collection category Usage (circulation) – People Stats LOTE collection strategy document and comprehensive studies on usage patterns by language Purchase requests procedures and collection suggestion forms	ESL Collection depth Stock work – stock condition, currency, on-going stock-work High collection turnover and quality of stock SWIFT – easy and free access for customers to collections & ILL via OPAC of 16 other public libraries in Victoria Speed of response to purchase and requests LOTE range, percentage of collection money spent on LOTE material LOTE Code of Practice JACL collection – filling a specific and identified need Home Library Service – as gateway to providing resources LETS READ – positive response to public demand, response to local and emerging community needs	IELTS – investigate ways of meeting the high demand in a range of different formats and media types, e.g. online, guest speakers as well as collections. Is currently being addressed Review of electronic resources offered – more targeted and better marketed to community Investigate e factors influencing the rate of SWIFT intra-library loans and reservation rate Space available for collections – cluttered in many areas in the Library. Need to factor in changing demand for the different collections and patterns of use. Floorplan master plans to be established for new libraries Implement recently completed LOTE review which covered the decommissioning and introductions of new languages reflective of key languages in the demographic. Look at incorporating data from the Department of Immigration and Citizenship (DIAC) as

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** ★★★
▪ **ESL** – readers, abridged novels, language learning, kits, IELTS		Access to Early Childhood Literacy Resources	well as the Australian Bureau of Statistics (ABS)
Digital/online collections – Gulliver/Bruce, encyclopaedias, computer school, safari, tumble books, ESL learning programs (in house only)		Free reserves	Improve generation of collection maintenance reports (unfulfilled holds, missing items, claims returned, etc.)
LP fiction and non-fiction books			
Special Collections			
▪ Local history books, microfiche, CD-ROMs			
▪ Genealogy periodicals, microfiche, books, CD-ROMs			
▪ Job-link books			
▪ Library Science books			
Free Internet and MS Office suite access for members			
Online access to resources through library website			
Extended collection access through SWIFT Consortium membership			
Selection is conducted by library professionals with subject specialisation and by weekly onsite selections involving a number of staff			
Use of standing orders for areas of adult fiction across formats			

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

Extensive ESL collection reflects community and significant input on part of staff (collections more difficult to source)

Age of collection impressive

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** ★★★
Review of electronic resources good idea in light of demographics. Gulliver review provides an opportunity to consider if resources better spent elsewhere		
Higher turnover in children's area relative to the rest of the collection may indicate the need for more resources in this area		
CGD offer a lot of challenging programs and services		
Think you have undersold yourself, doing fantastic things for the CALD community, should be very proud		
Dedicated and passionate, striving for great things		

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
24 hr access to collection via catalogue e-Library (SWIFT, CGD), State wide – library link, Nation wide – libraries ask TROVE Library services provided from 2 dedicated library buildings (Springvale and Dandenong). Both Libraries are open 72 hours week, 7 days per week and are open selected public holidays Outreach Library Services offered to: ▪ Kindergartens (visits and regular book delivery service) ▪ Home Library Service and residential care ▪ Child care centres ▪ Play groups ▪ Schools and other groups on request Online databases available through CGD website Libraries fees and fines are modest – little increases Residents who qualify for HACC Services can join the Libraries' Coffee Club and get access to Community bus to transport them to the Library on a fortnightly basis for a small fee 32 PCs in total across both Libraries. PCs can be booked through automated PC reservation system for one hour maximum per day. Children under 10 need parent/guardian with them	Library usage data over 1 million visits (physical and virtual), 1.5 loans. High usage of and PC occupancy rate High level of English Language and Literary Access (ELLA) usage for Open Learning Centre (OLC) and referral service (ELLA stats) Promotion of opening hours in brochures and bookmarks, etc. Photos – WebZone area, coffee club and both buildings Community building reports – numbers of attendances to programs and outreach activities Displays to promote the collection and programs Schedule of fees and charges Award for service to multicultural communities *Next reads* newsletter New title lists on website Websites – e-library, online databases, now and ready page Read and Relax Blog Recognition of ELLA and Job and	Fax machine provision in response to community need ELLA Service provision in response to community need Opening hours – open extensively Provision for targeted Outreach Services with dedicated staff and vehicle Temp memberships – making joining easy – attempting to remove barriers to access Multilingual staff fluent in relevant community languages Computer access – free, fast internet, 32 computers avail plus express PC High level of PC network performance and reliability – well maintained and supported Dedicated IT staff member for Libraries Dedicated Roving Librarian at one Library Librarian always rostered for duty during opening hours to offer	Online membership to be implemented through SWIFT consortia ELLA Services and OLC (Open Learning Centre) access expanded based on need. Investigate outreach options Scanners and colour photocopiers investigated when current copiers out of lease 2010/2011 Resources allocated to updating & providing services via website on an ongoing basis Review Talking Tech service and telephony to make more intuitive and easier to use Website and e-library avail in other languages Wireless access and more areas avail for laptop users – to be implemented this financial year Establishment of improved materials recovery system Investigate increased access to resources, e.g. 40 items per card in total, 8 DVD/CDS for 2 weeks Ease of joining – other languages, reduce bureaucracy. Ensure new members are

Key result area 1: Providing gateways to information, learning and leisure			
1.2 Arrangements for access		**Library service rating ★ ★ ★**	**Reviewer's rating ★ ★ ★ ★**
Roving librarian rostered in the afternoon at both libraries to offer roaming reference services. One library has a dedicated Roving Librarian rostered on from 3–7pm daily, is their main responsibility	Career Link Service being seen as leading practices in *Libraries Building Communities: Showcasing the Best*	reference and reader services	provided with the right information about services
Collections are promoted through displays and genre fiction collections and read and relax blog		New title list on OPAC	Information (brochures) available in other languages
Fees and charges - Holds free, Overdue 10c per day, Replacement cards $3.30, Replacement of lost/damaged items		Friendly and customer-focused staff	Improve access to Adaptive technologies
Librarian always rostered and available to answer reference questions during the full breadth of opening hours		Stock condition and age	New/extra Outreach vehicle and more resources freed up to allocate to serve emerging and growing needs
ChiliFresh collection rating: a review incorporated in web catalogue		Coffee club – ability to bus people to the library through Aged Services Community Bus Service	Increased incorporation and experimentation of new and emergent technology
English Language and Literacy Access services and English Learning Computer Programs available for access 54 hours per week		Partnerships with other organisations	Library service would benefit from increased self-serve loans and RFID. There are 2xSelf-serve machines in the Library Service, which are slowly growing in usage. Strategies are needed to encourage more self-serve usage
Partnership with other organizations (ELLA, outreach)		Users are reflective of the community	
Fax service			

