

# BEING THE **BEST** WE CAN

*Key results for Victoria's public library services*

## **Goulburn Valley Regional Library Corporation**

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



**June 2010**

\* Based on completion of Key Result Areas 2, 4 and 5

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## Executive summary

In 2009, Goulburn Valley Regional Library Corporation volunteered to be part of phase 2 of the Being The Best We Can process.

The initial team for the program was as follows:

- Keith Beamish, CEO
- Cheryl Smith, Regional Library Manager
- Alex Andrews, Information Technology Manager
- Debbie Andrews, Collection Team Officer
- Judy Ashcroft, Shepparton Branch Staff
- Cathy Artridge, Euroa Branch Officer in Charge
- Louise Bouchier, Numurkah Branch Officer in Charge
- Cindy Decker, Numurkah Branch Officer in Charge
- Faye Glover, Yarrawonga Branch Staff
- Emma Kennedy, Mooroopna Branch Officer in Charge
- Jan Sutton, Programs Manager
- Judy Taylor, Cobram Branch Officer in Charge
- Anne Tomietto, Children's and Young Adult Librarian

The project team conducted the first meeting of the self-evaluation workshop with Melanie McCarten and Euan Lockie to determine what our quality of service is across the GVRLC region and to work the KRAs. Those KRAs the team chose to work on are as follows:

- KRA 2 Building individual skills, capability and wellbeing
- KRA 4 Demonstrating leadership
- KRA 5 Designing, managing and improving systems and processes.

The team then shifted into phase two of the process and split into a second smaller team to continue work on the evaluation. That team consisted of:

- Cheryl Smith, Regional Library Manager
- Alex Andrews, Information Technology Manager
- Cathy Artridge, Euroa Branch Officer in Charge
- Judy Ashcroft, Shepparton Branch Staff
- Cindy Decker, Numurkah Branch Officer in Charge
- Emma Kennedy, Mooroopna Branch Officer in Charge
- Judy Taylor, Cobram Branch Officer in Charge
- Anne Tomietto, Children's and Young Adult Librarian

Carolyn Macvean, CEO, Goldfields Library Corporation, and Geoff Carson, Manager Libraries, Arts and Culture, Mornington Peninsula Shire, were the peer reviewers for this project.

## Introduction

Goulburn Valley Regional Library Corporation provides library services to three local government authorities, those being: City of Greater Shepparton Shire Council, Moira Shire Council and Strathbogie Shire Council.

The Corporation is headed by a Library Board consisting of representatives from each of the three municipalities as well as the CEO and Regional Library Manager. The Library Board is responsible for the strategic direction of the corporation, determines policy and monitors performance. The Board meets at least four times a year.

Our population consists of:

Moira Shire	28,752
City of Greater Shepparton	61,219
Shire of Strathbogie	9,855

Library membership as at 31st March 2010 was:

<b>Municipality</b>	<b>Adult</b>	<b>YA and Junior</b>	<b>Total</b>
Moira Shire	6,058	2,696	8,754
City of Greater Shepparton	11,898	5,190	17,088
Shire of Strathbogie	2,628	804	3,432
Out of Region	1,358	221	1,579

The Goulburn Valley Regional Library Corporation provides services to 10 branches at Shepparton, Mooroopna, Tatura, Euroa, Violet Town, Nagambie, Nathalia, Numurkah, Cobram, Yarrawonga and a Mobile Library Service that covers another 21 local communities.

The commitment of Goulburn Valley Regional Library staff members to the provision of high quality services, in line with our vision to provide the highest quality information and cultural services, has never been greater or more inspiring.

**Our Vision:** To connect, inspire and empower the communities.

**Our Mission:** To be an innovative Library service supporting the informational, cultural, recreational and life long learning needs of all whom visit, live, learn and work in the Shire of Greater Shepparton and the Shires of Strathbogie and Moira.

**Statement of Values:**

The behaviour of any organisation should be value driven and our values are:

<b>Values</b>	<b>I, We and Together statements</b>
Community	<ul style="list-style-type: none"><li>▪ I will be accessible, approachable and helpful to my community</li><li>▪ We will listen, support and be responsive to our communities</li><li>▪ Together we will make a difference.</li></ul>
Teamwork	<ul style="list-style-type: none"><li>▪ I will acknowledge and embrace individual strengths, skills and aspirations within the team.</li><li>▪ We will take pride in shared achievements and outcomes.</li><li>▪ Together we will support each other</li></ul>
Respect	<ul style="list-style-type: none"><li>▪ I will show consideration and appreciation of others and seek to understand their point of view.</li><li>▪ We will actively listen to each other and appreciate our differences</li><li>▪ Together we will respect diversity.</li></ul>
Innovation	<ul style="list-style-type: none"><li>▪ I will seek continuous improvement</li><li>▪ We will be proactive to change and embrace new ideas.</li><li>▪ Together we will move forward.</li></ul>

# 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. Friendly and welcoming multi-skilled staff.
2. Increasing varied collections.
3. Koori partnership.
4. Attractive and welcoming environments.
5. Demonstrated equity to access.
6. Expanded collections due to Swift membership, Library Link and Murray Link.

