

Being The **Best** We Can

Key results for Victoria's public library services

Port Phillip Library Service

Self-evaluation and Peer Review Report



June 2010

* Based on completion of Key Result Areas 1 and 3

Contents

Executive summary	3
Introduction	4
Port Phillip Profile	4
The People	4
Council Context	5
Library Service Profile	5
Summary results	7
Overall ratings	7
Key strengths	7
Key opportunities for improvement	7
Five-star ratings.....	8
Improvement plan	9
Detailed findings	12
Introduction	12
Attachments.....	38
Team involved in the self-evaluation.....	38
Working group	38
Workshop attendees.....	38
Peer reviewers	38

Executive summary

The opportunity to participate in the Being The Best We Can (BTBWC) project has enabled the Port Phillip Library Service to devote some active 'time and space' to thinking about what and how we do, and where we could do things differently or better.

One of the key benefits (and challenges) in undertaking this exercise has been to take a step back and check some of our very basic assumptions about the value we place on what we do as a public library service – the difference it does (or in some instances, maybe doesn't) make in people's every day lives.

Some of the sessions around tables and whiteboards working through evaluation templates prompted rigorous debate – a good thing in itself.

There was much discussion of what should be included/excluded, what could 'safely' be assumed as a given, was it too high level, too much detail, etc.

Much of the intrinsic value was derived from the endeavour to get to the heart of what we are really about – how would we like to be known and how would we go about describing that?

The rationale for us in choosing the Key Result Areas we did – Providing gateways to information, learning and leisure, and Developing social capital – was twofold.

Firstly, we have done a lot of (organisational) planning in recent years at Port Phillip, particularly around systems, processes and metrics to demonstrate service effectiveness. BTBWC was a prime excuse to be selfish! To turn the mirror on ourselves and focus on a couple of key result areas that really meant something to us as a library service, an opportunity to do some learning on our own terms.

The second reason was the robust nature of the tool itself. The links with the Business Excellence Framework and the structured nature of the process in working through the various KRAs mean that it's an exercise that can offer real value in the medium- to long-term. For Port Phillip, BTBWC is an exercise that we intend to continue to build on in the short-term, as we develop the narrative of libraries in Port Phillip – why we do what we do, and what the future might hold.

Introduction

Port Phillip Profile

The City of Port Phillip (CoPP) was formed in 1994 and is an amalgamation of the former cities of Port Melbourne, South Melbourne and St Kilda. It is located on the northern shore of Port Phillip Bay, south of the Melbourne city centre.

The City of Port Phillip is one of the oldest areas of European settlement in Melbourne; Port Phillip is known and treasured by many for its urban village feel with its magnificent heritage buildings, strip shopping, tree-lined streetscapes and artistic expression. This has helped shape Port Phillip as a city of defined neighbourhoods.

The major village precincts of Bay Street (Port Melbourne), Clarendon Street (South Melbourne), Fitzroy and Acland Streets (St Kilda) and Carlisle Street (Balaclava) provide a variety of retail, leisure and entertainment experiences, each with their own character and cultural expression.

A number of significant employment areas also sit within Port Phillip, including the St Kilda Road office district, and the industrial, warehousing and manufacturing districts in South Melbourne and Port Melbourne.

The foreshore that stretches over 11 km and a network of public open spaces makes the city a desirable place for residents and visitors alike to enjoy. It is well served by public transport with a substantial network with the St Kilda and Port Melbourne light rail lines and two stations on the Sandringham rail line.

As a sought-after inner city area of Melbourne, the physical environment is subject to change. The city continues to experience significant residential development with an estimated increase of 18,000 households (28,000 people) over the next 20 years.

The People

Port Phillip is a diverse community and has experienced changes over time. Over 90,000 people now live in the City of Port Phillip. St Kilda is the largest of Port Phillip's neighbourhoods and South Melbourne is the smallest.

A closer look at Port Phillip's resident population shows that the biggest age group is the 25–34 year olds (28.1%) closely followed by the 35–49 year olds (25.5%). Residents in the 60+ age bracket make up 13.5% of the population. The number of young people from the 5–17 age group has declined slightly in recent years; however, the 0–4 age group has remained constant representing just over 4% of the population.

There are over 18,000 families in Port Phillip and the average household size is approximately two people. Port Phillip is one of the most highly educated

communities compared to other metropolitan councils. While there are a number of wealthy households, approximately 20% of households are classified as low income.

Those persons from a non-English speaking background have remained fairly constant, making up 16% of the population. While there has been a decline in the population made up of traditional post-war countries of migration (i.e. Greece, Poland and Italy) there has been an increase in the number of residents born in India, China and Malaysia.

Today, over 30% of City of Port Phillip residents own or are purchasing their own home, 41.9% of residents are renting, and the city attracts approximately 4 million visitors each year.

Council Context

The Council Plan (2009–13) outlines four strategic directions as key priorities for Council over their current term. These are:

1. Engaging and Governing the City.
2. Taking Action on Climate Change.
3. Strengthening Our Diverse and Inclusive Community.
4. Enhancing Liveability.

Over-arching the annual Council Plan is a Community Plan that outlines a ten-year vision for the City. The vision states that:

- The goals of social equity, economic viability, environmental responsibility and cultural vitality remain central to our desire to foster a sustainable and harmonious future.
- We acknowledge there is a shared responsibility to ensure that everyone, regardless of age or cultural or socio-economic background, can access services that meet their needs and can participate in community life.
- We want our council to demonstrate leadership in community participation, strategic planning, advocacy to other levels of government and accountability to the community.

