BEING THE BEST WE CAN

Key results for Victoria's public library services

Melton Library and Information Service

Self-evaluation and Peer Review Report

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July 2009

Contents

Executive summary

The Melton Library and Information Service undertook the Being The Best We Can process in April, May and June 2009. It was one of the initial pilot libraries, together with Yarra Plenty Regional Library.

A Project Team of library staff members was appointed to undertake the process. The members of the team were as follows:

- Mandi Bell: Library Officer, Caroline Springs
- Nella Budicin: Melton Library Coordinator
- Ros Colwell: Community and Information Services Librarian
- Maresce Jones: Caroline Springs Library Coordinator
- Melissa McInnes: Acquisitions Officer
- Terry May: Library Collections Coordinator
- Sarah Restuccia: Education Services Librarian
- Julie Saleta: Library Officer, Melton
- Michael Scholtes: Library Services Coordinator

The Project Team conducted a number of meetings, including a facilitated self-evaluation workshop to determine the quality of our service and also worked on specific areas and tasks that came out of the evaluation.

Highlights that were revealed out of the process included:

- Melton Library and Information Service (MLIS) is in a time of transition and consolidation as a result of the recent addition of the Caroline Springs Library.
- Formal documentation of processes, procedures, policies and evaluation are lagging behind current practice and leading to inefficiencies and ineffective service delivery.
- MLIS is best practice in terms of joint-use facilities with the Caroline Springs Library.
- The Melton Township Library is inadequately sized and staffed, according to industry-accepted benchmarks, to serve the needs of its direct community.
- MLIS is at its best in terms of developing social capital and has strong connections to its community and also with other relevant service providers within the community and other areas of Council which facilitates effective service delivery.
- MLIS performs better in the outward focused Key Result Areas 1–3 and has a great deal of work to do in strengthening its performance in KRAs 4 and 5, which require greater attention to formal documentation and planning for the future.
- Staff commitment and job satisfaction is high within the library service, although there is a perception that there is too much work and not enough staff resources to undertake all that is required. Benchmarking with other Victorian public libraries confirms this.
- Outreach and delivery of library services to the smaller communities of the Shire is in need of further development to enable equitable access to library service across the whole community.
- The library has some good stories to tell, and practices and services that it operates, but these tend to get lost in the general impression that we are disorganised and unaccountable compared to other library services.

MLIS is well placed to act upon the findings of the BTBWC exercise and deliver on the priorities recommended in the Improvement Action Plan. It has recently completed its Library Service Strategy and Service Plan and has examined its role in the context of Melton Shire Council's new Council Vision and Plan and responded to the strategic direction that the Council has set for itself.

Priorities for actions to improve MLIS in light of this exercise include the following, which were identified as the highest priority actions for the forthcoming year:

KRA 1: Providing gateways to information

- Commitment to better utilise poorly used segments of the library's collection resources through analysis and innovative promotion practices.
- Encourage those who no longer use the library service as a result of previous poor borrowing habits, back to the library through a well publicised fines amnesty.
- Streamline patron notification methods used by MLIS to enable quicker collection access and turnaround times by the use of email; investigate SMS communication options.
- Promote the easier access to the library's actual and virtual collections by improving the look and utility of the library website.
- Improve formal induction and ongoing training for library staff to ensure consistency of knowledge and skill in meeting patrons' library requirements.

KRA 2: Building individual skills, capability and wellbeing

- Develop an integrated promotion strategy to increase usage of the library's services and programs, including a review of all promotional materials with to improve their effectiveness and professionalism.
- Audit current promotional practices to emphasise reaching particular areas of the community who will best benefit from the library's services.

KRA 3: Developing social capital

- Revisit the layout and space usage of each of our libraries to make them as effective as possible for service delivery.
- Actively pursue potential community partners for the Library, particularly concentrating on strengthening partnerships with education service providers other than schools within Melton Shire.
- Investigate the establishment of a MLIS Friends and Users Group to improve the library's connections to its community.

KRA 4: Demonstrating leadership

- Implement a consistent, formal and regular process to ensure the library's strategic documentation is up-to-date and well understood by staff and stakeholders.
- Conduct regular surveys of library users and non-users to enable response to areas of interest and concern by the community to be addressed within the library's strategic planning processes.
- Ensure that communication within the library service is open, clear and relevant through regular gatherings of all staff and also by the development of a library intranet.
- Take a lead role within Melton Shire to promote a single, seamless service between the two major population centres and their libraries.

KRA 5: Designing, managing and improving systems and processes

- Comprehensive and consistent approach to documentation of operating policies and procedures, replacing out-of-date documents and developing new ones for identified gaps.
- Develop and implement formal program evaluation, review and improve processes for all programs and services that include staff and user feedback.
- As a matter of priority, update emergency evacuation and management procedures for both library buildings.
- Develop a regular service review process to enable informed response to Council and other funding bodies' budget and resource allocation mechanisms which promote the strategic goals of the library service.

The above actions are further expanded upon in the Action Improvement Plan Matrix detailed below. Other actions were identified and will be revisited as part of the evaluation process for the Library Strategy and Action Plan for 2010/2011.

In summary, the BTBWC process has enabled us to look critically at the Melton Library and Information Service and develop an action plan which will benefit the service, improve its effectiveness, raise its standards, and ultimately provide a better library service to the Melton Shire community and improve the overall standard of the Victorian public libraries.

It has delivered a benchmark upon which MLIS can measure itself in the future and track improvements. It has also delivered a process that is straightforward in its methodology to enable this to occur. It has provided MLIS with an incentive to become a better library service and aspire to becoming a model of best practice within public libraries in Victoria.

Introduction

The Shire of Melton provides an urban-rural lifestyle to approximately 96,000 residents, and is growing fast. It covers an area of 528 square kilometres and sits in a unique area of rolling volcanic and basalt plains with the Mt Cottrell volcanic cone located in the south of the Shire, and is bordered by the Wombat State Forest in the north and Djerriwarrh Creek in the west.

The Shire embraces the communities of Burnside, Burnside Heights, Brookfield, Caroline Springs, Chartwell, Diggers Rest, Eynesbury, Exford, Hillside, Kurunjang, Melton, Melton South, Melton West, Mt Cottrell, Parwan, Plumpton, Ravenhall, Rockbank, Taylors Hill, Toolern Vale, and Truganina.