## Key opportunities for improvement

1. Membership – Temporary members until ID provided without the \$50 fee.
2. Provide Visions and Values statement to all staff, make it the GVRLC screen saver and place onto the website.
3. Create Policies and Procedures and implement them across the region.
4. Implement style manual.
5. Create branding for the Corporation.
6. Implement Marketing Plan.
7. Promote Library Service across the region.

8. Market databases.
9. Investigate Floating Collections for all material types and branches.
10. Revisit the Being The Best We Can in August 2011.
11. Improve EA.

## Five-star ratings

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

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

## Improvement plan

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

Action	Responsibility	Target completion date	Progress
<b>Key result area 2: Building individual skills, capability and wellbeing</b>			
Formalise Librarians meetings between other libraries in the region	Regional Library Manager, Senior Staff	Feb 2011	
Create Facebook for adults feedback	Information Technology Team	Feb 2011	
Implement Webpage Book Discussion Group	Information Technology Team, Programs Manager	Feb 2011	
Create "Tell Us What You Would Like At Your Local Library" and place on the webpage, provide hard copies	Information Technology Team, Branch staff	Feb 2011	
Provide "Recently Purchased" list of CDs, DVDs, Fiction, Biographies, Graphic Novels and place on the website	Information Technology Team	Feb 2011	
Provide "Recently Purchased" list for Teenage Fiction and Upcoming Titles and place onto Teenage Facebook page	Information Technology Team, Collection Team Trainee	Feb 2011	
Implement Community Classes – Internet, Email, Downloading, Photoshop, etc.	Regional Library Manager, Information Technology Train the Trainers	Dec 2011	
Regional Library Manager to approach local business to network and provide information on the Service	Regional Library Manager	Dec 2011	

Action	Responsibility	Target completion date	Progress
Staff time be allocated to each branch at 1 hour per week for each branch to allow staff to approach local business for talks	Branch staff	Dec 2011	
Implement Strategic Plan for the Corporation	CEO, Regional Library Manager	June 2011	
Implement Library Plan	CEO, Regional Library Manager	June 2011	
Implement Branch Plans	CEO, Regional Library Manager	June 2011	
Increase multicultural English second language material	Collections Team	Dec 2011	
Increase basic grammar material for adults, adults learning material	Collections Team	Dec 2011	
Integrate into multicultural groups	All staff	Ongoing	
Increase Library Opening hours to reflect community needs	CEO, Board	Dec 2011	
<b>Key result area 4: Demonstrating leadership</b>			
Increase loan limits to unlimited for both Adults and Children	Technology Team	Dec 2010	
Be more proactive with what we purchase	Collections Team	Ongoing	
Increase holds limits for all borrowers to unlimited	Technology Team	Dec 2010	
Increase DVDs loans to 10	Technology Team, Branch staff	Dec 2010	
Approach local kinder gardens, preschools and centre to discuss bulk loans	Branch staff	Ongoing	

Action	Responsibility	Target completion date	Progress
Create Training Agenda	Regional Library Manager, Human Resource Officer, Train the Trainers	Dec 2010	
Redo the "Buddy System"	All staff	Ongoing	
Engage with Council CEOs and Council staff	CEO, Regional Library Manager	Ongoing	
Provide staff with explanation on state benchmarking	Regional Library Manager	Dec 2010	
<b>Key result area 5: Designing, managing and improving systems and processes</b>			
Create online membership application	Information Technology	Dec 2010	
Implement Intranet system for staff to encourage communication and to allow for a staff blog	All staff	Dec 2010	
Implement strategic plan for the region	CEO, Regional Library Manager	June 2011	