Library Service Profile

Library Services is one of three units in Council's Culture and Leisure Department, which in turn sits within the Cultural and Community Development Division.

Port Phillip Library Service (PPLS) comprises five static branches – St Kilda, Port Melbourne, Albert Park, Middle Park and Emerald Hill. Library administrative functions (including coordination of the Home Library Service) are delivered from the main St Kilda branch, directly opposite the St Kilda Town Hall.

Summary Service Information (*Annual Survey of Victorian Public Libraries 2008–09*):

- 70,604 individual members
- 176 institutional members

- Open 218 hours per week
- 2,768 sq m public floor space
- 211,321 items in collection
- 1,114,169 loans issued (including renewals)
- 688,086 patron visits
- More than 2.7 million website visits
- 619 programs conducted, with 43,601 participants
- 91,476 PC bookings

Library staff:

- 43 EFT (18 qualified librarians)
- 15 full-time staff
- 48 part-time staff

Budget (2009–10 financial year):

- \$3.1M Total Expenditure
- \$0.5M State Government public library grant
- \$0.72 Capital Expenditure (i.e. library materials)

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	★★★★★	★★★★★

Key strengths

1. Inclusive civic spaces.
2. User-driven collections and resources.
3. Staff commitment and passion.
4. Working in collaboration – partnerships.
5. Flexible policy framework.

Key opportunities for improvement

1. Staff training and professional development.
2. Better alignment of resources to strategic/service priorities.
3. Public amenity/more welcoming and comfortable library spaces.
4. Analysis of key target audiences (programs and outreach).
5. More targeted promotion of 'core' services.

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			
Evaluate database usage to: best align it with borrower needs, identify gaps in promotion, and plan relevant staff training opportunities.	Reference Team Leader, Customer Service Team Leader	November 2010	
Investigate opportunities to collect data on CALD communities other than census to best align collections with demonstrated need.	Coordinator Team with LOTE Librarian	October 2010	
Continue work on rostering project to identify and implement 'service priorities' including the trialling and costing of rostering software.	Coordinator Team	Ongoing	
Develop transition plan to optimise staff circulation workflows that will result from RFID project.	IT Team Leader and Branch Team Leaders	January 2011	
Work closely and rigorously with architects to develop a design brief for St Kilda library refurbishment that will accommodate current and future service needs.	Coordinator Team – Projects and Strategic Planning Team Leader	March 2011	
Develop a proposal to sustainably manage our request and reservation services.	Collections Team Leader	July 2010	
Identify and implement strategies for enhancing access for children to our online services and resources.	Customer Service Team Leader and Children's Services Team Leader	April 2011	

Action	Responsibility	Target completion date	Progress
Implement express internet terminals at branches other than St Kilda.	IT Team Leader	October 2010	
Strategically plan 'in service days' to maximise opportunities for staff training in reference provision and reader development.	Branch Team Leaders	October 2010	
Coordinate the resourcing required to optimise staff learning throughout the Frontline Reader Development Training scheduled in this financial year.	Reader Development Team Leader with Customer Service Team Leader	June 2011	
Key result area 3: Developing social capital			
Relaunch customer service protocols to focus staff attention on quality of transactions. Address these service protocols in annual performance review process.	Customer Service Team Leader and Branch Team Leaders	ongoing	
Write and implement a furniture renewal plan for St Kilda and Albert Park libraries to improve public amenity (2010–11 budget).	St Kilda and Albert Park Team Leaders	September 2010	
Work with architects to ensure a uniform 'look and feel' (branding signage, fit-out) is scoped as part of the St Kilda Library refurbishment project.	Coordinator Team – Projects and Strategic Planning Team Leader	March 2011	
Lead Programs Team through an alignment process (evaluation, audit and redefinition) to ensure programs are well-aligned to service priorities for 2010–11 financial year.	Programs and Outreach Team Leader	December 2010	
Create a 'Usage Policy' and bookings system for limited community use of the St Kilda Library small meeting-room.	Programs and Outreach Team Leader	August	

Action	Responsibility	Target completion date	Progress
Implement and evaluate two evening 'jobseeker education' courses in partnership with local provider/tutor, as part of programs calendar.	Programs and Outreach Team Leader	September 2010	
Implement and evaluate two evening Chinese language Computer Classes in collaboration with local provider/tutor, as part of programs calendar.	Programs and Outreach Team Leader	September 2010	
Work with Council's Communications Team and Multicultural Liaison Officer to create a process for ensuring relevant policy and promotional material is consistently made available in community languages.	Customer Service Team Leader	September 2010	
Design and implement a mechanism to capture metrics from the 'library inbox' customer feedback process.	IT Support Team Leader	August 2010	
Develop a 'Media Plan' in collaboration with Council's Communications Team to promote new services, initiatives and collections to non-users through consistent use of local media.	Coordinator Team	Ongoing from August 2010	

Detailed findings

Introduction

The following pages offer a synopsis of what we found when we ‘dug deeper’ into the library throughout the self-evaluation process. Much of what is detailed here was all too familiar to the staff primarily involved in the evaluation. There were, however, also pleasant surprises when the processes of discussion with colleagues shed the light of their enthusiasm on programs, services or initiatives we had come to take for granted as familiar and, therefore, not noteworthy. As we discussed ‘what we do’, it was, therefore, important to try and list it all at least broadly. So, without providing too detailed a list, we included not just the noteworthy, new, or what we deem ‘edgy’ but all that utilises our resources and provides something to our users. Often, the conversation became decidedly excited, at other times pragmatic (‘we open the doors every day!’) or melancholic (‘we used to have a famous flagship building’).