Melton Shire has had a long history of providing high-quality and well-appreciated library services for its community. The service has focused on its dual information and recreational roles, particularly responding to the needs of the Melton Township where until 2008, its only library was sited. Until 2004, Melton Shire Council had engaged contractors, generally other councils or regional library services to provide library services on its behalf. In July 2004, the council assumed direct control of the MLIS. In 2008, the second library within the Shire was completed and opened in Caroline Springs to better service the residents of Melton's Eastern corridor. This library reflected the importance of partnership and integrated service within community and, as a result delivered Victoria's largest and most integrated facility, also combining school library, council service, hospitality and community program space in the one building.

The importance of public libraries has never been more pronounced. Libraries currently represent one of the few remaining free and universally accessible spaces within the community. Libraries offer free access to information and recreation resources and assistance from knowledgeable, experienced and customer-focused staff to meet patron needs.

As a snapshot, the following brief information is offered about the Melton Library and Information Service, focusing on the two main service points at Melton and Caroline Springs.

Melton Township Library, 31 McKenzie Street, Melton.

- 880 sq. m
- 30 years old
- Location is behind High Street business district, off main traffic thoroughfare
- 65,000 items in collection
- Open 49.5 hours a week over seven days including two late nights til 8.30pm.
- 330,000 loans and 150,000 patron visits in 2008

Caroline Springs Library, 291 Caroline Springs Blvd, Caroline Springs

- 2500 sq. m
- 1 year old
- Part of the Caroline Springs civic precinct
- 48,000 items in collection
- Open 59.5 hours a week over seven days including two late nights til 8.30pm.
- School Library and Civic Centre incorporated in the building
- 340,000 loans and 220,000 patron visits in 2008
- Library Technical and Collection Services Team of the based at Caroline Springs

Total library staff (as at 1 January 2009)

- 22.4 EFT inc. 28 permanent and temp, as well as 12 casuals
- 7 EFT permanent librarians
- 5.1 EFT library technicians
- 1 EFT ICT Support Officer
- 8.4 EFT library officers

Budget (for 2009/10 financial year)

- $2.1 million total expenditure
- $0.58 million revenue grants from State Government
- $0.3 million materials budget which will purchase around 12,000 items

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	★★★	★★
2. Building individual skills, capability and wellbeing	★★★	★★
3. Developing social capital	★★★	★★/★★★
4. Demonstrating leadership	★	★★
5. Designing, managing and improving systems and processes	★★	★★

This resulted in an overall rating of 2 stars for the Melton Library and Information Service.

Key strengths

1. Lifelong learning in the library context
2. Working in partnerships
3. Appropriate and effective use of resources
4. Supporting social connections
5. Welcoming civic space

Key opportunities for improvement

1. Self-evaluation and continuous improvement
2. Implementation of policies and procedures
3. Planning and community engagement
4. Providing and promoting 21st century literacies
5. Reaching out to communities

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 summary – June 2009

The improvement recommendations from the evaluation were reviewed and prioritised, resulting in the following improvement plan summary. *See Attachment 1 for full Improvement plan achievement matrix.*

Action	Responsibility	Target completion date	Progress
Key result area 1: Providing gateways to information			
Commitment to better utilise poorly used segments of the library's collection resources through analysis and innovative promotion practices	Collections Team	December 2009	
Resolve to encourage those who no longer use the library service, as a result of previous poor borrowing habits, back to the library through a well publicised fines amnesty	Library Management Team	December 2009	
Streamline the notification methods used by MLIS in communication with its patrons to enable quicker collection access and turnaround times by the use of email and investigate SMS communication options	Systems Team	October 2009 SMS costings for 2010/11 Budget cycle	
Promote the easier access to the library's actual and virtual collections by improving the look and utility of the library website	Library Management Team	January 2010.	
Improve formal induction and ongoing training for library staff to ensure consistency of knowledge and skill in meeting patrons' library requirements	Library Management Team	December 2009.	
Key result area 2: Building individual skills, capability and wellbeing			
Development of an integrated promotion strategy to increase awareness and usage of the library's services and programs, which should include a review of all promotional materials with a view to	Library Adults Services and Children Services Teams	March 2010.	

Action	Responsibility	Target completion date	Progress
improving their effectiveness and professionalism			
An audit of current promotional practices and a renewed emphasis on reaching relevant areas of the community who will best benefit from the library's services	Library Management Team	March 2010.	
Key result area 3: Developing social capital			
Revisit the layout and space usage of each of our libraries to make them as effective as possible for service delivery	Library staff at Melton and Caroline Springs	February 2010.	
Actively pursue potential community partners for the library, particularly concentrating on strengthening partnerships with education service providers other than schools within Melton Shire	Children's Service Coordinator	March 2010.	
Commence the establishment of a MLIS Friends and Users Group to improve the library's connections to its community	Library Service Coordinator	November 2010.	
Key result area 4: Demonstrating leadership			
Implementation of a consistent, formal and regular process to ensure library's strategic documentation is up-to-date, well understood by staff and stakeholders, and integrated into actions and operations within the library service	Library Management Team	March 2010.	
Conduct regular surveys of library users and non-users to enable response to areas of interest and concern by the community to be addressed within the library's strategic planning processes	Library Management Team	March 2010.	
Ensure that communication within the library service is open, clear and relevant through regular gatherings of all staff and also by the development of a library intranet	Library Management Team	June 2010.	

Action	Responsibility	Target completion date	Progress
Take a lead role within Melton Shire to promote a single, seamless service between the two major population centres and their libraries	Library Management Team	February 2010.	
Key result area 5: Designing, managing and improving systems and processes			
Comprehensive approach to documentation of operating policies and procedures, replacing out-of-date documents and developing new ones for identified gaps	Library Management Team	June 2010.	
Development and implementation of formal program evaluation, review and improvement processes for all programs and services that include staff and user feedback	Library Services Teams	June 2010.	
As a matter of priority, update emergency evacuation and management procedures for both library buildings	Library Management Team	August 2009.	Completed
Develop a regular service review process to enable informed response to Council and other funding bodies' budget and resource allocation mechanisms which promote the strategic goals of the library service	Collections Coordinator	December 2009.	