## Detailed findings

Key result area 2: Building individual skills, capability and wellbeing			
2.1 Lifelong learning in the library context		Library service rating ★★ ★	Reviewer's rating ★★
What we do	Evidence	Strengths	Areas for improvement
<p>Library buildings space continually updated ensuring safety and comfort for customers and staff</p> <p>Qualified train the trainers on staff</p> <p>Koori Pathways partnership local Koori community</p> <p>Presentation to peers at Northern Territory 2008 conference</p> <p>Support of Language School Cultural Conversations and educational ESL/CALD material</p> <p>New Mum's groups – MCHC New Mums and Bubs</p> <p>Partnerships</p> <ul style="list-style-type: none"> <li>▪ Best Start</li> <li>▪ Elf</li> <li>▪ CRDs</li> </ul>	<p>On the job training</p> <p>Professional qualifications</p> <p>Promote &amp; advocate literacy – Adult learner's week</p> <p>School Communities</p> <p>English language school</p> <p>Invigilation</p> <p>Duke of Edinburgh</p> <p>Council Health Services</p> <p>Living Libraries Mobile Library Grant</p> <p>Koori Liaison Staff</p> <p>Community Liaison staff</p> <p>Training Log</p> <p>Koori grant</p> <p>Statistics for children's story time, holiday activities and school visits</p>	<p>Regular story time in each branch</p> <p>Outreach – reaching rural pre-schools (Mobile library service and Children's Librarian)</p> <p>Cultural conversation</p> <p>Promote sharing of language and communication</p> <p>Strong relationships with Genealogy groups within some branches</p> <p>Wiki Shepp – wider community genealogy/local history groups</p> <p>PC software and support</p> <p>Professional Development</p> <p>Partnerships with Council, Schools, Preschools, Maternal Health</p> <p>Koori grant for outreach services</p> <p>Solid relationships with local schools</p>	<p>Library to become a Registered Training Organisation</p> <p>Extra staff for additional programs that cope with existing demands</p> <p>Additional staff hours</p> <p>Staff training</p> <ul style="list-style-type: none"> <li>▪ database training</li> <li>▪ in online resources</li> <li>▪ develop and implement training program for staff</li> </ul> <p>Market the region's library service</p> <ul style="list-style-type: none"> <li>▪ facilities</li> <li>▪ databases</li> </ul> <p>Web site improvement</p> <ul style="list-style-type: none"> <li>▪ teen site</li> </ul>

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

2.1 Lifelong learning in the library context		Library service rating ★ ★ ★	Reviewer's rating ★ ★
<p>Schooling support</p> <p>Book clubs</p> <ul style="list-style-type: none"> <li>▪ junior</li> <li>▪ early learners</li> <li>▪ young adults</li> </ul> <p>Preschool Story time</p> <p>Baby Rhyme time</p> <p>Supported class visits to the Library</p> <ul style="list-style-type: none"> <li>▪ Preschool</li> <li>▪ Primary School</li> </ul> <p>Housebound book services</p> <p>Outreach</p> <ul style="list-style-type: none"> <li>▪ Vulnerable Communities</li> <li>▪ Marketplaces</li> </ul> <p>Adult learners' week</p> <p>Computer classes for staff and library users</p> <p>PC &amp; software support</p> <p>Genealogy Program - allowing access through computers in Libraries.</p> <p>Wiki Shepp</p> <p>Summer reading programs</p> <ul style="list-style-type: none"> <li>▪ Summer Reading Club</li> </ul>	<p>Presentation to peers</p> <p>Events calendar</p> <p>Train the trainer qualifications</p>		<p>Teen/young adult programs</p> <p>Increased library space – including more spaces available to groups to meet in the library</p> <p>Working community projects</p> <p>Continual development of Koori Pathways</p> <p>Community consultations</p> <p>Community learning needs to be developed</p> <p>Author visits in branches</p>

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

### 2.1 Lifelong learning in the library context

Library service rating ★ ★ ★

Reviewer's rating ★ ★

Joseph Furphy Commemorative Literary Prize  
 Adult Book Clubs with resources and a coordinated book discussion group (Nathalia)  
 Professional Development  
 Collection development

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

Congratulations on the work being done with limited resources – doing great work, well done

Consider 'What does your community want from the library?'

Given limited resources, a more strategic and planned approach to lifelong learning is required – the library service needs to develop an understanding of lifelong learning needs across the community and be clear as to what role it should play in developing lifelong learning – it is vital to create formal links with adult education providers including ACE, TAFE and U3A so that each is clear with regard to their respective roles, strengths/weaknesses

Regarding U3A and other organisations, there appears to be a lack of collaborative arrangements which is required if the library is to lead a strategic approach to lifelong learning provision in the community

Relevance/capacity of the library to become a RTO was queried

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

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

Library service rating ★ ★

Reviewer's rating ★ ★

What we do	Evidence	Strengths	Areas for improvement
<p>Provide 24/7 access to website and selected online databases, in house – provide access to computers, a variety of software, internet and selected databases</p> <p>Links on webpage to key government sites</p> <p>Wiki Shepp being developed by key figures in the greater community to promote local history</p> <p>Opac in other languages</p> <p>Searches across other swift library databases across Victoria</p> <p>Social networking tools ChiliFresh – customer and staff reviews</p> <p>PC Reservation</p> <p>Partnerships within local community</p> <p>Programs across the region</p> <p>Individual Internet classes in some branches</p> <p>Newspaper articles about new information services</p> <p>PS3 available at Shepparton Library</p>	<p>Patrons ordering their own material via the online catalogue</p> <p>Brochures</p> <p>Email distribution list</p> <p>Wiki Shepp</p> <p>ChiliFresh</p> <p>Scrapbooks</p> <p>Internet Training manual</p> <p>Talking newspapers</p>	<p>Development of Swift - Early adopter</p> <p>Federated searching - ChiliFresh</p> <p>Increased ILLs</p> <p>Talking newspapers</p> <p>Strong partnership with Vision Australia</p>	<p>Develop Teen/Young adult services/programs</p> <p>Open hours extended to allow on-site access to more people</p> <p>Internet classes for public in all branches</p> <p>Additional staff to allow access to public training</p> <p>Promotion of online resources and technology we have. eg Ancestry</p> <p>Use our webpage to promote our services</p> <p>Update webpage to include blogs, links to web, RSS, twitter</p> <p>Keep e-resources updated</p> <p>Staff training with Web 2.0 technology</p> <p>Encourage staff networking</p> <p>Staff and public training in</p>