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

Opening hours a definite strength, particularly in a community where encouragement of, and ongoing access to, learning opportunities is crucial

Roving librarian is an excellent innovation as it breaks down barriers and creates opportunities for interaction for patrons – love the Roving Librarian

The Library website should be regarded as the 24-hour branch. Currently the website is pedestrian, contains out-of-date information and (apart from the catalogue) does not encourage interaction. A major review of the website is recommended that considers:

- Information in a variety of languages
- The use of Web 2.0 technologies to encourage interaction with patrons (including content creation)

Key result area 1: Providing gateways to information, learning and leisure		
1.2 Arrangements for access	**Library service rating** ★ ★ ★	**Reviewer's rating** ★ ★ ★ ★

- The need for staff time to manage the online branch

Recommend Council IT be involved in developing website

Demonstrates leadership in their area of expertise – especially targeted areas such as Outreach

This area is really impressive – great partnerships

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
It is the role of the Information and Reader Services Librarian to provide training on databases and other online training Staff have access to attending wide range of in house and external training seminars and conferences Training and development needs discussed with supervisor at Preps Staff are taken through an extensive checklist at induction Emails sent to all staff to inform of new resources, policies, changes, etc. Fact sheets for use by public and staff and user guide links on websites New reference books – kept in specific location so all staff can see them before they are made available to the public All staff and team meetings – where policy changes and new resources are discussed, including demonstrations Important information page (early form of wiki) shortcuts on info PC to assist staff with information enquiries IT training wiki for IT tips and suggestions for staff	Induction checklists and programs Fact sheets Training calendar – staff personal records and Preps Reference statistics Circulation refresher training log Online database training logs Staff involved in library 2.0, 23 Things program 2007 Item searching tip sheet for work flows and e-library Minutes of staff meetings	Online training blog for staff. Use of technology to train staff over 2 locations over broad opening hours Fact sheets for the public on how to use resources Formal induction process for staff Improved look and feel of e-library (catalogue) Roving librarian role to provide one-on-one assistance to people who use resources in the Libraries Plenty of opportunities for staff training A staff role that is responsible for staff training in information services	Easier access to staff training (i.e. rostering time – perception of priorities) Staff take up of training opportunities (i.e. allocated time for training, taking responsibility) Follow up training requests (i.e. things brought up in preps). Joint responsibility between staff member and supervisor Set-up PCs in staff rooms connected to Public Internet so staff have access to Web 2.0 Investigate same resources accessible on all staff PCs if appropriate Find ways to promote to end users new resources via the website LODs to actively assist other staff in answering questions & staff need to be more aware of when to refer queries to maintain quality responses Need to look strategically at skills needed by Library staff into the future through 2020 planning process. Need to look at the assessment of skills and knowledge of staff, access to accredited and formalised training

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 ★ ★**
Circulation of professional journals to staff ELLA and internet classes run regularly in WebZones Website and book of the week – highlights new and useful resources Use of SLV reference support services for deferred reference enquiries		

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

Opportunity for a more strategic approach to staff training including:

- a skills matrix to identify strengths and weaknesses
- a training plan linked to corporate and individual training needs that is reviewed and updated on a regular basis.

Look to empowering, not just nurturing staff

Key result area 1: Providing gateways to information, learning and leisure		
Overall star rating	**Library service rating ★ ★**	**Reviewer's rating ★ ★ ★**

Peer review notes

Library knows community well

Suggest that you empower staff to seek out their own training and development

Self-serve – empower staff to demonstrate, empower patrons to do themselves

When evaluating, think about What is the risk of not doing something (opportunity cost)

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
Early Years Literacy Outreach Program Children's story times, bilingual story time (children's literature) Staff involved in early learning professional seminars and early years partnership Close links with the Neighbourhood and Community Sector training providers through the referral of ELLA (English Language and Literacy) students, Tutors network and Outreach ELLA Service - Independent referral service to ESL & vocational learning programs - Adult Learners Week - Open Learning Centre (self-directed learning programs on PCs) - Job and Career Link (JACL) - Computer classes - Internet classes - Citizenship Cultural diversity training for staff Programs - Adults - CALD - Lifestyle/learning	Premier's Award for Multi-Cultural Service Opening hours Certificate of attendance Induction records Training application and feedback forms Training calendar Statistics – participation for outreach and ELLA programs. Photographs Adult Learners Week Multicultural service excellence award State Library recognises ELLA and JACL as best practice	Outreach as a Strategic Driver Flexibility of service delivery (in house & outreach) Extensive opening hours Promotion of literacy and networking with other agencies and stakeholders in this area High use of Library space for individual and group informal learning Programs targeted at diverse community Ability to respond to emerging cultural groups Staff diversity in terms of backgrounds, qualifications and life experiences Resources available that are allocated to ELLA &literacy programs Ability to attract outside funding sources and work in partnerships, e.g. DPCD, CFC (Communities for Children), Best Start Ability to cater and provide programs and services to through CALD and	More strategic approach to Adult programs targeted to the changing needs of the community and more closely linked to lifelong learning agenda Strengthen ELLA's strategic role Expand Literacy Outreach to 5–12 years age group (Children's Literacy Project Improve feedback measures and evaluation for programs to know whether we meet community needs Poor and crowded physical environment – noisy and inadequate training facilities, especially ELLA and internet. Limits PC based learning programs. Look at flexibility of space used for such training once wireless implemented Staff awareness of learning materials, online courses and local learning partnerships Engage the unengaged, i.e. people who do attend organised community events or facilities Improve provision of space for