Detailed findings

The detailed self-evaluation findings follow. The results are presented by key result area and by theme within each KRA.

MLIS is a library service that has a number of distinct advantages and challenges in its operation, both historically and in the future. It was discovered, within the context of the self-evaluation associated with this process, that it is a library service of contrasts. Within each KRA there are almost always pockets of excellence as well as areas or practices screaming out for improvement. In the initial meeting to prepare for BTBWC, there was a sense among the MLIS library staff of trepidation and apprehension as we exposed our library service to the cold, clear light of internal and external scrutiny as to how the service would stack up within the industry.

There was a general awareness by the staff of the following about the Melton Library and Information Service:

- it is a good library service from the point of view of the patrons, but not one that was terribly cutting edge or adventurous;
- it is stretched in terms of staff resources;
- it had recently doubled in size and was still coming to terms with the consequences of the addition of the Caroline Springs Library;
- it is poor in its internal record keeping and procedures and documentation; and
- it needed to take a better strategic approach to clarify its future direction and operations.

The self-evaluation exercise around the KRAs and their attendant themes did indeed reinforce the above perceptions, but it also offered pleasant surprises and areas of excellence to the group who were undertaking the exercise.

The following tables list the results of our self evaluation exercise according to themes within each key result area. They also indicate the MLIS Project Team's evaluation of that particular element of the service according to the five-star quality rating system outlined above. The Peer Reviewers' rating is also included with comments where appropriate at the end of each theme.

Key result area 1: Providing gateways to information

1.1 Sufficiency, range and suitability of resources	Library service rating ★★★	Reviewer's rating ★★

What we do	Evidence	Strengths	Areas for improvement
Provide a comprehensive and targeted range of materials for users: **Children**: board books, easy readers, chapter books, novels, picture books, special needs stories, early information, junior non-fiction, junior reference, puzzles, *Ready, Set, Read!* resources, talking books, DVDs, sports library, magazines, PS3 games for use in library **Teens**: fiction, graphic novels, DVDs, talking books in several formats, PS3 games, non-fiction, reference resources, biographies, careers, sports library, magazines **Adults**: fiction, paperbacks, biographies, talking books in multiple formats, DVDs, reference resources, genealogy, local history, car manuals, language kits, magazines	Collection development policy Library loans stats by category, purchase request stats Sports library photos of launch Collection Audit details Internet usage hits SWIFT intra-library loans figures and pattern Electronic database stats Internet bookings stats and usage rates User survey results Feedback forms Photographs of libraries and spaces within Plans of layouts	Quality of particular collections: teen materials in Caroline Springs; adult fiction generally Broad collection in high demand from other SWIFT libraries Efficient ILL process Genealogy research facility and collection at Melton Purchase request turnaround times Community knowledge and response capacity to local demands	Usage of lesser used collections Provision of extra CALD materials Find ways to extend the range of electronic resources Find ways of increasing availability of workstations at Melton Library Find ways of increasing use of electronic resources Find ways to remedy known collection gaps

Key result area 1: Providing gateways to information			
1.1 Sufficiency, range and suitability of resources	**Library service rating** ★ ★ ★		**Reviewer's rating** ★ ★
Special needs: large print resources, talking books, talking newspaper			
CALD: newspapers, IELTS resources, ESL resources			
Digital resources: standard Gulliver suite, Ancestry, limited e-books, reasonable suite of BRUCE databases			
ComputerSchool.net			
Free Internet and office suite access for members			
Online access to resources through library website			
Extended collection access through SWIFT Consortium membership			
Purchase request and gap request mechanism for collection			
Café available at Caroline Springs			
Extensive meeting room facilities available at both libraries			

Key result area 1: Providing gateways to information		
1.1 Sufficiency, range and suitability of resources	**Library service rating** ★ ★ ★	**Reviewer's rating** ★ ★
Peer review notes on: What we do, Strengths, and Areas for improvement	**Notes on Evidence**	**Comments on Star rating**
Good collection Very high intra-library loans Not enough budget for electronic resources Melton is a high net lender through the Swift consortia and this is impacting on staff resources for the service. The internal processes are very efficient in processing these loans. Melton had not yet joined Library Link Victoria but was almost ready to go live. The Genealogy collection at Melton is a strength.	Good	

Key result area 1: Providing gateways to information

1.2 Arrangements for access		Library service rating ★ ★ ★	Reviewer's rating ★ ★
What we do	**Evidence**	**Strengths**	**Areas for improvement**
Home library service Extensive opening hours at both branches – seven days per week 24/7 access to catalogue and renewals/reservations/requests 24/7 access to electronic databases except Ancestry Library fees and fines for use are modest Unfiltered internet access, subject to membership and usage conditions Generally integrated service desk for circulation and information Self-serve loans at Caroline Springs Roaming library staff at Caroline Springs 24/7 capacity to return materials at both libraries	Service component usage stats – *see 1.1* Door counter measures – *see 1.1* Staff observation and photographs of: ▪ Home library service ▪ Internet users ▪ Babytimes ▪ Storytimes ▪ Self-serve Web usage stats – hits; enquiries – *see 1.1* Schedule of fees and charges Anecdotal evidence of users – *see 1.1*	Long opening hours at Caroline Springs Easy return of materials Popularity of self-serve function 24/7 online access Quality and extent of provision of workstations and internet access for both branches Online renewal stats high: due to ease of access enabling users to renew without coming to the library	Extend the capacity to book PCs outside library opening hours Find ways to increase usage of poorly used segments of collection Provide public scanning facilities Find ways to improve network speed for public Ways to better satisfy reserve requests Streamline notification methods for patrons using SMS, email, etc. techniques Find ways to improve the look and utility of library website

Key result area 1: Providing gateways to information			
1.2 Arrangements for access	**Library service rating ★ ★ ★**		**Reviewer's rating ★ ★**
PC reservation and Ancestry use limited to opening hours			Look to increase availability of electronic resources
Capacity to access council services via library at Caroline Springs			Improve the opening hours for both branches
Printing/photocopy fees			Find ways to attract users back who have fines outstanding
Shelving of materials generally integrated rather than segregated into genres			Look to introduce self-serve options for whole library service
Reference collection budgeted for across both libraries, rather than unnecessarily duplicating resources			Find ways to accommodate those who want a quiet space within the libraries
			Look for ways to interact meaningfully with patrons in a self-serve environment