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

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

**Library service rating ★ ★**

**Reviewer's rating ★ ★**

Shepparton and Yarrawonga Talking Newspapers

digital services  
 Promotion of Information services  
  
 Additional staff time to access professional development site, library blogs, and book review sites  
 Wireless access in all branches  
 Murraylink website  
 ■ developing community links  
 Extend Internet access to remote communities via Mobile library along with supportive services  
 Reader development

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

With regard to technology and information services, again it is essential to create linkages with other technology providers to build on strengths, minimise duplication and optimise existing resources

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

### 2.3 Encouraging a reading culture

Library service rating ★★

Reviewer's rating ★★

What we do	Evidence	Strengths	Areas for improvement
<p>Preschool story time sessions in branches</p> <p>ELF</p> <p>Vulnerable Readers – Koori Program</p> <p>Baby Rhyme time</p> <p>Toddler story time</p> <p>Author talks</p> <p>Summer Reading Clubs</p> <p>Book clubs – Adult and Junior/Teen/Early Reader</p> <p>Respond to reader requests</p> <ul style="list-style-type: none"> <li>▪ Purchase alert report</li> <li>▪ Request cards</li> <li>▪ Request modules on catalogue</li> </ul> <p>Minority groups – we offer a variety of languages and formats</p> <p>Formats – books, magazines, DVD's, videos, audio books, CD ROMs</p> <p>Languages – Swahili, Italian, Turkish, Arabic, Greek, Somali, Tamul, Dari, Chinese, Indian, Indonesian, Japanese, German, Farsi</p>	<p>Media releases</p> <p>Bookmarks</p> <p>ChiliFresh</p> <p>Liaising</p> <p>Statistical reports on LOTE collection and readers request</p> <p>Green cards</p> <p>Collection Management Policy</p> <p>Scrapbook</p> <p>Housebound policy/procedures</p> <p>Reports to board</p> <p>Standard Templates for flyers</p>	<p>Offer a variety of formats and genres</p> <p>Increasing audio collection</p> <p>Increasing Music collection</p> <p>Relationship with Vision Australia - taping of newspapers</p> <p>Swift ILL – stock available and used between Swift libraries</p> <p>Children's services program</p> <p>WOW – Words on Wheels</p> <p>Cultural Conservations</p> <p>Strong partnerships with schools, best start and ELF</p> <p>Housebound deliveries</p> <p>Provide deleted large prints to local nursing homes</p>	<p>Encouraging Youth into the libraries</p> <p>Programs and more resources for the older generation</p> <p>Develop partnership with adult literacy groups</p> <p>Partner with Community Houses</p> <p>Partner with Multicultural services groups</p> <p>Promote services such as ILL and request facilities</p> <p>Promote request module where patrons can personalise profile to alert them to new stock and place holds</p> <p>Co-ordinate book lists and other reader development tools</p> <p>Develop literacy programs</p> <p>Increase staff training in</p>

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

### 2.3 Encouraging a reading culture

Library service rating ★ ★

Reviewer's rating ★ ★

ESL support, Cultural Conversation  
 House bound services – books are picked for house bound patron needs  
 Extensive LP collection  
 Swift has improved our provision of readers needs  
 New book days/nights  
 Library displays - books, new books, themes etc are regularly changed and updated  
 Book marks  
 ACMI provider  
 Media releases  
 WOW – Words on Wheels to the local Koori community

literacy programs  
 Increase investment in stock  
 Collection management Policy  
 ■ in final format

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

Good initiatives and great strengths but appear to have no strategic direction in this area. What is the relationship with the Library Plan? What's the Library's role in value-adding services?