What became clear to us throughout the process is a sense of lagging behind a perceived benchmark set by library services that offer exciting and well-planned outreach services, who may have dedicated reader development or outreach staff, or clean and streamlined buildings that are a joy to work and play in.

Yet, alongside this, came the reminder of something so fundamental to our service that it has become an ‘a priori’ concept that underpins all of our policy development: All that we offer, we offer for free. Our services are provided without limitations that could cause barriers to access based on a person’s economic standing, their ‘place’ or their ‘voice’ in our vibrant and vocal community.

In order to continue providing for an expanding suite of free services, (and a sometimes ‘organic’ growth in key service areas), within a context of a static human resource base, we have become adept at harnessing staff energy and finding creative ways to effectively stretch our resources. The questions that have now been articulated through this process of self-evaluation are: ‘Where do our key priorities lie?’, and ‘How can we continue to provide quality service to our community in a more sustainable way?’

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

1.1 Sufficiency, range and suitability of resources

Library service rating ★ ★ ★

Reviewer's rating ★ ★ ★

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

Creative Futures Strategy (2008)

Support collections as a tool for understanding who we are and where we have come from.

What we do	Evidence	Strengths	Areas for improvement
<p>We have an extensive range of collections housed and catalogued to be accessible to specific audiences. They include 'fun' things like downloadable e-books, console games, feature films, zines and punk CDs</p> <p>We have set up an acquisition panel to ensure quality and relevance of items provided by our suppliers</p> <p>We explore different purchase strategies including a free request service to ensure that collections are renewed and remain relevant</p> <p>We use evidence such as loan and database statistics to support decisions about the acquisition and weeding of items This ensures collections remain responsive to users</p>	<p>Web-page: our collections</p> <p>Acquisition Strategy (summary or contents)</p> <p>Bookshop calendar document</p> <p>Database stats: Gale down the years.xls</p> <p>Loan statistics (i.e. database, Annual Collection and DDC), budget, allocation, weeding reports</p>	<p>A clear and current collections policy that is regularly updated and available online</p> <p>Continuous assessment of budget allocations to achieve collection size targets based on usage</p> <p>Completely free request-driven service for all collections to cater for various users' tastes – we learn from borrowers</p> <p>A DVD collection that caters to all tastes and includes the eclectic and classic as well as mainstream film</p>	<p>Communicate consistently/ effectively with borrowers regarding their requests: investigate options for automating this service</p> <p>Gather statistics on reference hard copy use to best align budget with use</p> <p>Implement a mechanism to ensure collections are regularly updated and reviewed</p> <p>Research and assess online tools other than databases to achieve higher usage for same or lesser cost</p> <p>Revise and re-implement the initiatives strategy to learn of and analyse future technologies</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 ★★ ★

We draw on all staff in the selection of items to ensure a variety of opinions and values are reflected in our collections

Staff selection list

Our weeding program is efficient, utilises staff expertise as well as statistics, and maintains the collections benchmark of 47% of items being less than five years old

Collection benchmark statistics (monthly 2009.xls) spreadsheet

We test out new and sometimes unique collections to ensure we provide library users with new experiences and opportunities

See zine collection at St Kilda (tour).

We provide and promote a stack collection that allows library users access to items that continue to have long-term relevance

See stack collection at St Kilda

We provide access to leisure-based technologies such as Wii and computer games

View (tour)

Create a yearly mechanism for the testing of LOTE collections for their relevance, size and responsiveness

Build on 'one off events' to create consistent opportunities for LOTE communities to influence acquisitions

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

Great pride in collection (which is fabulous) – however, staff need to thoroughly interrogate LMS statistics to confirm the reality of this conviction

Managing community expectations needs to be balanced. Library policies are very flexible and user-friendly but this generosity is now necessitating considerable staff time and effort to address missing–claimed as returned items, and manage the volume and storage needs of

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 ★ ★ ★

patron reservations. Library policies need to balance flexibility with understanding of impact on resources

Port Phillip recognises the importance of relevant LOTE material. They are working to ensure their LOTE collection remains relevant by interrogating current statistics not just ABS (but having LOTE triggers is good practice)

New tender was thoughtfully implemented

Decision making model needs to balance risk management with support for innovative program development

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

1.2 Arrangements for access

Library service rating ★★ ★

Reviewer's rating ★★ ★

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

Creative Futures (2008)

Introduce new interactive information technology and play a leadership role in the redevelopment of websites and content to increase interactivity and provide seamless access for the community to Council information and services.

Investigate options to 'future-proof' and maximise output from software applications to ensure that services match customer needs and expectations for access to state-wide resources from a single point within their local area (e.g. art and heritage database, Library Link).