Key result area 1: Providing gateways to information		
1.2 Arrangements for access	**Library service rating** ★ ★ ★	**Reviewer's rating** ★ ★
Peer review notes on: What we do, Strengths, and Areas for improvement	**Notes on Evidence**	**Comments on Star rating**
PC reservation, separate OPACs Gaming for kids Opening hours are good (long), but given that Caroline Springs and, to some extent, Melton are dormitory suburbs, it may be advantageous to be open more than two evenings at each branch There is a requirement for more public access PCs especially at Melton (10 Melton, 24 Caroline Springs) The library's website is very basic There is a lack of online resources Notification to borrowers is only available via letter and this is a limited service – look at email solution?		

Key result area 1: Providing gateways to information

1.3 Staff knowledge of information tools and user support	Library service rating ★ ★	Reviewer's rating ★

What we do	Evidence	Strengths	Areas for improvement
Extensive access to catalogues within the library and around the collection Employ trained and qualified staff Information desk offered at both branches Proactive staff at Caroline Springs Provision of staff tools to assist library patrons Publicity and instruction materials to assist use of resources Provision of orientation and targeted sessions to users	Observation and photos – *see 1.2* Citing of materials User feedback – *see 1.2* Session timetables Training records Staff records and qualifications	Some experienced staff in usage of tools and library collection Wide cross-section of experience within staff Selected readers' advice tools well used and received Quick response times for patron material and information requests Staff proactive in customer service A pro-training culture for staff within council	Need to increase the skills of staff in use and promotion of information and online tools and services Need to improve the web-based delivery of library information Need to increase the amount of materials available to patrons to navigate our collections Need to have a more comprehensive induction process in the development of staff collection and library system knowledge and uses

Key result area 1: Providing gateways to information			
1.3 Staff knowledge of information tools and user support		**Library service rating ★ ★**	**Reviewer's rating ★**
			Find ways to educate and train staff better to fulfil users' information needs
			Find ways to promote to end users the new resources and tools available such as Ask-a-librarian, ReadPlus
Peer review notes on: What we do, Strengths, and Areas for improvement		**Notes on Evidence**	**Comments on Star rating**
Some training on online databases Some method used to track training via council, could use a better system to keep track Although there is a strong generic training program offered through the Council, specialised skill training for staff is lacking, e.g. children's team, adult services			

Key result area 1: Providing gateways to information		
Overall star rating	**Library service rating** ★ ★ ★	**Reviewer's rating** ★ ★
Peer review notes		
Good provision of core services Needs improvement in processes Strengths are the ability to access council services at the library and the early opening hours of the library		

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
Internet classes for library users Family history classes in association with local F.H. group Coordinate and resource book discussion groups Provide resources for individual needs Promote database usage School holiday program Boys, Blokes, Books and Bytes program Regular special interest activities such as Manga Club Outreach services to crèches, kindergartens and MCH centres to promote reading Facilitate and resource local writing groups	Class timetables and notes – *see 1.3* Flyers promoting activities – *see 1.3* Photographs Attendance lists – *see 1.1* Feedback – *see 1.1* Planning notes ▪ Monthly internet classes ▪ Meeting room booking sheets ▪ Monthly aged and dis. visits ▪ Book group sheets ▪ Talking newspaper sessions ▪ Writers group meetings ▪ Mother Goose program records	Excellent children's and parents reading support services Mother Goose, Best Start and GCTC program involvement Range of meeting and training spaces available Extent of access to resources – seven days a week and also internet access to resources Availability of public phone, fax, copier and printing facilities at each branch Partnerships with schools, council departments and other community education service providers Extensive genealogy resources	Extra staff to run additional programs and cope with demand for present services and programs Make our web presence more comprehensive and user-friendly to support lifelong learning Find ways to increase the amount of library space available for library and education programs and activities Rearrange areas of library to maximise space effectiveness for programs Find ways of better promoting activities and services and programs

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

2.1 Lifelong learning in the library context | Library service rating ★★★★ | Reviewer's rating ★★

Partnering with other arms of council to provide services: PAG support and assistance, Mother Goose program, GCTC and Best Start program delivery	▪ Mentions in reports – *see 1.1*	Free and up-to-date computer access	Develop ways of evaluating our programs/activities and services in a formal manner to take into account what works and doesn't work
Partner with local university for course advice and options sessions in library	▪ Visitation statistics, usage statistics – *see 1.1*	Wheelchair charger	
Comprehensive range of storytimes and babytimes for parents and preschoolers	▪ BBBB book	Accessibility	Find ways to make better use of council committees and Boards such as SOMLAC
Conduct regular orientation programs for local school groups	▪ Inclusive Storytime book		
Meeting rooms heavily used by local interest groups, organisations and classes	▪ Latest Community Learning Plan		Look for ways to increase library opening hours
Regular talks and presentation programs catering for community interests			
Home library service			
Targeted areas of the collection promoting lifelong learning e.g. *Ready, Set, Read!* collection, kits for parents, careers collection			

Key result area 2: Building individual skills, capability and wellbeing		
2.1 Lifelong learning in the library context	**Library service rating** ★★★★	**Reviewer's rating** ★★
Clubs and homework groups in partnership with other agencies		
Information assistance service for community		
Library represented on local Community Learning Board		
Volunteer training in electronic information resources		
ILL services		
Sports library resource provision and facilitation		
Computers available for individual use		
Invigilation services for remote students		
Peer review notes on: What we do, Strengths, and Areas for improvement	**Notes on Evidence**	**Comments on Star rating**
Good provision of core services with some positive areas		
The major strengths in this KRA are the genealogy resources and children's and parents programs and the range of meeting and training spaces available at Caroline Springs		
There are limited programs and activities provided for teenagers and adults		