Community focused activities may carry some risk if they can't be sustained. It is important to ensure that programs have a business case to ensure the Board supports and helps encourage these initiatives with their member councils – particularly for partnership opportunities

The library service is doing some great work but more work needs to be done on identifying literacy issues and needs across the community and identifying priorities for the library service in addressing this

Significant challenge with low membership base and low loans per capita – need to understand lack of use and target understanding of community responses to non-user survey

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

**Overall star rating**

**Library service rating** ★ ★

**Reviewer's rating** ★ ★

**Peer review notes**

Suggested focus:

- Strategic advantage – targeted programs – value add and get best outcomes for your community
- Can't do all things for all people and no need to
- Skills and expertise – take advantage of those skills you already have
- Collaboration in the community

## Key result area 4: Demonstrating leadership

### 4.1 Leadership and innovation at all levels

Library service rating ★ ★

Reviewer's rating ★ / ★ ★

What we do	Evidence	Strengths	Areas for improvement
<p>Vision in library plan (vision statement has recently been updated in collaboration with staff)</p> <p>Staff other than Managers being consulted in their respective areas (team meetings, RSM)</p> <p>Strengthening staff knowledge (emails and training, team meetings)</p> <p>Empowering staff (single branch staff make own daily decisions) (no supervision required)</p> <p>Provide staff feedback (performance appraisals, emails, conversations)</p> <p>Staff initially involved in developing the vision</p> <p>Children's programs are delivered by specialist staff in Branches</p> <p>New ideas can be presented by all staff at any time</p> <p>Staff have great opportunity to be given a chance to lead in their areas</p>	<p>Library Plan</p> <p>Vision Statement</p> <p>Minutes from Managers Meetings, Staff meetings, Regional Staff Meeting, tech services team meeting, Consultative, OH&amp;S, Senior staff meetings</p> <p>Emails from staff to staff and professional bodies</p> <p>Performance appraisal template</p> <p>Children's program flyer</p> <p>Community survey</p> <p>New vision and values statement along with customer charter and mission statement</p> <p>Staff newsletter</p>	<p>Staff initially involved in developing the vision, staff involved in new vision statement</p> <p>Staff are responsible and capable when working alone (no supervision required)</p> <p>Children's programs are delivered by specialist staff in Branches</p> <p>New ideas can be presented by all staff at any time</p> <p>Staff have great opportunity to be given a chance to lead in their areas</p> <p>Great relationships exist between our staff and other libraries to borrow ideas and get/give support</p> <p>Opportunities to develop staff</p> <p>Welcoming environment</p>	<p>Train staff in Web 2.0 and 2.1 to encourage and diversify their knowledge</p> <p>Improve consultation and collaboration</p> <p>Staff feedback needs to be sought and acknowledged</p> <p>Management team was seen as to hierarchical</p> <p>Improve communication</p> <p>Budget restraints</p> <p>Staff have great program ideas but, due to budget constraints have not been able to go ahead with them</p> <p>Vision statement given more prominence eg website</p> <p>Encourage staff to support the Visions and values statements</p> <p>Activities need to relate directly to vision statement</p>

**Key result area 4: Demonstrating leadership**

**4.1 Leadership and innovation at all levels**

**Library service rating ★ ★**

**Reviewer's rating ★ / ★ ★**

Great relationships exists between our staff and other libraries to borrow ideas and get/give support  
 Excellent customer service  
 Regional staff meetings, staff meetings, consultative meetings, OH&S meetings, Tech services, marketing meeting, senior staff meetings  
 Struggle with the old vision and values statements (they were not referred to)  
 (New visions and values statements created)  
 Information to all staff sent regularly regarding professional development  
 Staff newsletter

written and shared that support the statement  
 Investigate how each individual branch is realising the vision and it's objectives  
 Go over vision and values statement with staff and place on website and discuss RSM  
 More staff time need to be allocated  
 Greater recognition of staff knowledge and opportunity to give input  
 Lines of communication to be improved  
 Create policies ASAP  
 Create procedures manuals  
 Select Staff i.e managers, collections team leader, to be more involved in budget allocations  
 Access external funding

## Key result area 4: Demonstrating leadership

### 4.1 Leadership and innovation at all levels

Library service rating ★ ★

Reviewer's rating ★ / ★ ★

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

The lack of an adopted comprehensive library plan and budget strategy accompanied by action plans for the current and forthcoming year means that the library is unclear regarding its direction and priorities – this significantly impacts the capacity of library leadership

There are major questions regarding the adequacy of training and the degree of organisation flexibility to enable staff to learn by job rotation, etc.

Management meetings are unplanned, require greater structure and process, time needs to be set aside for staff to discuss strategic/management issues, and these meetings require formal agendas, set times, set agenda items, etc.

Need to implement process of engaging staff in decision making and ensuring improved communication across region