What we do	Evidence	Strengths	Areas for improvement
<p>Our library hours reflect community use of specific branches</p> <p>We maintain 5 branches and an Outreach service (HLS)</p> <p>Telephone renewals can be made 24/7</p> <p>We provide televisions with DVD players at 2 branches</p> <p>Free Internet access either via wireless or via static PCs that can be booked securely online 24/7 and authenticates users against the LMS</p> <p>The Netloan bookings system manages booking time allocations fairly, in line with policy</p>	<p>Opening hours</p> <p>Number of HLS patrons and visits to nursing homes</p> <p>Talking tech statistics</p> <p>Netloan statistics for branch PC and Internet bookings</p>	<p>Extensive evening and weekend opening hours, particularly at the St Kilda branch</p> <p>A relatively secure yet unfiltered system that is completely free to use and that non-residents can easily access via partial membership</p> <p>No fees or charges for reservations, though this has high impact on staff resources and will continue to do so</p> <p>No charge for inter library loans – we are the 2nd largest inter library loan requestor in Victoria</p>	<p>Advocate to council for further funds in overtime budget to adequately staff our high level of weekend opening hours for improved customer service during those hours</p> <p>Continue planning to improve infrastructure (data and power points) to support the use technology and sustain mixed use of space</p> <p>Investigate the capacity to gather wireless usage stats</p> <p>Investigate impacts of some limitation (number that can be placed or nominal fee) on</p>

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

1.2 Arrangements for access

Library service rating ★★ ★

Reviewer's rating ★★ ★

We provide a reservation service for library items via our online catalogue 24/7

We provide a 100% free and unrestricted inter library loan service via our online catalogue 24/7 – it is the second busiest in the State

We set out collections to ensure easy and safe physical access to library items

We allow specific collections to float in response to changing patterns of use

We allocate items to branches on the basis of patterns of use to ensure ease of access to items

We maintain procedures and use technology such as Netloan to ensure access to physical and online access to collections in accordance with OFLC ratings

We enhance our catalogue records (i.e. Library Thing, Google books, Syndetic Solutions) to assist library users to access appropriate items

We enhance access to our catalogue records by making it available via

LLV/inter library loan stats

Collection development policy section on censorship

CMS statistics (May 2010 hits to homepage)

Web-link to library Webfeat information page

We do not have internet filters on public access PCs that could potentially limit access to online material

We have a highly skilled Technical Services workgroup who are flexible about the requirement to work on desk regularly

We make it extremely easy for people to join our service even if they have no permanent address. This social equity is empowering for many disenfranchised people, and also welcomes travellers to our service

growth in reservations to balance human resourcing costs to the business

Ensure the housing of collections is flexible enough to respond to anticipated changes in demand for them

Continue to apply pressure on the council web-filtering policy, which causes 'blocks' which impact on reference service delivery

Continue to lobby council to provide and support a web environment that keeps pace with technical change and user-demand for new products

Opacs are limited in their output options as reference computers e.g. lack of printing and saving to devices

No appropriate OPAC and online access for children – sharp drop in use of computers by children since introduction of Netloan

Continue work on roster review to align/deploy staff resources

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

1.2 Arrangements for access

Library service rating ★ ★ ★

Reviewer's rating ★ ★ ★

federated searching, LibraryLink and Libraries Australia
 T.S. staff resources have been aligned with service priorities of reduced turnaround time and high responsiveness
 Temporary and partial membership available to people without ID. ID requirements are designed to be easily met by travellers and non-residents

'The T.S. Model' document
 'Options for T.S.' doc, and the 'T.S. hours spreadsheet'
 Partial membership statistics

back to the circulation desks as required by business. Continue 'service priorities' work and particularly monitor the level of programs
 Implement Express internet terminals at other branches
 Evaluate reference activity with view to redefining reference focus as potentially 'user education and outreach' orientated

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

Core service rating but highly commendable that customers can join with limited ID – temporary memberships are fabulous
 Decision-making process should seek a balance between customer service and staff resourcing
 A wide variety of users and user expectations can cause some space and noise problems
 High number of reservations and inter library loans impacts on space and staffing
 Use statistics and door counters to evaluate branch opening hours

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

1.3 Staff knowledge of information tools and user support

Library service rating ★★

Reviewer's rating ★★★

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

Creative Futures (2008)

'The right stuff at the right time in the right place': re-deploy staffing resources to respond to the needs and aspirations of our community by actively engaging with users to develop appropriate tools and expertise to improve both their access to library collections and the quality of their experience of these collections.

Investigate available options including resource-sharing (policies, library management systems, partnerships,) to expand customers' 'collection horizons' to access material held by other institutions nationally and to achieve potential economies of scale.

Libraries as authoritative filters of information: continue to facilitate combinations of self-serve and broad-based information research empowering people to navigate areas of interest that have meaning for them.