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

2.2 Providing and promoting 21ˢᵗ century literacies	Library service rating ★ ★	Reviewer's rating ★ ★

What we do	Evidence	Strengths	Areas for improvement
Provide 24 hour access to databases, e-books, catalogues and other library collections Inter library access to loans for patrons via SWIFT Self-serve booking of computer resources Self-serve loans facility at Caroline Springs Computer resources for public up-to-date within libraries Internet classes to promote computer literacy within community PS3 available at Caroline Springs Wireless access for public Books on Macs for littlies project	Usage stats – PC bookings – *see 1.1* Photos of facilities and programs – *see 1.1* Staff training plans Position descriptions of specialist staff Customer feedback – *see 1.1* Publicity materials – *see 1.1* Training workbooks and handouts Inter library loan volume – *see 1.1* Lifelong learning program materials – *see 1.1* Photo of PCs	IT support staff available in both branches Self-serve culture at Caroline Springs Library 24 hour access to library e-resources via website Newspapers on microfilm and CD Personal attention in internet classes	Opportunities to explore extension of classes on offer using library facilities that relate to digital technologies Look for ways to extend self-serve loans to self-serve returns at Caroline Springs Implement wireless internet access system for public Utilise Web 2.0 applications in our web presence and also in staff and class training Facebook for the library Encourage and provide opportunities for staff to enhance digital literacy

Key result area 2: Building individual skills, capability and wellbeing			
2.2 Providing and promoting 21st century literacies		**Library service rating** ★ ★	**Reviewer's rating** ★ ★
Computer training facilities available at both branches Playaway talking books IT help for library computer users onsite at both libraries Audiovisual suite and recording studios available at Caroline Springs Provision of specialised government services delivered electronically such as e-Tax and hazard perception Digitising of local newspapers	Family History booklet with lists of resources		Extension of and comprehensive promotion of digital resources available Implementation of digital access project for unique local content of interest
Peer review notes on: What we do, Strengths, and Areas for improvement		**Notes on Evidence**	**Comments on Star rating**
The offerings for 21st century literacies are basic			

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**
English as a second language resources Storytimes and babytimes Talking books and other resources for specialised needs Book clubs to promote reading and discussion Home Library personalised reading service Specific spaces within the libraries for targeted segments Community workshops and activities that support reading and literature Premiers Reading Challenge support materials and services Summer Reads and Summer Reading Club participation Readers advisory services and leaflets	Statistics for attendance at programs – *see 1.1* Photos of events/installations – *see 1.1* Program publicity and resource materials – *see 1.1* Numbers for programs and services Procedures for service delivery Bookmarks and publicity materials evidencing reading promotion Display theme lists Enrolment sheets for reading events and programs Notes from MCH-delivered programs	Collection diversity Regular in-house displays to encourage reading and collection use Approachable, experienced, knowledgeable staff Partnerships with organisations such as Best Start, GCTC, ArtBeat and SLV	Ways to make our promotional and support materials more professional and attractive Provision of materials in other languages and for learning other languages Look for ways to expand our collection promotion activities Invest in training staff to enhance their readers advisory skills Develop a marketing plan to strategically promote reading to our community Look for partnerships in the community to promote reading and its benefits

Key result area 2: Building individual skills, capability and wellbeing			
2.3 Encouraging a reading culture	**Library service rating ★ ★ ★**		**Reviewer's rating ★ ★**
Regularly updated and changing displays throughout areas of libraries to promote reading Writers groups at both library School and kinder visits and MCH visits to promote the benefits of reading Specialist programs for specific target groups e.g. BBBB and Best Start School liaison work around promotion of reading Highlighting resources for reading during Library Week and Children's Book Week			Expand existing activities and resources
Peer review notes on: What we do, Strengths, and Areas for improvement	**Notes on Evidence**		**Comments on Star rating**
There are some programs for children and babies that promote reading and the partnerships with Council are a strength, but there does not seem to be a big emphasis on reading promotion and activities			

Key result area 2: Building individual skills, capability and wellbeing		
Overall star rating	**Library service rating** ★ ★ ★	**Reviewer's rating** ★ ★
Peer review notes		
Core services with a couple of interesting things Doing what most libraries are doing e.g. opening at 8am A number of actions which are non-budget related could help improve services e.g. better use of library volunteers, better assessment of programs		

Key result area 3: Developing social capital

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

What we do	Evidence	Strengths	Areas for improvement
Provision of integrated social space in the library	Observation and photos of spaces and use	Excellent access for cars to both sites – parking and disabled access	Find a way to realise the need for a new library at Melton Township to emulate the Caroline Springs model
Welcome all members of the community	Awards for the buildings	Predictability and openness of layout to facilitate ease of use	
Provision of accessible spaces to all segments of the community	Usage stats for the visiting of the buildings and spaces – *see 1.1*	Central location of both service points	Look for ways to provide additional quiet space within the libraries
Library is open long hours and also seven days a week	Brochures and promotional material – *see 1.1; 1.2*	Overall excellence of Caroline Springs Library	Find ways of improving libraries' access by public transport
Sense of pride about our library space	User surveys and feedback – *see 1.1; 1.2*	Online library 'civic' space is welcoming and easy to use	Continue to work on the library' online civic space
Excellent range of meeting rooms and community use facilities	Public library building audit findings	Ownership of the library service by the community	Review the layouts of the libraries to ensure fit for purpose
Coffee shop within Caroline Springs	Library layout plans – *see 1.1*	Good coffee at Caroline Springs	
Learning programs and events for the community offered within the library	Press releases		
Free promotion kit and bag for all members	Visits from councils, peers and groups investigating libraries design and delivery		
Welcoming range of purpose-specific spaces for segments			

Key result area 3: Developing social capital			
3.1 Welcoming civic space		**Library service rating** ★ ★ ★	**Reviewer's rating** ★ ★ ★
Offer proactive and aware staff to cater for community requirements Integration of council services within library space at Caroline Springs Community information accessible and readily visible			
Peer review notes on: What we do, Strengths, and Areas for improvement		**Notes on Evidence**	**Comments on Star rating**
Caroline Springs is an integrated service with council customer service Longer hours (8am) opening The major strength for this KRA is the excellent Caroline Springs Library which is spacious, well designed and presented, and well used by the community Melton Library, however, is old and tired and does not present well			