## 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
<p>Annual community survey</p> <p>Provide for traveling people housebound, some minority groups at some libraries</p> <p>Italian collection at Tatura, Aboriginal collection at Numurkah and Shepparton</p> <p>FOL at Yarrawonga, Euroa, Numurkah, Mooroopna and Shepparton</p> <p>Library plan reviewed at regional staff meeting (need new library plan)</p> <p>Improved stock selection, New Collection Management Policy</p> <p>Statistical data gathered at branch and mobile level</p> <p>Library involved in limited council based programs e.g. Best start</p> <p>Branch staff requests to improve stock selection – Branch Profiling</p> <p>Outreach service to smaller communities via mobile library service</p>	<p>Annual user &amp; non user survey</p> <p>Statistics on LOTE collections</p> <p>Flyers</p> <p>Scrapbook</p> <p>Collection Management Policy</p> <p>Board Minutes</p> <p>Library Plan</p> <p>FOL Minutes</p> <p>Branch Profiling</p> <p>Best Start flyers</p> <p>Mobile Library Timetable</p>	<p>Great relationships and partnerships between council departments and library MCH</p> <p>Strong mobile library service</p> <p>Strong presence with PLVN, State Library, MAC, Swift and NSW libraries</p> <p>Partnerships with PLVN and developing PLVN strategic plan</p> <p>Borrower request for items are usually purchased</p> <p>Staff have awareness of individual communities needs</p>	<p>No community engagement into planning</p> <p>No Service Plan available</p> <p>Increase opening hours</p> <p>Investigate mobile library routes for expansion</p> <p>Council Library strategic plan</p> <p>Many branches could improve access to groups and housebound</p> <p>Improve branch profiling for stock selection progress</p> <p>Incorporate Library Plan into Councils' strategic plans</p> <p>Increase outreach services and children's programs for isolated and minority groups</p> <p>Greater presence with Council</p> <p>Need focus groups</p> <p>Public comments could be better dealt with</p>

**Key result area 4: Demonstrating leadership**

**4.2 Planning and community engagement**

**Library service rating ★ ★**

**Reviewer's rating ★ / ★ ★**

Collaborate with the councils regarding funded programs that the library could link into e.g. youth voice  
Collaborate with FOL groups

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

Lack of an annual library service plan is a major drawback with staff unclear about direction and priorities  
Lack of community engagement – notwithstanding the annual community survey, there is little evidence of engagement with the community and member councils at all levels in library planning and service delivery

## Key result area 4: Demonstrating leadership

### 4.3 Building organisational capability through people

Library service rating ★ / ★★

Reviewer's rating ★ / ★★

What we do	Evidence	Strengths	Areas for improvement
<p>Support provided for staff who are studying</p> <p>Staff completing professional training i.e. Cert III given 6 hours per week study time</p> <p>Involvement in Statewide training opportunities</p> <p>Employ trainees/apprentices</p> <p>Staff skills kept up to date by reading professional development related information</p> <p>Conflict resolution chart</p> <p>Provide training for the continual improvement of the corporation</p> <p>Qualified Train the Trainers on staff</p> <p>Staff training needs assessed annually by Manager during performance review</p> <p>Staff involvement in working groups and committees region wide</p> <p>Partner with Regional Secondary Colleges for work experience placements</p> <p>Partner with Justice Department for Community Work</p>	<p>Staff appraisal templates</p> <p>Region Wide training Analysis</p> <p>Agendas from staff meetings</p> <p>Trainee records</p> <p>Training logs</p> <p>State wide training forms</p> <p>Staff induction forms</p> <p>Action plans checklist</p> <p>Emails for professional development</p> <p>Conflict resolution chart</p> <p>RSM minutes</p> <p>Qualifications for Train the Trainer</p> <p>Swift and Murraylink Minutes</p> <p>Work experience forms</p> <p>Department of Justice Community Work Form</p>	<p>Induction of new staff and those going from casual to permanent</p> <p>Train the trainers on staff</p> <p>Regular OH&amp;S, consultative meeting, team meetings and RSM</p> <p>Qualified and professional staff</p> <p>Swift database</p> <p>Empower staff to use their discretion and skills to deal with situations with clients</p>	<p>Provide systematic training for staff across the board</p> <p>Coordination of appropriate skills development</p> <p>Customer service training</p> <p>Literacy program training</p> <p>Reference queries training</p> <p>Consistent Induction Program for new users</p> <p>Recognizing staff skills</p> <p>Follow conflict resolution</p> <p>Greater access to library journals and professional material for all staff</p> <p>Supervisor Training</p> <p>Refresher training of staff every five years</p>

Key result area 4: Demonstrating leadership			
4.3 Building organisational capability through people		Library service rating ★ / ★ ★	Reviewer's rating ★ / ★ ★
Staff have the opportunity to for involvement in Statewide Projects i.e. Being The Best We Can			
<b>Peer review notes on: What we do, Strengths, Areas for improvement, Evidence and Star rating</b>			
<p>There is a need for a training plan to set overall priorities and areas for improvement – training fundamentals are not in place</p> <p>Concern that the library's poor performance in some key State benchmarks are not adequately understood by management and staff and are not reflected in planning and service delivery</p> <p>GVRLC recognises their need for appropriate/relevant skills. There are some opportunities for networking with similar libraries</p> <p>As well as attending seminars, conferences, etc., they need to focus their training based on their newly prioritised programs</p> <p>There's a huge range of opportunities available, but must be focused/targeted</p>			