Key result area 2: Building individual skills, capability and wellbeing			
2.1 Lifelong learning in the library context		**Library service rating ★ ★ ★**	**Reviewer's rating ★ ★ ★**
▪ Children's Internet, computer and WebZone		unemployed, especially ELLA and Outreach program	individual and group learning (both informally and formally) when there is very high demand for such provision Service provision to some sections of the disabled community. Links back to council strategy. Cover specifically in someone's portfolio
Peer review notes on: What we do, Strengths, Areas for improvement, and Notes on Evidence			
Obvious strengths in partnerships Challenge alternatives Don't assume what you're doing should be done (e.g. author talks) – direct resources to where they will have most impact – give them what "they" want Outreach is a key driver, going outside the library Buildings could be holding library back (outgrown)			

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
Internet classes through ELLA. How to use life skills on the internet (email, using library catalogue, banking, travel, etc.) User guides available for databases for customers. CGD training wiki for staff, as well as regular updates of new databases and services Citizenship classes Ad hoc user education information, fact sheets and bookmarks, e-newsletters General user groups for internet facilities include: ELLA clients, new migrants, youth (esp. IT related) Community directory – provides information and access to community groups in the local area Online databases available via website WebZone – provide free access to 32 PCs Availability of staff members rostered in ELLA to assist users with e-government resources online Most frequently accessed e-government resources include local government information, visa and immigration, police check, working with children checks. Usually and emphasis on employment Opportunity to use and engage with 21st century technologies (i.e. reading and commenting on	Booking data for Internet & Citizenship training sessions & brochures ELLA usage statistics & Open Learning Centre Statistics PC availability & usage statistics Statistics from Gulliver, etc. Citizenship attendance Library 2.0 training record Information and Reader Services Librarian position Fact Sheets	Fair PC booking system that customers have accepted and can use with little training Express PC (10 min PC at both branches) to enhance availability 24 hours online database and catalogue access Ongoing training for staff Resources to support literacy in ESL and main collection Staff support, roving, especially in ELLA (one-on-one training), friendly and welcoming. 'Can someone help me access this form online?' – can provide assistance Roving Librarian – providing proactive assistance throughout the Library	Staff encouraged to exercise discretion more appropriately and confidently Library dedicated website needed – managed and maintained through Libraries that is linked to Council's website – rather than managed through Council. With multi-lingual capabilities Development of social networking technology to reduce barriers to access and to enhance usage Increase promotion of online resources already available e.g. "Ask a librarian" through the State Library Implement wireless PC network for customers (in progress) Trial programs that focus on digital literacy and new technologies closely related to Libraries Improve alerts for reminders, overdues and holds (via SMS – to be implemented) Online community directory (dynamic and requires more

Key result area 2: Building individual skills, capability and wellbeing		
2.2 Providing and promoting 21st century literacies	**Library service rating** ★ ★	**Reviewer's rating** ★ ★
blog "read and relax", adding catalogues, review via ChiliFresh)		money and staffing)
LibraryLink Victoria accessible via website and recommend to purchase available via catalogue		Promotion of online services – increase staff participation
Roving Librarian – providing proactive assistance throughout the Library		More structured libraries tours program (look at them strategically)
Staff undertook Learning 2.0 program		Improved staff awareness of what is 21st Century literacy
		Increase awareness of multi-lingual technologies in the online environment

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

Digital as well as functional literacy incredibly important

Vicnet may be a good partner for developing multi-lingual technologies in the online environment

Huge advocacy role for the Roving Librarian – opportunity to draw people in and take on tour

Volunteer Ambassadors from different (CALD) backgrounds could help with photocopier, toilets, tours, etc.

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
Early years literacy outreach program Comprehensive LOTE, ESL, Large Print, Talking Book resources available OLC (English and Literacy Open Learning Centre) as part of ELLA Service Free holds (includes Swift) and inter library loans Provision of IELTS resources as part of dedication ESL collection Coffee club for isolated HACC clients to provide access to Libraries as well as a social inclusion HLS (Home library service) – volunteers and staff delivery to home bound and institutions Let's Read (includes bi-lingual) & Board Books specialist collections focussing on pre-literacy New book displays New titles lists on catalogue online Read and relax – book review blogs by staff and reader's advisory information Extensive opening hours Children summer reading programs, tumble books (e-books), e-newsletter Standing order process and title suggestion Partnerships with children's services, aged and disability services, best start, Mission Australia	Statistics – Open Learning Centre, ILL, intra library loans, Early literacy, HLS, Volunteers, collections, usage Public feedback Turnover per area of collection Multi-Cultural Service Delivery Award Numbers of entries into Summer Reading Club Attendance to launch and finale (summer reading) Young readers program – bags/voucher exchange Bookmarks to promote genres and authors	Variety of formats Redirected and evolved services that address customer needs Promotion of reading – Summer Reading Club, story time, coffee club and displays Long opening hours & accessibility to services Try to reflect community needs ▪ Bi-lingual and ESL children's material – helps parents who cannot read much English ▪ Bi-lingual staff Growing number of partnerships and acceptance of the importance of reading & literacy by key partners Knowledgeable and experienced staff	Implement recently completed LOTE review Implement Baby-bounce program for 0–3s Implement Children's Literacy Project targeting 5–12 age range Feedback & evaluation – patron, collection and programs – statistics gathering Trial Book clubs/book well/reading groups/conversation circles in response to changing community needs Improve output of checkout and reservation notices or languages with characters and diacritics Continue to build on opportunities for co-operative partnerships with Youth Services

Key result area 2: Building individual skills, capability and wellbeing			
2.3 Encouraging a reading culture		**Library service rating** ★★★☆	**Reviewer's rating** ★★★
(cfc), local schools and a developing partnership with Youth Services Active contribution to Community training Program (reading to children seminar, playgroup leader training) Library staff undertake modelling with reading to children to Playgroup Leaders in the field, parents and Child care staff			
Peer review notes on: What we do, Strengths, Areas for improvement and Notes on Evidence			
Number of in-house story times seems small for population Outreach story times that reach the unengaged and help model good reading behaviour are commendable (excellent good news story) Excellent participation rates in Summer Reading Program Strength in partnerships – role for advocacy Explore opportunities to partner Book clubs – staff to kick-start and get users to maintain – staff are the conduit Everything is harder due to CALD but doing a fantastic job – easy to underestimate the effort. But still need to consider how to up the ante			

Key result area 2: Building individual skills, capability and wellbeing			
Overall star rating		**Library service rating** ★★★	**Reviewer's rating** ★★★
Peer review notes			
Do well in the areas you know well (focus) – consider "What challenges are you going to take on?"			