Key result area 3: Developing social capital

3.2 Sense of identity and belonging		Library service rating ★ ★ ★	Reviewer's rating ★ ★ ★
What we do	**Evidence**	**Strengths**	**Areas for improvement**
Family History Centre of Excellence at Melton Library Attention to local area collection needs Library events and programs reflect the interests and needs of the local population Library welcoming to new users Promotion of the library to all areas of the community Maintain a presence for the library through participation at community events Act as a clearinghouse for local community information Offer facilities for community building activities	Observations and photos Event attendance statistics – *see 1.1* Collection usage statistics – *see 1.1* Satisfaction surveys and feedback from the public – *see 1.1* Lists of library event 'tenants' Regular attendance levels at particular programs – *see 1.2*	Regular displays in library from community groups Targeting local materials for purchase by libraries Local author and artist and event promotions within libraries Heavy usage of the library spaces by the community and groups within the community Users happy and comfortable with look and feel of the libraries and their sense of welcoming Digitisation of local materials to foster access and community use Good welcoming procedures and also materials to all new members	Find ways to quantify who we are not reaching within the community Find ways of increasing promotion of events and services to target audiences Seek to formalise methods and recording of event evaluations Utilise feedback forms for library events and use for continuous improvement Overcome the tyranny of distance between Melton and Caroline Springs as separate areas of the one community

Key result area 3: Developing social capital			
3.2 Sense of identity and belonging		**Library service rating** ★ ★ ★	**Reviewer's rating** ★ ★ ★
Provide local information and resources (such as Talking Newspaper) Maintain a relevant and appropriate collection for the community		Integration of library publicity in all resident kits and targeted mailouts Library presence well recognised within the community and incorporates councillors into library events where possible Special events partnering with other areas of council and community e.g. BBBB, Best Start, MetroAccess, GCTC, Finding My Place	Improve the virtual space to enhance community wellbeing of virtual community members Find ways to continue and sustain innovative pilot projects and programs
Peer review notes on: What we do, Strengths, and Areas for improvement		**Notes on Evidence**	**Comments on Star rating**
Good use of spaces and use by the community Community engagement and partnerships are in evidence and it is good to see partnerships around Best Start and Finding My Place programs for example			

Key result area 3: Developing social capital			
3.3 Supporting social connections		Library service rating ★ ★ ★	Reviewer's rating ★ ★
What we do	**Evidence**	**Strengths**	**Areas for improvement**
Promote relevant and applicable library services through community service providers Use the library for relevant third-party activities such as Best Start and Mother Goose Make library activities, including regular events, inclusive and accessible to all Offer opportunities for social interaction and engagement, such as the Coffee and Chat club Develop resources for the community that leverage the library's expertise and delivery mechanism e.g. storytime kits for mothers and playgroups Take library services to those who are unable to come to the library	Range and breadth of users from differing segments of the community – *see 1.1; 1.2* Photos of the various events and activities in action – *see 1.1; 1.2* Promotional materials – *see 1.1; 1.2* Media reports of events Usage statistics – *see 3.1* Feedback from users and community Evidence of library in others' planning and documentation Publications that relate to connectedness	Caroline Springs Cafe allows for informal social interaction and connection in a new community Involvement of the library in council and other community-based literacy and literary programs Welcoming feel of both buildings and staff in them Council commitment to excellent customer service and community pride Procedures to allow non-members to use library services Integrated with the goals and aims of the Melton Shire Community Learning Board	Find ways of making the staff profile more accurately reflect community demographics Find ways to enable CALD resources and access to the library to be prioritised Find ways to use social networking innovations to promote the library as a social community connector e.g. Facebook

Key result area 3: Developing social capital			
3.3 Supporting social connections		**Library service rating** ★ ★ ★	**Reviewer's rating** ★ ★
Offer spaces for groups to meet and interact Work with groups of the community to add value to their library services Libraries available outside opening hours to be used as a community resource Make library accessible to all members of community Offer access to computers and applications within the library	Ability of library to accommodate differing ability staff		
Peer review notes on: What we do, Strengths, and Areas for improvement		**Notes on Evidence**	**Comments on Star rating**
The cafe at Caroline Springs provides an informal meeting place and encourages social connections Good range of core services			

Key result area 3: Developing social capital

3.4 Reaching out to communities	Library service rating ★ ★	Reviewer's rating ★

What we do	Evidence	Strengths	Areas for improvement
Offer Melton Talking Newspaper to vision impaired community members Wheelchair accessibility to library and motorised wheelchair recharge point Home Library service Outreach service to new mothers (through MCH links) and also schools, kindergartens and crèches Destination for aged services bus groups Representation of library at community activities and events, such as careers expo, Arts Festival Provision of communications boards for public Limited services in outposted areas Offer opportunities to local groups for interaction/sponsorship	Statistics of remote usage Photos of outreach events Home Library service usage stats and photos – *see 1.2* User feedback – *see 3.3 if any* Letters of appreciation – *see 1.1* Timetables of events and activities of outreach Evidence of mailouts and contact with others	Strong partnership with Caroline Springs College at Caroline Springs Library New mother information provision sessions Good relationships with Aged and Disability Services of Council Strong relationship with schools and children's education sector Commitment to promotion of the library service by staff throughout the community	Need to develop strategies to tap into CALD communities for their library services Investigation of strategies to promote reading in alternative reading locations such as train stations, bookshops, surgeries and waiting rooms and cafes Development of more comprehensive service delivery strategy and implementation for remote areas of the Shire Enhance existing reader-based services such as book groups

Key result area 3: Developing social capital			
3.4 Reaching out to communities		**Library service rating ★ ★**	**Reviewer's rating ★**
Maintain contact with education providers within the Shire			Create resource lists based on library collection of suitable materials for particular community groups with unique needs
			Strengthen relationships with education service providers within Shire, other than schools
			Improve capacity for remote and isolated to physically access the library (a library 'taxi')
			Look to develop a library 'friend' or user group
			Look for ways to fund outreach through non-traditional means
			Treat virtual users and their needs the same as physical visitors to the service