Key result area 4: Demonstrating leadership		
Overall star rating	Library service rating ★ ★	Reviewer's rating ★ / ★ ★
<b>Peer review notes</b>		
<p>This is an area for significant improvement in 2010/11 – Currently lacks structure, consistency and planning – strategy is required as the staff need something to work from and to – will help the library function effectively: priorities on a day-to-day and monthly basis</p> <p>Library plan helps sell the business to the Board</p> <p>Regular meetings with decision makers will help staff implement library plan</p> <p>Vision is great – could build a plan around the three key words</p>		

## 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
<p>Staff included in consultation of Library Plan</p> <p>Consultation with staff regarding the Statement for Values, Vision, Mission and a Customer charter</p> <p>Local Laws – Recognise, abide by, inform and publicise (new local laws being implemented in June 2010)</p> <p>Policies and procedures reviewed and created via the Consultative and OH&amp;S Committees</p> <p>Current policies – Internet, Memberships, Bullying, Induction, SWIFT (ILL), OH&amp;S, Collection Management and ILL</p> <p>Current procedures – SWIFT, Branch, Circulation, Technical Services, CYS Program, Equipment, Operations, Safe work methods</p> <p>Regional Staff Meetings are a chance for all staff to be together, and discuss key procedures</p> <p>Staff appraisals</p> <p>Policies and procedures on G: drive</p>	<p>Library Plan</p> <p>Strategic Plan</p> <p>Brochures</p> <p>Policies</p> <p>Procedures</p> <p>Vision Statement</p> <p>Manuals</p> <p>Service reviews</p> <p>Program statistics</p> <p>Branch profiles</p> <p>Statistical reports</p> <p>Annual report</p> <p>Annual budget statement</p> <p>Consultative Committee minutes and agenda's</p> <p>Suggestions form</p> <p>RSM meetings minutes</p> <p>Appraisals template</p> <p>Board Reports</p>	<p>Acknowledge needs and gaps</p> <p>Proactively addressing the gaps in policies and procedures i.e. new induction policy</p> <p>Variety of children's programs</p> <p>Access to G drive (Shared drive)</p> <p>Senior staff and HR are a point of contact for issues</p> <p>Consultative Committee and OH&amp;S Committee are a point of contact for staff and review policies and procedures</p> <p>Regional Staff Meetings for group knowledge gathering and policy/procedure training</p> <p>Structured training schedule and induction process for new staff</p> <p>Train the Trainers on staff</p>	<p>Budget transparency</p> <p>Increase grant submissions</p> <p>Develop adult programs</p> <p>Implement strategic plan</p> <p>Develop ,review, Implement, consult and prioritise policies and procedures</p> <p>Engage and include staff at all levels of planning and development</p> <p>Consistent adherence and application to procedures across the region</p> <p>Training on the effective use of the G drive</p> <p>Manuals to be orientated to specific positions</p> <p>Consistent services across the region</p> <p>Best practice</p> <p>Increased staff knowledge of the Vision statement</p>

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

**5.1 Implementation of policies and procedures**

**Library service rating ★**

**Reviewer's rating ★**

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

Significant lack of policies and procedures at all levels

Suggest that library management actively review policies and procedures of similar libraries for simple adoption

## 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
<p>Raise revenue with ongoing book sales</p> <p>Maximise best use of resources</p> <p>Deliver a cost effective service</p> <p>Excellent customer service</p> <p>Service Review Report</p> <p>SWIFT &amp; ILL – cost effective and better access to resources</p> <p>Collection monitoring – branch profiling</p> <p>Usage measured statistically</p> <p>Collection items purchased on needs and client suggestions</p> <p>24/7 access to the catalogue via the web</p> <p>Resources in different formats purchased</p> <p>Electronic collection – online databases</p> <p>Client access to computers (internet, word processing, excel, access, genealogy programs) at each branch</p> <p>Cultural conversations at Shepparton branch</p> <p>Partnerships with Murraylink</p> <p>Regular monitoring and tracking of budget</p>	<p>Collection statistics</p> <p>Annual survey</p> <p>Outreach calendar</p> <p>Outreach attendance statistics</p> <p>SWIFT statistics</p> <p>ILL statistics</p> <p>Expenditure report</p> <p>Annual report</p> <p>Budget report</p> <p>Scrapbook</p> <p>Suggestion report</p> <p>Purchasing online invoice</p> <p>Wifi invoices</p> <p>Book vote allocation</p> <p>Emails from MurrayLink</p>	<p>Annual survey</p> <p>Outreach to Home schooling families</p> <p>Outreach programs</p> <p>Responsive to local and special needs</p> <p>Responsive to public feedback and purchasing suggestions</p> <p>Roving Murraylink audio collection</p> <p>Playaways and Music CD's beginning</p> <p>SWIFT – ease of access, variety and usage</p> <p>ILL – increased</p> <p>LOTE Collections</p> <p>Staff are dedicated and informed</p> <p>CYS programs across the region</p> <p>Cultural conversation at Shepparton branch</p> <p>Community programs at specific locations</p> <p>Friends of the Library groups –</p>	<p>Improve in the Victorian PL</p> <p>Annual survey</p> <p>Increase opening hours</p> <p>Budget transparency</p> <p>Increased staffing levels to meet public needs</p> <p>Measure loans per staff hour in relation to longer open hours</p> <p>Video gaming within the libraries</p> <p>More In house training</p> <p>Review procedures and training for Petty cash and purchase orders</p> <p>Increase LOTE collection</p> <p>Improve the collection</p> <ul style="list-style-type: none"> <li>▪ more stock in formats</li> <li>▪ respond to public needs</li> </ul> <p>Improve promotion of</p>