What we do	Evidence	Strengths	Areas for improvement
<p>Staff initial induction period lasts on average one month and is comprehensive</p> <p>Twice-yearly in-service days focussed on staff development and training</p> <p>Intermittent training on specific topics through year</p> <p>A set of formal and informal performance management processes that identify training needs</p> <p>Informal, ad hoc communication between staff about the use of specific</p>	<p>Training and induction checklist</p> <p>In service day rosters</p> <p>Training attendance spreadsheet</p>	<p>A non-hierarchical approach allows all staff to contribute their learning and passions to selection, projects, and service provision</p> <p>Training opportunities are based on staff need as well as interest and enthusiasm. This non-hierarchical approach is often rewarded with staff initiatives</p> <p>We encourage non-qualified</p>	<p>Lobby council for an appropriate training budget to plan for ongoing relevant staff training. Establish mechanisms in roster review to ensure backfill required to cover training is prioritised</p> <p>Plan 'in-service-days' to ensure staff training opportunities are maximised</p> <p>We need to develop and consistently use evaluation mechanisms to assess both staff capacity to deliver reference</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 ★★ ★

information tools which is documented

Staff participate in professional networks – reference, collections, local history, inter library loans, HLS

All staff on circulation desk are trained to a basic level of reference service provision

Staff can utilise online reader development tools but have little confidence in doing so and promoting 'the Next Great Read'

staff to learn reference interview and research skills which adds value and challenge to their work

Our Team leader structure identifies areas of service responsibility and project development i.e. Reference team leader

service, and the user's experience of that service

Launch focussed wikis for reference and reader development topics to capture staff interest and expertise

We are booked to undertake 'Frontline Reader Development Training': ensure staff are backfilled and given sufficient time to learn and practise through the program

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

'People to People' provides strong indication of council focus on respect for people

Staff supervisors and team leaders provided with formal leadership training – commendable reflection on library management and council direction

Commendable practices:

- Peer-to-peer training and strong support for staff professional development
- Staff training feedback – must email top 3 learning achievements
- Roster rotation at branches
- Position rotation is good

Lack of succession plan should be addressed

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

Overall star rating

Library service rating ★ ★ ★

Reviewer's rating ★ ★ ★

Peer review notes

Collection strength and commitment

Community expectation needs to be assessed realistically in light of staff time and space shortage

Lack of follow-up of missing–claimed returns starting to impact on integrity of collection and staff time

Framework for collection introduction – trigger 1,000, which will mean customer flexibility recognised

Key issue – benefits of introducing new programs, services, etc. within framework and risk mitigation

No real succession plan may cause problems

Key result area 3: Developing social capital

3.1 Welcoming civic space

Library service rating ★★ ★

Reviewer's rating ★★ ★

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

Creative Futures (2008)

Support creative physical spaces.

Upgrade the St Kilda Library to provide a flexible centre for learning that can respond to the current and future needs and aspirations of our community.

St Kilda Library as a key cultural hub and lifelong learning centre in St Kilda, increasing opportunities for people to interact, exchange ideas and connect with Council services within a new civic precinct on Carlisle Street.

What we do	Evidence	Strengths	Areas for improvement
<p>Our branches are accessible by public transport and are located in 'hub' areas</p> <p>Good breadth of opening hours across the service so that a branch can always be accessed across the week</p> <p>Our libraries are managed to be socially inclusive places</p> <p>We offer a range of programs tailored to specific needs for leisure, learning and literacy</p> <p>Our customer service policies support creating welcoming spaces for all people in society</p>	<p>Maps (GIS)</p> <p>Opening hours document</p> <p>PDs reflect values/vision – refer to sample PD</p> <p>Refer to photos and spreadsheets included in later evidence for KRAs 3.3 and 3.4</p> <p>Conditions of Entry</p> <p>Conditions of Membership</p> <p>Customer service protocols</p>	<p>Our Port Melbourne Branch is co-located in a building offering a mix of council services. From the library desk council staff offer rates and other cashier functions</p> <p>Our staff are coached and managed to model the values of access for all and bring care and commitment to serving diverse people</p> <p>Our policies reflect social inclusiveness, participation and fairness in a regulated environment</p>	<p>Continue lobbying council for funding to renovate St Kilda branch. Continue to lobby for increased furniture and fit-out funding as part of yearly budget process</p> <p>Physical spaces areas shabby, rundown and unclean, especially at the flagship St Kilda branch</p> <p>Opening hours have not been reviewed for a number of years</p> <p>Poor infrastructure makes building non-compliant. Unfit for current and future use</p>

Key result area 3: Developing social capital

3.1 Welcoming civic space

Library service rating ★★ ★

Reviewer's rating ★★ ★

Our branding is consistent and highly recognisable

Our service staff are welcoming in a manner more 'conversational' than 'professional'. This can engender strong relationships of trust and joy or alternatively be seen as inconsistent or 'too relaxed'

'The Peer Show bag'
 'Library poster and flyer guide' document
 Telephone manner survey indicates mixed response from 'customer'

Our performance planning process focuses attention on staff behaviour (alignment to service values) as much as staff skills

Work with architects/designers to identify opportunities for fit-out that encompass signage, as part of refurbishment scoping project for St Kilda

Relaunch customer service protocols to focus on 'baseline' expectations regarding 'meet, greet, and close transaction

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

Strength is focus of staff training, organisational values, behaviour and coaching

Customer survey – you might wish to consider the *Nexus* survey

St Kilda renovation with consideration for children

Creative Futures Strategy is good

Policies constantly under review so always titled 'Draft' policy

Encourage staff to work through paradoxes – no simple solution

Use Staff Performance review to embed values

Scoping commenced for architectural change

Recognise specific needs of children

No statistics for amount of activity during defined times during day

High rates of satisfaction scored in Council survey, however libraries rarely rate less than highly satisfactory as customers do not want to lose the service

Key result area 3: Developing social capital

3.2 Sense of identity and belonging

Library service rating ★★ ★

Reviewer's rating ★★ ★

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

Creative Futures (2008)

Investigate new creative (and unexpected) programs for older members of the community so that our local community can benefit from their stories and experiences.