Key result area 3: Developing social capital

3.1 Welcoming civic space	Library service rating ★ ★	Reviewer's rating ★ ★ ★

What we do	Evidence	Strengths	Areas for improvement
Staff training and conflict resolution training – the bulk of staff trained in 2006	New staff Induction manual	POD Service @ Springvale – more open than traditional circulation "control" desk	All staff need to attend Customer care training
Customer Service expectations covered in induction process	Opening hours of both branches on weekdays, weekends and public holidays	Multicultural staff who represent the community and speak a range of languages	New customer welcoming & induction
Welcoming and accessible to all members of the community	Roving librarian	Close to Public transport	Planned approach to signage
Libraries open 7 days per week	Photo of library displays and signs	Long opening hours	Display space and facilities and equipment
Dedicated spaces and areas in the library	Customer feedback forms	Outreach program delivers services to where target groups and new and emerging communities	Buildings and their amenity. Including improved furniture & fittings
Staff resources allocated to ensuring displays are up-to-date and replenished	Library brochures and flyers	Council provided transport (coffee club)	Increase space for promotional materials (such as fact sheets)
Avoid use of negative signage e.g. do not eat at the PCs	Community building reports for outreach	Welcoming staff	Online membership – to be implemented through SWIFT
Multicultural staff & experience in service provision to CALD in selection criteria in all PDs. Staff are given Cross-cultural and diversity training	Visitor Statistics	Roving librarian – now at Springvale as well as Dandenong	More flexible program spaces
Fact sheets that promote and provide instructions on how to use online resources		Attracting new Library users through the ELLA program	More youth focused zones
All new Library members are inducted (briefly) by Library staff		Accessibility of staff to assist ELLA clients	More computers available for public and wireless access (more power points provided) – to be implemented this financial year
JACL (job and career link)		Staff respond promptly to building issues – process handling through building maintenance	Entrance areas and first impression of both Libraries
Library brochures and flyers professionally designed and printed)		Job and Career Link Service (JACL)	More proactive and preventative building maintenance program
Range of collections diverse			Improved collection design & layout
Furniture, air conditioner, coffee machine &			Buildings are dated and well past

Key result area 3: Developing social capital			
3.1 Welcoming civic space	**Library service rating ★★**		**Reviewer's rating ★★★**
snack machines Art work – "Art on Glass" gallery space @ Springvale Library Longest opening hours in the state Professional Interpreter services available New books display Qualified English teachers on staff able to assess students (usually English level) A number of staff with Certificate IV in training and assessment There are 2 branch libraries 8km apart plus outreach services			their use by date in their current form

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

Outreach services go to where the patrons are – 'space' goes beyond the four walls

Extensive opening hours – doors always open – essential to a welcoming environment

Buildings may be dated but still feel alive and welcoming – a great outcome and testament to continuing efforts to improve and update within a limited framework

Major but necessary challenge to continue to implement improvement ideas until new libraries are built – difficult to make changes to people, services and buildings

Recognise the limitations (i.e. hours, outreach, partnerships)

If you can't get the buildings immediately, what signage can you do to improve the welcoming space in the meantime? Is it really welcoming if you have a tired building and no space – challenge to make use of space

Key result area 3: Developing social capital

3.2 Sense of identity and belonging	Library service rating ★★★☆	Reviewer's rating ★★★☆

What we do	Evidence	Strengths	Areas for improvement
25% of the collection is spent on Languages other than English to reflect community needs Provision of English Language and Literacy Access Services Citizenship classes Libraries are located in the same department where heritage collection and services is managed Celebration of cultural diversity and events to reflect this – Afghan week, Indian festival, Chinese New Year dragon dance Community Building Co-ordinator role – Senior position in Library contributes to community and social inclusion aspect of Library Services together with the Access and Inclusion roles The following have been implemented specifically for the Greater Dandenong Community: ▪ Coffee club ▪ In general, we help people learn English (ELLA, stock, collections) ▪ Displays for events – Ramadan, Diwali, Christmas, Chinese new year ▪ Story time in other languages ▪ Citizenship classes	Ella reports and stats Program booking sheets Annual LOTE strategy – responding to changing community needs Collection development policy (inc recent LOTE updates) Public notices policy ELLA brochures Program feedback forms Photos of dragon dance Brochures/Photos for Afghan week and Indian festival	ELLA Services JACL Multilingual staff – staff's experience working with diverse community and cultural awareness Citizenship classes Outreach services – community visits Folk tales – World music IELTS & ESL resources. Think we have all items available to buy Community celebrations Story time	More computer classes in community languages Staff with specific language skills (Arabic, African, Asian) More translated library brochures/ information Website reflective of the multilingual nature of the community Encouraging representatives of the community to visit libraries and act as advocates for libraries More use of universal signage Targeting collections to new communities (e.g. music from Sudan) Celebrate local cultures more including music and dance Social networks – online services for library users targeting special groups Area to grow and enhance would be the capturing and facilitating the generation of content and local history from the community

Key result area 3: Developing social capital

3.2 Sense of identity and belonging		Library service rating ★★★☆	Reviewer's rating ★★★☆
Local studies – collect published materials in contact with historical societies			

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

Dedicated Community Building Coordinator indicative of weight given to this KRA

Multilingual staff notable

Opportunity to develop local history resources and create content through continuing partnerships with local history groups and historical society – opportunity to do more, could partner with local studies groups and create content on library website similar to WikiNorthia