Key result area 3: Developing social capital			
3.4 Reaching out to communities		**Library service rating** ★ ★	**Reviewer's rating** ★
			Develop a regular survey mechanism that canvasses the needs of the community as to their library service requirements
Peer review notes on: What we do, Strengths, and Areas for improvement		**Notes on Evidence**	**Comments on Star rating**
Work needed in this area – some beginnings but changing demographics need to be taken into account			

Key result area 3: Developing social capital

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

What we do	Evidence	Strengths	Areas for improvement
Relationships with other council service areas such as Aged and Disability, Children's Services, Customer Service, Leisure Services, Youth Services, Community Development, Neighbourhood Houses are important Participation with other libraries in the SWIFT consortium Partnership with Caroline Springs College in joint service delivery models Offer training resources, programs and expertise to external organisations Participate in Community Interest Groups and umbrella organisations Offer resources and a 'home' to community interest groups such as the Melton Family History Group, Caroline Springs Residents Association	ILL stats – *see 1.1* Map of library partnerships Program photos and statistics – *see 1.1; 1.2* Appreciation awards citations Newsletter and press publicity User agreements Publicity materials – *see 1.1; 1.2* Community Learning Plan – *see 2.2* Council plans and strategies with library-specific requirements – *see 3.3* Publications – *see 3.3* Staff position descriptions and work plans	Commitment of staff to servicing existing partnerships Openness to forming new relationships with relevant parties from community Extended opening times to encourage use by partners out of hours Library participation on external bodies and working groups	Development of relationships with the CALD community Find ways to be proactive in pursuing potential partners Find ways to sustain one-off meritorious partnership and programs

Key result area 3: Developing social capital			
3.5 Working in partnerships		**Library service rating** ★★★★	**Reviewer's rating** ★★★
Deliver joint programs with other arms of Council and community groups e.g. sports library, Best Start programs, GLEAM events Partner with education providers Partner with peak library bodies to deliver benefit to the library	Memberships of staff in external organisations		
Peer review notes on: What we do, Strengths, and Areas for improvement		**Notes on Evidence**	**Comments on Star rating**
Some excellent partnerships with work needed on formalising some and measuring success There is a strong partnership with Caroline Springs College and this is a major strength, though it would appear the College is getting a very good deal and it will be advantageous for the library service when there is a contribution towards the collection by the school		Partnerships do exist but there was no evidence of evaluating partnerships, of the methodology of selecting partners, and who is initiating the partnerships	

Key result area 3: Developing social capital		
Overall star rating	**Library service rating** ★ ★ ★	**Reviewer's rating** ★ ⯪ / ★ ★ ★
Peer review notes		
Once again, good core services Needs more strategic work done, evaluation and formalised processes		

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
Excellent customer service Offer opportunities to lead areas of influence for most staff, may be subject to banding levels for some areas Practice open and approachable leadership styles Regular and multilayered team meetings within the service Struggle with the formal vision and values of the library service Articulate the broader Council organisational vision and values	Minutes of meetings and membership Lack of strategic documentation Staff surveys User feedback – internal and external Photos Awards and publicity Documentation	Capacity to try stuff – we will give it a go Performance plans for staff reinforce and reflect the vision and values of council Council has clear vision and values Opportunities on offer from other council areas have capacity to add value and extend the concept of libraries Enthusiasm and keenness of staff to try and lead new things	Need to clarify and realise library strategic direction and communicate it clearly Need to gel more clearly as one library service not two libraries Need to further explore and focus on joint library service model and its possibilities to deliver innovation and value Develop ways to communicate leadership and vision expectations meaningfully and consistently to all and also utilise other methods in addition to meetings

Key result area 4: Demonstrating leadership			
4.1 Leadership and innovation at all levels		Library service rating ★	Reviewer's rating ★ ★
			Need to offer all stakeholders and staff useful ways to feed information into resource allocation decision making processes and priorities Capitalise on best-practice research for libraries and apply to our service Find ways to communicate and record and review changes to service delivery meaningfully
Peer review notes on: What we do, Strengths, and Areas for improvement		**Notes on Evidence**	**Comments on Star rating**
Some work being done in this area but needs more planning i.e. training plan, induction plan, staff development plan, etc. Strategic plan is very good The staff engagement and commitment shone through during the peer review process and there is obviously good relationships and trust at all levels of the organisation			

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**
Contribute to Council on strategic library planning matters Contribute to Council budget planning process for library requirements Respond to issues relating to library service from external influences and influencer and stakeholders Continuous sampling of user needs and requirements through day-to-day interaction with library users Offer input into wider council planning documents Irregular surveying of library users	Library mentions in Council reports and planning documents Budget planning papers Disability access reports User survey evidence Library strategic planning documentation Minutes of community meetings	Relationship with library users and capacity to feed this back informally Staff experience and awareness of community needs from their library service	Need to formalise strategic planning documentation and review processes Need to formally engage with the community to ascertain their needs Program and service documentation and review processes need to be fully developed and implemented
Peer review notes on: What we do, Strengths, and Areas for improvement	**Notes on Evidence**		**Comments on Star rating**
Some work being done in this area but needs more planning Very good strategy plan The library business plan is a sound document based on Council and library agendas and will provide a good basis to build on			

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
Systematic processes for staff performance planning and review in place Staff encouraged to excel through performance planning process and open management process Regular team and 1-on-1 meetings available to all staff Regular staff training opportunities Opportunities for contribution to organisational and strategic service planning available to all staff Opportunities to attend external professional development events and conferences Presentations given to wider forums by selected staff	Performance plans and reviews Team meeting minutes Training registers Planning meeting records and outcomes and attendance sheets Staff turnover rates Staff survey responses	All staff are able to take a lead role in their area of expertise and/or interest Empowerment of staff to use their discretion and skills to deal with desk situations Positive attitude and demeanour of staff	Find ways to enable more staff to undertake training and development opportunities identified for them Find ways to involve the whole of the staff in service and team building events and meetings Find ways of rewarding achievement within constraints of Award and banding system

Key result area 4: Demonstrating leadership		
4.3 Building organisational capability through people	**Library service rating ★ ★**	**Reviewer's rating ★ ★**
Peer review notes on: What we do, Strengths, and Areas for improvement	**Notes on Evidence**	**Comments on Star rating**
Some work being done in this area but needs more planning Skills audit?		