Develop a Library/Heritage centre providing authoritative information services and resources to help inform people about heritage, local history and the challenges and possibilities for future urban life.

Incorporate flexible spaces as a focal point for individuals and groups across the community to contribute their own experiences, historical research and stories.

Make it easy by promoting the concept of 'plug-and-play' communities to service units across Council, where barriers to participation can be lowered via policy and review of local laws etc, increasing the attractiveness of Port Phillip to cultural organisations and individuals.

Program activities which enable people of all ages to interact directly with the city's significant art and heritage and library resources, building on the passionate work and rich legacy of local history groups and individual researchers across the municipality.

What we do	Evidence	Strengths	Areas for improvement
<p>Our strategies, policies and training support service provision by staff that does not distinguish between different forms of use and promotes a safe inclusive space for all users and ages. Strategies and policies are available online for the public to 'own' and comment on</p> <p>We develop and deliver programs and events that attract people from a</p>	<p><i>Creative Futures Strategy</i> as per above excerpt</p> <p>Policies and protocols available on website</p> <p>Annual satisfaction survey</p> <p>Programs attendance spreadsheet</p>	<p>We create opportunities for community to 'create content' by participating in specific cultural programs such as Poetry Idol</p> <p>Our programs attract those who may not usually access the library (Hands On workshops, writing workshops, Poetry Idol, Gatwick films, Subcultured.</p>	<p>We don't know what the barriers are for non-users and we don't consistently promote our service in local media they may read</p> <p>Lack of analysis and data collection leads to lack of targeted programs planning</p> <p>Utilise newly focussed programs position to lead the team through an evaluation, audit and</p>

Key result area 3: Developing social capital

3.2 Sense of identity and belonging

Library service rating ★★ ★

Reviewer's rating ★★ ★

<p>variety of communities</p> <p>We liaise with departments within Council to develop and maintain services and collections that promote an awareness of the culture of Port Phillip</p> <p>We maintain and develop collections and services that enhance community awareness of the history of the suburbs of Port Phillip</p> <p>We are co-developing with Curatorial Services a dedicated website ('microsite') that will better host and improve access to a digitised heritage collection and library collections</p> <p>We maintain partnerships with local historical societies. We are a venue for regular local school visits</p> <p>We display information in a variety of ways that promotes the community's awareness of local events (national dance)</p> <p>Display space for regularly rotated artworks from CoPP art collection</p>	<p>Library local history web-page</p> <p>Areeba microsite executive summary document</p> <p>Formal agreement between Societies and Library</p> <p>Display bookings spreadsheet</p> <p>Curatorial services collection policy</p>	<p>Wheelbarrow, Homies homework club)</p> <p>We enjoy and maintain a very strong relationship with Council's Curatorial Services to share resources, promote services and co-fund relevant projects</p> <p>As part of a service agreement St Kilda library 'houses' the St Kilda Historical Society' which enables organic collaboration for displays and events</p>	<p>redefinition process</p> <p>As part of above. proactively investigate strategic partnership opportunities</p> <p>Neither physical nor online infrastructure supports a 'gateway' for users into our local history and heritage resources</p> <p>Continue working with Areeba and heritage unit on heritage microsite</p> <p>Identify staff requirements hours and expertise) to resource heritage site development and proactively seek grant or other funding opportunities to support a dedicated site development position</p>
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Key result area 3: Developing social capital

3.2 Sense of identity and belonging

Library service rating ★★ ★

Reviewer's rating ★★ ★

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

Strengths:

- Community ownership of space
- Recognition of community content and enabling skills
- Participation in programs
- Equity of access for all users – recreational users valued as highly as scholarly users
- Encourage use of space by range of community users
- Respect for community heritage and social mix
- Opportunities for staff to bring their passion to work and use this passion to create programs
- Unused staff ideas referred other council departments
- Programs well attended – e.g. Poetry Idol
- Good range of feedback mechanisms
- Working with CALD communities

Opportunities:

- More control of decision-making framework
- Partnerships with other organisations and departments could offset the extra workload generated by an increase in programs

Key result area 3: Developing social capital

3.3 Supporting social connections

Library service rating ★★ ★

Reviewer's rating ★★ ★

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

Support opportunities for people to contribute a diversity of content representing the many different voices of the community

Libraries as authoritative filters of information: continue to facilitate combinations of self-serve and broad-based information research via Libraries and the Urban Studies Centre empowering people to navigate areas of interest that have meaning for them.

Upgrade St Kilda Library as a key cultural hub and lifelong learning centre in St Kilda, increasing opportunities for people to interact, exchange ideas and connect with Council services within a new civic precinct on Carlisle Street.