Key result area 3: Developing social capital

3.3 Supporting social connections	Library service rating ★★★★☆	Reviewer's rating ★★★★☆

What we do	Evidence	Strengths	Areas for improvement
ELLA & Open Learning Centre services in Libraries. Service attracts users who are from CALD backgrounds, unemployed (Job & Career Link). Many of which use other services provided by the Libraries Early Literacy Outreach program –mainly focussed on playgroups, with book deliveries to kindergarten, Child Care Centres CALD programs – celebration of Greater Dandenong's Cultural Groups e.g. Afghani, Indian, African Outreach to community events, Family fun days for children Library tours for AMES students, Migrant Resource Centre and school groups Friendly and welcoming staff which to an extent reflect the community profile Coffee club for assessed HACC clients. Also assists in bringing the socially isolated to the Library, some of which have not been able to use the Libraries for many years Community directory – publication where members of the community can find details of community groups in CGD Adult Learners Week expo, Neighbourhood House week	Liaison with other council departments – successful youth holiday programs, recruitment of new HLS volunteers, MCHC (Maternal Child Health Centres) visits, best starts, etc. Numbers attending adult learners week expo Reports – outreach/community building Opening hours brochure Feedback – written and verbal, CALD program feedback Demand for and take-up of outreach programs ELLA and OLC usage statistics Award for excellence of service to multicultural communities Referrals from community agencies/ partners/council Emails and feedback from group leaders Photos of patrons using space for meeting and socialising Efforts to overcome barriers for non-users	Bi-lingual material Flexible outreach service delivery Increasingly relevant and well attended community programs Long opening hours Linked in service partners with community agencies Outreach program reaching hundreds of people each month Free programs such as me and my dad and all things Indian Afghani, etc. Coffee Club creating Social Connections for isolated Aged and disabled users Evidence and observation of outreach participants starting to use Libraries Translators used at Library Programs Keys Please, Positive Aging Library presence at community events	Focus on relevant community languages Increased emphasis on user induction/flexibility in regards to fees and charges Staff education – empathy with client socioeconomic restraints which can be a deterrent to using Libraries Event/program feedback and review process Library tours – keep a record of how many are run, how well attended – evaluation More presentations in staff meetings from people representing different organisations / departments / cultural groups Cultural diversity training refresher Staff training in assisting users with disability User education programs (strategy, direction) Services to youth (in-house and online)

Key result area 3: Developing social capital

3.3 Supporting social connections		Library service rating ★★★☆	Reviewer's rating ★★★☆
Read and relax blog Early childhood programs – story time and 'Me and My Dad' Active involvement with community partners – AMES, FAHCSIA, Community houses, Mission Australia, playgroups, QEC (Queen Elizabeth Centre) – some of which advocate the benefits of Libraries Meeting room, community group space Holiday programs (Summer Reading Club), Youth programs during the holidays Liaison and links with other council departments in delivery of some services for key groups e.g. Aged, Children, Families	Outreach programs Number of HLS (Home Library Service) clients and institutions List of community partner/networking contacts Home Library Service volunteer statistics		Living libraries program Online community directory – community web presence Appoint more Bilingual Storytellers in relevant community languages.

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

Huge investment in breaking down barriers

Number of volunteers commendable as this requires significant investment and oversight

Providing translators definitely helps to support social connections

Opportunity to invest in Youth Services area and encourage more engagement with youth

Opportunity to develop services supportive of those with mental illness and disability

There are many great stories in this area, many of which tie in with policies at all levels of government. These stories should be captured and promoted – HLS: 92 individuals, 18 institutions with 32 volunteers – beautiful stories!

Providing a sense of belonging and welcoming, looking after them, e.g. HACC coffee clubs – HACC program provides 'second place' for older adults

Key result area 3: Developing social capital

3.4 Reaching out to communities		Library service rating ★ ★ ★	Reviewer's rating ★ ★ ★
What we do	**Evidence**	**Strengths**	**Areas for improvement**
Home Library Service delivered to Housebound individuals by staff or volunteers

Early Years Outreach to playgroups, Maternal Child health Centres and key community based centres

Outreach Services monitored by attendances to programs, statistics of key collections e.g. Let's Read, user feedback and to some extent Outreach users start to attend Libraries (e.g. Children & parents seen at storytime.)

Job and Career Link and ELLA service & Adult learners expo promote Library users and engage new Library members

Community events presence

Learning is promoted though ELLA, Outreach, ACFE (Adult Council of Further Education), English and Literacy Action Group (Literacy Network)

Identification of target groups for outreach service delivery

Coffee club – HACC clients

Bi-lingual story time

Temporary memberships available for transient population

Home Library Service | Multi-Cultural Award for Excellence in Service delivery

Outreach usage statistics and reports

Level of demand for outreach services

Attendance at library events

Coffee club – increased demand

Community networks and partnerships | Outreach reaching capacity

Aim to be inclusive in services and program delivery

Rising use by former non-user groups

Targeted groups reached (eg: Albanian community)

Temporary Memberships | Adult programs targeted to community needs

Extend bi-lingual story times

Better relationship with Literacy service providers and higher profile

More effective analysis of collection usage and non-usage patterns

ILMS stats for outreach visits

Extend outreach to immunization sessions, more schools, etc.

Baby bounce sessions implemented

Ability to provide services (HLS) to NESB patrons effectively across libraries

Wireless/mobile access – outreach visits

Partnerships within libraries and across departments to enable more effective service provision

Better monitoring of resourcing required to deliver outreach

Increased efforts at satisfying and engaging needs of target groups |

Key result area 3: Developing social capital			
3.4 Reaching out to communities		**Library service rating** ★★★	**Reviewer's rating** ★★★
School visits – story time, shows, etc. Collections in LOTE			

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

Allowing new memberships and borrowing at outreach programs is an excellent example of breaking down barriers and reaching out to communities

Definitely reach out to communities (i.e. outreach, language, youth, etc.)