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

**5.2 Appropriate and effective use of resources**

**Library service rating ★ / ★★**

**Reviewer's rating ★★**

<p>and resources                  Budget allocation for individual collections                  Wifi implemented in June 2010                  MAV collaborative purchasing on limited genre                  Supplier aided electronic lists                  Purchasing online                  Materials for the visually impaired</p>		<p>Yarrawonga, Euroa, Numurkah, Mooroopna and Shepparton</p>	<p>resources                  Extend the Cultural Liaison Program region wide                  Improve signage – both internal and external                  Increase purchases of pamphlet holders                  Better branding in the Library and in the Community</p>
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**Peer review notes on: What we do, Strengths, Areas for improvement, Evidence and Star rating**

Consider a style manual as would help give the service an identity – branding  
 Library service appears reasonably cost effective, however, there is a need for continuous improvement processes be put in place to ensure optimum use of resources

## 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
<p>Review feedback from Friends of the library groups</p> <p>Evaluate Statewide Library Survey</p> <p>Assess information from User survey</p> <p>Staff performance appraisals</p> <p>Network with other professional groups – Murraylink, SWIFT, PLVN, PLNSW, State Libraries – VIC–NSW, ALIA</p> <p>Network with other library professionals at meetings, professional development days, outreach opportunities and when partnering with others</p> <p>Encourage new service programs</p> <p>Measure program usage</p> <p>Explore program opportunities</p> <p>Participate in the Being the Best We Can</p> <p>Staff involved in the Service review</p>	<p>Opening hours statistical report</p> <p>Completed survey feedback and evaluation forms</p> <p>Annual survey responses</p> <p>Friends of the library feedback</p> <p>PC Res statistics</p> <p>Swift operations guide</p> <p>Contact us/Links and Suggestions via web</p> <p>Chilifresh reviews</p> <p>Green card request forms</p> <p>Suggested purchases via web</p> <p>Staff appraisal template</p> <p>Purchasing expenditure report</p> <p>Program feedback</p> <p>Partnerships with programs, i.e. ELF, MCH, Best start</p>	<p>Book clubs -Early Years, Junior, Youth and adult</p> <p>Staff speaking at conferences on specific projects</p> <p>Staff development, (supervisor training)</p> <p>Encourage staff</p> <p>Positions are developed beyond banding</p> <p>Staff appraisals</p> <p>New staff induction program</p> <p>Outreach networking</p> <p>Outreach – responsive to local and special needs</p> <p>Respond to public feedback and purchase suggestions</p> <p>Participating in Being The Best We Can Be</p> <p>Information Technology services – SWIFT and Murraylink</p>	<p>Staff require extra hours</p> <p>Act on the findings and recommendations from Surveys</p> <p>Questions in customer service survey to have staff input</p> <p>Lack of formal processes</p> <p>Increase staff levels to meet public needs</p> <p>Measure loans per hour (and staff hour) in relation to longer opening hours</p> <p>Continue to develop Koori Library Pathways Project</p> <p>Link Murray Link website to GVRLC website</p> <p>Develop a promotions and marketing plan</p> <p>Extend the Cultural Liaison Program region wide</p> <p>Improve signage – both</p>

Key result area 5: Designing, managing and improving systems and processes			
5.3 Self-evaluation and continuous improvement		Library service rating ★ ★	Reviewer's rating ★ ★
		Children's and Youth Services Programs – ELF, Best Start, CRDs Cultural diversity program – Cultural Conversation Friends of the Library groups – working hard for Yarrawonga, Numurkah, Euroa, Mooroopna and Shepparton Libraries	internal and external Better branding in the Library and in the Community  Improve feedback – all branches to have feedback boxes
<b>Peer review notes on: What we do, Strengths, Areas for improvement, Evidence and Star rating</b>			
<p>There is a risk to the Corporation with the lack of governance-related policies and procedures</p> <p>Self-evaluation needs a structure/process around it to ensure a systematic approach with dedicated time to critically review what the library service is doing</p> <p>What happens next is vital – need to know what you need to do</p>			

Key result area 5: Designing, managing and improving systems and processes		
Overall star rating	Library service rating ★ ★	Reviewer's rating ★ ★
<b>Peer review notes</b>		