What we do	Evidence	Strengths	Areas for improvement
<p>We provide formal opportunities and resources for social interaction and play via storytimes, bookclubs, holiday programs, email, internet use, Wii games, console games, newspaper collections</p> <p>We invite readers to add a review online to any title we hold</p> <p>We provide a 'community lounge-room'. Space is able to be used flexibly within a policy framework that allows for diverse use. We train then enable staff to manage conflicts of interest calmly and in line with clear policy</p> <p>We take on a wide range of placements from local schools to</p>	<p>Programs statistics summary spreadsheet</p> <p>Link to 'add your review' webpage</p> <p>Photos. Space policy sample.</p> <p>'Frontline' project executive summary</p>	<p>We aspire in our values, policies and practise to be non-judgemental</p> <p>Staff are well supported by policy and process to respond to public conflict over use of library resources, and to manage mixed public perception of a library's role</p> <p>Story times support connectedness and development of good reading practices</p> <p>Poetry Idol generated loyal following and new groups supporting other events</p>	<p>Old and non-flexible space, furniture and fittings can 'block' capacity to create meeting, program and training spaces</p> <p>We could further develop opportunities for job-seekers</p> <p>Management of placements requires better planning and promotion</p> <p>Better promotion of the 'Local produce' policy through a 'good news' story in the media</p>

Key result area 3: Developing social capital

3.3 Supporting social connections

Library service rating ★★ ★

Reviewer's rating ★★ ★

tertiary and specialist schools
 We supervise industry placements to support opportunity and growth in our profession
 We oversee job-seeker placements through employment programs providing opportunity, skills and workplace-context to the unemployed
 We invigilate exams, providing an essential service to students studying off-campus and through open-learning
 'Local Produce' – collection accepts most zines, CDs and films that are locally produced

Sample from Collection policy

A population of artists in Melbourne have a guaranteed venue to have their zines purchased, displayed and available to a new audience

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

Strengths:

- Social literacy
- Library as facilitator leading to community members taking control
- Value-driven staff focus
- Staff model inclusiveness
- Wheelbarrow library is great
- Plans to reevaluate usage of library space

Opportunities:

- Amenity improvement

Key result area 3: Developing social capital

3.3 Supporting social connections

Library service rating ★★ ★

Reviewer's rating ★★ ★

- Need for filtering of opportunities to ensure strategic decision making
- Need to survey non-users as well as users
- Particularly impressed by level of industry placements but concerned about the added workload

Key result area 3: Developing social capital

3.4 Reaching out to communities

Library service rating ★★

Reviewer's rating ★★

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

Creative Futures (2008)

Create new opportunities for the online publication of community research to ensure that a variety of narratives created by and about the community are freely available through and library programs.

Ensure that creative dialogue takes a diversity of forms via workshops and online to provide a range of opportunities for people to contribute their ideas and opinions on a range of topics relevant to the community.

What we do	Evidence	Strengths	Areas for improvement
<p>All of our information services online are available 24/7 to all and people can join online to immediately access service</p> <p>Our library web-pages include reading and listening guides that reach out to particular audiences with further information, an invitation to review or news of latest acquisitions</p> <p>A comprehensive program calendar ensures a mix of community audiences are accommodated with 'core' or regular programs and targeted one off events</p> <p>We offer monthly Russian storytimes</p> <p>Special events: Chinese book buying</p>	<p>Link to 'join online' web-page</p> <p>Link to 'reading guides' web-page</p> <p>Programs attendance spreadsheet</p> <p>Link to 'library events' page updated weekly</p> <p>Link to web-page</p>	<p>Availability of safe 'neutral' community space. We maintain 'neutrality' in managing space by not supporting specifically religious displays or programs</p> <p>Our online service is rich with added features that make using the library from home a rewarding experience. Our content is constantly updated by a dedicated in-house 'CMS officer' 'receiving information from key staff</p> <p>Library feedback forms, the CoPP Assist Call centre team, CoPP's Customer Request Module (Pathway) and the</p>	<p>Highlight through programmes review process the opportunity to create partnerships in multicultural communities for programmes</p> <p>Library materials (brochures and signs) must be routinely made available in all the community languages</p> <p>Dreariness of email communication look and feel</p> <p>Enhance the profile and capacity of HLS as an outreach service that initiates new services rather than purely responding to need. Align outreach programs better to</p>

Key result area 3: Developing social capital

3.4 Reaching out to communities

Library service rating ★★

Reviewer's rating ★★

<p>where the Chinese community purchases for the Chinese collection</p> <p>Book delivery to assisted living residences (HLS)</p> <p>Employment and coordination of a large volunteer team to deliver HLS</p> <p>Two websites in development (heritage microsite and parenting blog) target specific audiences to contribute local content</p> <p>We offer free expert tuition and homework help to primary and secondary students online via the 'Your Tutor' access on our website</p> <p>We offer monthly 'Babies need books' discussions to new parents at Maternal health centres reaching around 160 families per annum</p> <p>Ask a Librarian service on website</p> <p>A team of experienced senior staff respond daily to the Library inbox addressing queries and feedback within a two day turnaround time. Around 40 incoming emails are responded to daily</p> <p>We operate a 'wheelbarrow library'</p>	<p>Volunteer team numbers. Volunteer web-page link 'PiPP' link to ('draft' blog-space)</p> <p>Web-page link, statistics of use</p> <p>Program statistics summary spreadsheet</p> <p>Web-page link. No statistics have as yet been gathered</p> <p>Web-page link and press releases document</p>	<p>Library Inbox combine to ensure customers can easily provide service feedback. Senior library staff offer a 'first response' within two working days and staff promote this to our customers</p>	<p>programs team and programs resources</p> <p>When a program is prioritised and resourced as part of a service priority then promote it more widely through local media and capture more consistent evaluation from patrons utilising it</p> <p>We have not yet found a mechanism to practically 'capture' statistics on this important customer service function</p>
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Key result area 3: Developing social capital

3.4 Reaching out to communities

Library service rating ★ ★

Reviewer's rating ★ ★

summer program that takes withdrawn library stock to the beach to promote reading for pleasure.