Providing an excellent service

Key result area 3: Developing social capital

3.5 Working in partnerships	Library service rating ★ ★	Reviewer's rating ★ ★ ★

What we do	Evidence	Strengths	Areas for improvement
Community consultation relating to CALD programs Member of SWIFT Consortium ELLA works closely with ACFE providers (Community and Neighbourhood Houses) PLVN (executive and subcommittees and special interests groups)) Partnerships within CGD – Children's Youth and Family Services, Aged and Disability Services Mission Australia – funding partner Best Start – funding partner Member of CGD Early Years Network Vic-Road – Annual 'Keys Please' Child Care Centres story week State Library of Victoria – Statewide projects e.g. Being The Best We Can Home Library Service – nursing homes/Aged and Disability Services Kindergartens (Kinder delivery run) Outreach to playgroups – council, group leaders, Playgroups Victoria Young readers program (SLV, Maternal Child Health Centres)	Funding contracts & Memorandums of understanding Reports and Statistics Award for multicultural excellence outreach program Membership on ACFE council Attendance at events Early years partnership Literacy centres holding classes in the library ELLA relationship with clients, ACFE providers Feature issue of 'The City' Feature in Play grouper Magazine Active involvement in state-wide Young Readers Program	Access to external funding and external funding sources Award winning programs Let's Read Collection Youth programs on school holidays Wide range of relevant programs across varying target groups	More leverage of targeted funding to specific groups e.g. Aged, Youth Build partnerships with local sporting clubs to include 'our' local youth Traineeships – target locals in employment Key resources not so dependant on external funding (build sustainability into these projects) Improved understanding of libraries & learning role within council. Need to address with Marketing and Communications Strategy that addresses internal and external Marketing Homework help Targeted outreach for Youth such as high school visits Investigate approach to improving community consultation and surveying process Community champions and advocates Establish Literacy Partners under the Children's Literacy project

Key result area 3: Developing social capital				
3.5 Working in partnerships		**Library service rating** ★★		**Reviewer's rating** ★★★
Library tours – AMES, MRC (Migrant Resource Centre)				
Peer review notes on: What we do, Strengths, Areas for improvement and Notes on Evidence				
Number and breadth of partnerships fantastic – again some great stories Planning for sustainability and ongoing resource provision in partnerships is a must Improved understanding of libraries and learning role within Council critical in terms of ongoing funding and future development. Should be a major underpinning of, and consideration in, Library 2020 Strategy Marketing and Communications Strategy a great opportunity to bring out some of the great stories in a way that highlights the libraries and learning role in a way that garners support for ongoing funding and development				

Key result area 3: Developing social capital				
Overall star rating		**Library service rating** ★★★		**Reviewer's rating** ★★★★
Peer review notes				
Magnificent cross section of partnerships with organisations and successful too Recognise the need for sustainable outcomes when implementing new programs/services (and maintained)				

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
Library staff meetings to give all staff a chance to contribute	Minutes of staff meetings	Minutes are emailed to all staff	Develop Marketing and Communications Strategy
Library environment – friendly, vibrant, crowded, loud	Library feedback sheets	Most staff get a chance to contribute	Improving the involvement of "relief" staff. Improve Seating accommodation for customers
New library system SWIFT (founding member)	Community Participation in programs	Staff training opportunities	Signage
Libraries 2015 and Libraries 2020 long-term strategic planning	Visitor and usage statistics	Staff training and acceptance of SWIFT system	First impressions - Entrance at Dandenong
Operational plan, Business Plan – linked to Preps (staff appraisals)	Planning notes – drafts	Management perceived as approachable by staff and accepting of different staff opinions	Public toilets
Library management meeting discussed 1 or 2 areas of change and further community building meetings discuss strategic development of programs & outreach	Express PC at both branches	Building partnerships	Ensure outcomes of management meetings are discussed at staff meetings
Staff provide input into customer service improvements	ELLA – Excel booking sheets for stats, attendance, classes booked out	Staff are encouraged to suggest improvements to the branches (eg: furniture needs)	Opportunities to develop information literacy programs – internet and online databases
Initiatives to improve customer service lead by staff (e.g. express PC)	LG-Pro Award for innovation (SWIFT)	New outreach van	Show customers how to use OPACS and self serve
External funding applications sources through external and internal networks – Best Start Mission Australia	Management supporting staff with new ideas and implementing new programs		Building collection footprint should be able to reflect the budget allocations – being able to accommodate the resources where budget is being spent
ELLA programs – citizenship classes, computer, internet, resume help	Award for outreach program		More public feedback (e.g. surveys)
Staff development programs – Outreach HLS and children's, Coffee clubs, youth services, Summer holiday activities, citizenship, computer classes	Good working environment		Give brief budget plan update at
	Mags move according to population of language and/or interest		
	Mages are shared with other libraries through SWIFT and move on a regular basis		

Key result area 4: Demonstrating leadership			
4.1 Leadership and innovation at all levels		**Library service rating** ★★★	**Reviewer's rating** ★★★
			each staff meeting – new funding reporting
			Discuss our "values" more. Work on the values alignment of Library Management Team and key staff. Use Libraries 2020 as a guide

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

Interesting that long term strategic planning is not mentioned as a strength

Current plan presented as evidence without any indication of what has been achieved. How do staff know when strategic goals have been achieved? How are goal monitored?

A great sense of being responsive to the community, but not a sense of leading the community

Great range of partnerships with and for community

Strategic Plans, Business Plan, Management – what's the relationship between council and library?

Communication – formal processes – how are innovative ideas implemented?

Mentoring program?

Good sense of team, working well

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
How we engage with community through partnerships – outreach, QEC, nursing homes, playgroups Vic, play spot, working with internal and external partnerships for 2020	ELLA's partnership with outside entities	Playgroups	Need to develop a framework or guidelines for Outreach programs e.g. look at the demands, staff, resources
We have a yearly plan and long term plans (2020) which reflects our business and operational plan	Joint run programs and services with agencies	Communication of where and what services are offered with no limitations as to where to refer potential or current ELLA students	Develop Marketing and Communications Strategy
ELLA refers to English classes outside library e.g. Neighbourhood House and Community Centres	Documents and statistics are available – people counter, number attending citizenship classes, number of memberships	Jointly run programs and services – best start, coffee club, youth services, tutors conference, neighbourhood house week	Look at the HLS expansion based on future demand
State and Federal priorities – PRC, Summer Reads, Citizenship, Let's Read program	Reviewing plans in meetings – staff are informed of goals met for precious year and new goals for that year	PREPS – appraisals, reflect on broader organisational plans	Clear statement of values and acceptance of these as well as strategic direction of Libraries
Attendance to community events – Myuna farm, Family events	Service reviewed 2007; opening hours reviewed 2008	All staff get an opportunity to participate in the planning process e.g. 2020	ELAG opportunities to broaden scope and membership to improve literacy
Opening hours are accessible	Let's Read – collection stats	Acknowledgement of library's role on the community and being invited to events	More regular customer surveys (once every 2 years)
Inclusion – making library materials available for hard to reach groups	Usage and demand of service		Increase our participation in community
Coffee club	Successful events held in library	We get regular community statistics and can identify areas we need improvement on eg: early childhood literacy levels in CGD	Make is easier for customers to make suggestions for stock
Community bus picking up patrons to come to the library	Invited to community events (ELLA and other programs)	Longest opening hours in VIC	Feedback to customers – involve this information in the library tours and encourage patrons to approach staff
Volunteers – meetings, end of year functions (through council) to appreciate their service	Tutor seminar attendance – planning for another one	Extended opening hours for selected public holidays due to customer feedback statistics	
Adult Learners Week	HLS deliveries		
Tutors/Volunteers seminar (ELLA)	Community bus for coffee club		
Community involvement in stock selection – suggested purchase sheets, online suggestions	Visiting play groups of the previously disengaged		
	Temporary memberships		