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

Strengths:

- Good core service – intent and base is there but needs a bit more work – might need a dedicated staff person
- Sensitive to cultural difference – seasons celebrated rather than religious holidays –neutral space during religious holidays
- All staff involved in Outreach programs

Opportunities:

- Effective use of data – decision-making process
- Outreach to families and children – visit/utilise library building
- Need to partner with other organisations
- More use of feedback forms to shape programs

Key result area 3: Developing social capital

3.5 Working in partnerships

Library service rating ★★ ★

Reviewer's rating ★★ ★

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

Creative Futures (2008)

Facilitate connections by maximising opportunities for locally-based organisations to benefit from closer interaction with neighbouring communities (eg. Arts organisations, youth services, links to schools).

Increase partnerships between CoPP and other organisations, actively maintained through regular dialogue. This will maximise cross-promotion, sponsorship and other opportunities and increase the capacity to broker relationships that benefit the community.

What we do	Evidence	Strengths	Areas for improvement
<p><u>Council partnerships:</u></p> <p>New-book exchange program with Obu in Japan (our Sister City) to maintain an eclectic Japanese collection</p> <p>In conjunction with Sustainable Transport (CoPP), the LH librarian runs ten local walks per year for the community</p> <p>Donate ex library stock to and co-host a book sale with Friends of Suai (East Timor) for their fund-raising</p> <p>Heritage/Curatorial services and Libraries co-funding a digitisation project</p> <p>Showerhead exchange point (partnered with SE Water) where the community</p>	<p>Collection addition report</p> <p>Summary Report and walks brochure</p> <p>One month's showerhead exchange stats</p>	<p>Library management and staff are willing and enthusiastic to partner with other council departments on promotions and longer-term projects, resulting in positive perception and relationships within council, new initiatives for libraries and new or more accessible services to the community</p>	<p>Make actively seeking and managing partnerships a priority as part of 'programs as outreach services'</p> <p>Identify and connect with relevant language groups networks to identify strategic initiatives</p> <p>Identify and work with some local disability groups to identify strategically aligned service opportunities</p> <p>Create a framework by which all existing partnerships-initiatives can be checked for their</p>

Key result area 3: Developing social capital

3.5 Working in partnerships

Library service rating ★ ★ ★

Reviewer's rating ★ ★ ★

about libraries

Service agreement and partnership with the St Kilda Historical Society to provide space, share resources and co-host events

LH Librarian assisting in the formation of the Middle Park History group

Albert Park Primary weekly class visits 'Homies' With St Luke's Church, South Melbourne. We provide staff support, access to library resources and facilities for homework help club homework help at EH library

Russian Community Focus:

Monthly Russian storytimes and literacy development sessions with a qualified early childhood development teacher

Partnership with Ethnic Representative Council Victoria to act as a host venue for monthly Russian Seniors internet lessons

Partnership with Ethnic Representative Council Victoria to host a monthly Russian youth event that focuses on the issue of binge-drinking and includes a library tour. Use of this partnership to

Programs attendance spreadsheet

Programs attendance spreadsheet

Programs attendance spreadsheet

Key result area 3: Developing social capital

3.5 Working in partnerships

Library service rating ★ ★ ★

Reviewer's rating ★ ★ ★

develop and host single events such as the Russian poetry afternoon

Industry/other libraries:

Summer Read Statewide reader development program

Created and now co-host with other libraries the Poetry Idol program

Poetry Idol Photo files

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

Strengths:

- Capacity to provide space for others to conduct program
- Lots of partnerships
- 100 volunteers
- Council recognition and support for library working collaboratively

Opportunities:

- Longer-term concrete relationships with Council service providers/other agencies (i.e. foster partnerships)
- More up to date Census data to facilitate planning as well as feedback from Council departments/anecdotal evidence
- Linkages across Council
- Ad hoc approach increased staff workload
- Needs more strategic direction regarding outreach and partnerships
- Lots of will but need to establish partnerships with organisations so that they are a contributing party – MOU

Key result area 3: Developing social capital

Overall star rating

Library service rating ★ ★ ★

Reviewer's rating ★ ★ ★

Peer review notes

Sense of lagging behind in provision of Outreach services
Need to establish more structured relationship with partners

Attachments

1. 'Creative Futures Strategy'
2. City of Port Phillip Council Plan
3. Improvement Planning Worksheet

Team involved in the self-evaluation

Working group

Damian Tyquin, Amanda Wilson, Brandt McCook, Rose Nolan, Kenneth Harris, Katherine Foster

Workshop attendees

Damian Tyquin, Amanda Wilson, Brandt McCook, Rose Nolan, Kenneth Harris, Katherine Foster, Linda Todd, Kirsty Feigl, Olga Kuftova, Deborah Storz, Alistair Baird, Noreen Pollerd, Stephanie Tighe, Vivien Lim, Nick Whittock

Peer reviewers

Karen Ward-Smith, Greater Dandenong Libraries
Briengan Rodgers, East Gippsland Shire Library Service