Key result area 4: Demonstrating leadership		
4.2 Planning and community engagement	**Library service rating** ★ ★ ★	**Reviewer's rating** ★ ★ ★

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

Sense that outreach programs have grown organically. As noted in the Areas for Improvement, it is important to develop a framework and guidelines for these programs so that they can be carefully evaluated and properly resourced

Although engaging with such a diverse community can be challenging, it is important to gain feedback for strategic planning, particularly if new libraries are to be built. Customer surveys are an excellent start but there can also be some innovative ways of finding out community desires, such as asking classes of school children what they would like their new libraries to be like

Don't forget to use your industry colleagues!

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
Staff have support from: - OHS representatives - Employer assistance program - Team Leaders/supervisors and senior management - Designated LOD (Librarian on Duty) always on duty through library opening hours - EEO representatives Staff have access to: - Refresher trainings & ongoing - Meetings - Two week induction process - PREP Process - Use of "buddies" to assist less experienced staff Council has formal Recruitment process which Libraries follow Designated Training Officer in Council. Staff member in Libraries which monitors training needs Library Training Wiki Council has Study leave and support policy. Two staff currently undertaking Graduate Certificate in Management through Community Services	Rosters (LODS) Photo representation of EEO and OHS reps Regular conflict resolution and manual handling training Improvement of library brochures given to new users – in progress PREPS Training evaluation Procedure manuals have been reviewed and updated Training librarians and CSOs Codes of practice Emails to all staff Training attendance records Refresher training on a regular basis	LODS provide avenues to deal with difficult situations at all times PREPS – training needs are identified and followed through Secondment and higher duties opportunities Induction process – staff are more confident when starting their new role (have basic background knowledge) Training and refresher training is always available Peer feedback and support Well resourced training budget	More regular meetings and LOD forum – recently put in place Support and training for LODs Training and staff development strategy needed to support Libraries' strategic direction Need to look strategically at skills needed by Library staff into the future through 2020 planning process. Need to look at the assessment of skills and knowledge of staff, access to accredited and formalised training Process for applying for training New user training Codes of Practice – needs to be updated and be made available to staff with review dates built in Need to update customer care training for all staff and more regularly

Key result area 4: Demonstrating leadership

4.3 Building organisational capability through people	Library service rating ★ ★ ★	Reviewer's rating ★ ★ ★
All librarians trained in accessing information and providing it to patrons		
Identifying training needs through staff members, managers and staff made aware of courses available		
PREPS – identify new training needs as well as refresher training		
Secondment and Higher duties opportunities		

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

Two week induction period and buddies on desk very impressive and comprehensive

Encouragement of secondment, higher duties and further education demonstrates a learning culture

Really good feeling that so many staff were involved in the preparation and delivery of the Being the Best We Can Presentation - great demonstration of passion and commitment

Sometimes individual training needs are not implemented or overlooked. Clearer process and procedures needed for staff training. Training and Development Strategy a good start

Consider reviewing relevant policies and procedures

Key result area 4: Demonstrating leadership

Overall star rating	Library service rating ★ ★ ★	Reviewer's rating ★ ★ ★

Peer review notes

Comprehensive induction program

Ask yourselves why are you doing these activities – advocacy, purposeful, risk management

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
Library Codes of Practice in place for the following areas: **Customer Service – Front of House:** Circulation Services, ELLA, Financial Management, Information Services, Information Technology, Managing WebZone, Facilities, Materials Recovery, Memberships, Operating Library Centres, Management of Issues & Public Behaviour **Customer Service – Back Of House:** Financial, Home Library Service, Marketing and promotion, Programmes and activities, Stock maintenance, Work Experience **Resource Management:** Collection Development, Rosters, Training Relevant staff provide updates – usually prompted by Dandenong Library Team Leader	Codes of Practice examples Training records, PREPS Customer feedback – negative and positive Induction feedback and checklist	Relevant staff review documents Staff feedback Reference point for information update Safety and focus on teamwork Regulated induction Codes of practice Many staff work across both libraries, which can enhance consistency in the application of policies and procedures	Staff members know where relevant information and procedures are Some Codes of Practice are out-of-date. Develop mechanism for document review of key Codes of Practices and Policies Simplify customer service procedures now, not later Consistency across all staff levels, regarding knowledge, policy and procedures Further development of short refresher sessions Need to develop a mechanism that will enable more active staff feedback re: new and current procedures Three month review of induction process for inductees with PREPS Could do with a centralised approach to Induction, recruitment and training..

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

5.1 Implementation of policies and procedures	Library service rating ★ ★	Reviewer's rating ★ ★
Regulated induction process with checklist Informal and formal (staff meetings) refreshers and information sharing with staff Customer Feedback forms in the Library Customer emails Library Strategies and Operating Plans link to Business Plan and Community Plan Many staff work across both libraries, which can enhance consistency ion the application of policies and procedures		

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

Have recognised the need to review policies – suggest a checklist/expiry dates for policies and procedures – Document review (Area for improvement)

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
Monitor changes/needs of the community. Staff member in Council monitors demographics which assists us with planning. Trends in ELLA use can also indicate future service needs The budget is allocated through defining community needs. Council has Long-term financial plan in place Budget is primarily responsive & linked to Library Strategies Continuous improvement – training and ongoing review of services. Participation in Being The Best We Can PC occupancy in Libraries is very high $800K (not including staffing costs) are invested in stock with priority areas reviewed annually. LOTE material policy with triggers Choice of databases are reflected by user needs Introducing new services – ideas and initiative comes from the community needs External funding is managed by agreement with funders or Council Financial guidelines and practices	Participation in "Being The Best We Can" and similar Express PC Statistics – database, computer usage, circulation, etc. Public PCs occupied 90% (from stats) Stock work – not moving areas are identified, statistics of usage Annual survey – investment in LOTE material & programs	Librarians on duty throughout opening hours 24 hr access to catalogues Big range of formats and in many languages e.g. DVDs, CD, book Longest opening hours in Victoria Proactive stock work Stock that isn't being borrowed is withdrawn or relocated Selling withdrawn stock to raise funds for new stock Floating collections LOTE and ESL collection very high in Victoria	Being more responsive to community needs – being able to identify formally community needs through improved feedback mechanisms We could better use staff resources through more use of 'self serve' Need a roving librarian at Springvale. (Now implemented between 3.30–6pm weekdays) Develop framework for growing services to cope with demand More regular reports re: stock usage through system need for feedback from staff in branches Better planning on which staff will fill another's while on holiday Marketing and Communications Strategy Communicate to staff budgeting procedures/allocations Wireless internet to be implemented 2010 More experimentation and trialling of new technologies for

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** ★ ★ ★
			staff and customers (requires small budget allocation)
			More proactive with regards to continuous improvement

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

Not a clear sense of library priorities for strategic focus and development. Tight budget can be more readily targeted if priorities are timelines are clear

Good resources budget, but not much evidence for budget support of the introduction of 21st Century technologies including RFID. Sense that majority of effort goes into collection development and outreach

Like the policy triggers for LOTE

Other programs, etc – good use of valuable resources

Appears to have used resources effectively, knowing limitations (but also be mindful of the opportunities for future)

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
Human Resources, Finance & OH&S audits through Council Contingency planning – Library Services feature in Heatwave plan & pandemic plan Annual planning process and review process and staff meetings Express PC – public need, staff workgroup set-up to create this new service Ongoing training – databases, training blog, fact sheets, social networking Attending workshops, seminars looking at other practices in other libraries Outreach – community needs, planning and finances Sector leading with ELLA Service and Outreach. First with Customer Service Pods and one of the first with Roving Library staff Library staff participate in key networks Staff are encouraged through training and program development User feedback in library, online and via feedback forms for programs	ELLA – Victorian *Reaching the hard to reach* presentation Libraries Building Communities reports (2 entries – ELLA and JACL) Awards Customer feedback Attendance at conferences, committees	Secondment and higher duties appointments available to staff Flexibility in ongoing training as a response to need or interest Active in key networks – attendance to external meetings and conferences ELLA Service Outreach Service SWIFT – founding member Circulation/Information desk "Pods" at Springvale – trends setting – other libraries visited	More formally identified evaluation processes HD and Secondment process more open Look at joining the Library NeXus survey group and conduct more regular customer surveys to provide more options to compare qualitative data over time Involve more staff and key stakeholders in evaluation

Key result area 5: Designing, managing and improving systems and processes		
5.3 Self-evaluation and continuous improvement	**Library service rating** ★ ★	**Reviewer's rating** ★ ★
Peer review notes on: What we do, Strengths, Areas for improvement and Notes on Evidence		
No formal continuous improvement in place. Opportunity to develop more formal system with measurable outcomes. This would ensure things such as Codes of Practice are regularly review and updated ELLA is sector leading but has been around since the 1990s. Opportunity to benchmark against similar programs (world wide) so that it continues to evolve and develop Pods @ Springvale – recognise the need to improve what they have in a limited space Outreach – excellent example of continuous improvement		

Key result area 5: Designing, managing and improving systems and processes		
Overall star rating	**Library service rating** ★ ★	**Reviewer's rating** ★ ★
Peer review notes		
Formal monitoring and evaluation – lobbying and advocacy – get on council agendas for WOW initiatives Visits to other library services could help expand knowledge		

Attachments

Team involved in the self-evaluation

Working group

Marijana Bogdonavic, Library Technician (Acquisitions) – KRA Leader (5)

Natalie Brown, Library Services Co-ordinator

Roger Coleman, Community Building Co-ordinator

Brad Cooper, Library System Support Officer

Donna Edwards, Access and Inclusion Librarian – KRA Leader (3)

Debra Hutchinson, Information and Reader Services Librarian – KRA Leader (1)

Roisin Jacobs, Community Access Co-ordinator

Mike Lotrean, Team Leader – Springvale Library – KRA Leader (3)

Ros Tiberi, Team Leader – Dandenong Library – KRA Leader (4)

Susan Thomson, CALD Support Librarian – KRA Leader (2)

Gek Wong, Team Leader – Technical Services

Workshop attendees

Marijana Bogdonavic, Library Technician (Acquisitions) – KRA Leader (5)

Natalie Brown, Library Services Co-ordinator

Roger Coleman, Community Building Co-ordinator

Donna Edwards, Access and Inclusion Librarian – KRA Leader (3)

Chanh Frichittavong, Library Support Officer

Debra Hutchinson, Information and Reader Services Librarian – KRA Leader (1)

Mike Lotrean, Team Leader – Springvale Library – KRA Leader (3)

Martina Sanchez, Customer Service Officer

Mara Savic, Customer Service Officer

Ros Tiberi, Team Leader – Dandenong Library – KRA Leader (4)

Susan Thomson, CALD Support Librarian – KRA Leader (2)

Jessica Troyahn, Customer Service Officer (Children's and Youth Services)

Tatjana Tvrtkovic, Customer Service Officer (Library Administration)

Gek Wong, Team Leader – Technical Services

Nijaz Ziberoski, Access and Inclusion Officer (Home Library Service)

Peer reviewers

Caroline Macvean, CEO, Goldfields Library Corporation

Kerri Sidorow, Point Cook Community Learning Centre Library Co-ordinator, Wyndham Library Service