Key result area 4: Demonstrating leadership		
Overall star rating	**Library service rating ★**	**Reviewer's rating ★ ★**
Peer review notes		

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
Become involved in Council's overall policy and procedure framework Operate to deliver service within existing library policy and procedure framework Contribute to the development of the policy and procedure framework of the library service Operate within Council's statutory or generic policies and procedures in relation to Human Resources management and requirements through performance, training, Occupational Health and Safety, emergency response, etc.	Council policies and procedures Policies and procedures manuals for library-related functions Meeting minutes Published strategies and planning documents Intranets for staff use	Flexibility of staff to operate in an environment where policies are often informal or verbal, with little discernible detriment to users of same Staff trust and acceptance	Need to formally document most facets of library service delivery, either updating out-of-date policies or developing new ones Need for the library service strategy to resonate with council plans and be translated to all staff plans Need to develop a regular policy and procedure review process Need to regularly conduct surveys to gauge effectiveness of library policies and procedures and processes with both staff and users

Key result area 5: Designing, managing and improving systems and processes			
5.1 Implementation of policies and procedures		**Library service rating** ★	**Reviewer's rating** ★
			Development of a library intranet site for the easy storage, dissemination and amendment of operational policies, procedures and routines as well as strategic library service documentation
			Improvement of the formal induction process for new staff especially in relation to the library duties components of their roles
			Program delivery policies and procedures and review processes to be formally documented and implemented
			Procedures affecting staff interaction with and delivery of service to users to be prioritised, including orientation process,

Key result area 5: Designing, managing and improving systems and processes			
5.1 Implementation of policies and procedures		**Library service rating** ★	**Reviewer's rating** ★
			complaints and feedback mechanisms
			Refinement of emergency evacuation and management procedures to reflect library workplaces to be completed
Peer review notes on: What we do, Strengths, and Areas for improvement		**Notes on Evidence**	**Comments on Star rating**
Service fully understands shortcomings and is aware of what needs to be done Although policies and procedures are not formally documented, there appears to be a high degree of trust and empowerment among the staff			

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
Annual budget review Regular staff rostering to ensure service continuity Apportion collection and resource allocations to satisfy user demands as appropriately as possible Regular review of library priorities and adjustments to budget areas as appropriate Submission to funding bodies as to budget requirements and adequacy for service utilisation and growth in demand and service Regular collection review processes Regular monitoring and tracking of budget resources Look for innovative means to deliver service without straining budget	Collection and circulation statistics Benchmarking against similar services and programs Annual Survey of Public Libraries Feedback about appropriateness of service Input into council budget processes and new initiative process	Good service delivered with small staff numbers High level of collection evaluation and review to maximise small budget Staff resilience and capacity to work hard We seem to do a lot on a relatively tight budget	Find ways to raise staffing levels to accepted service benchmarks Look to raise resource allocations to accepted benchmarks Investment in digital resources and service delivery need to be improved Develop review mechanisms to ensure program delivery is sustainable within resource constraints Develop a service point and program review process to feed into the budget and resource allocation processes of funding bodies

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** ★ ★	
Use of self-serve processes where possible to reduce staff workload			
Peer review notes on: What we do, Strengths, and Areas for improvement	**Notes on Evidence**	**Comments on Star rating**	
Service fully understands shortcomings and is aware of what needs to be done The library service is under resourced in staff and funding and is very constrained because of this			

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
Evaluation of programs is relatively ad hoc and informal Invite staff to participate in service review processes Are part of the Council survey of organisational quality Survey our users in an informal and ad hoc manner Devote parts of each team meeting to organisational issues and solutions as well as the three Council organisational values Incorporate individual and team evaluation, improvement, development opportunities, and accountabilities into each staff member's performance planning and evaluation mechanism	Program attendance records Evaluation records Staff survey results User survey results Planning documentation Best Value reports Benchmarking results with other services Library statistical return Planning and operation targets Staff performance plans and reviews Meeting minutes and records Verbal feedback from users and public Internal usage surveys	Staff enthusiasm Staff adaptability Osmotic/organic capacity to improve services without formal mechanisms and processes Participation in this pilot project	Development of formal mechanisms for user evaluation of programs and services Formal program evaluation template for use with all programs as part of delivery process Closer scrutiny of any new services prior to commencement to justify their existence and sustainability Formal mechanism to capture new ideas and services and also document their development and implementation

Key result area 5: Designing, managing and improving systems and processes		
5.3 Self-evaluation and continuous improvement	**Library service rating** ★	**Reviewer's rating** ★ ★
Participate in Being The Best We Can process to evaluate and improve the library service		Formal mechanism to capture possible improvement/development to existing and also document implementation of same
Peer review notes on: What we do, Strengths, and Areas for improvement	**Notes on Evidence**	**Comments on Star rating**
Service fully understands shortcomings and is aware of what needs to be done A major strength is the improvement plan developed by the library service in response to this project		

Key result area 5: Designing, managing and improving systems and processes		
Overall star rating	**Library service rating** ★ ★	**Reviewer's rating** ★ ★
Peer review notes		
Is well aware of shortcomings and is working towards the development of plans/policies and strategies to address the issues		

Attachment: Improvement plan

The improvement recommendations from the evaluation were reviewed and prioritised, resulting in the following improvement plan, which is detailed in matrix form.

These actions relate to the forthcoming year and are described below in their key result areas. To facilitate the achievement of the actions and also to describe them more fully, the table is set out in columns which address key questions.

The questions for each action to enable its achievement are:

- The objective behind the action *(Why)*
- The steps to implement the action *(How)*
- The factors that determine how we know we have achieved the objective
- A timeline for each action and a method for tracking progress *(When by)*
- A process for evaluation of the action *(How well)*

Improvement plan achievement matrix

Improvement action (What)	Objective behind the action (Why)	Steps to be taken to implement the improvement (How)	Achievement factors and milestones	Timeline for implementation (When by)	Evaluation (How well)	Achievement date
KRA 1 – Providing gateways to information						
Commitment to better utilise poorly used segments of the library's collection resources through analysis and innovative promotion practices	Collection is used to its fullest capacity to ensure that budget allocation is best and most effectively utilised	Analysis of collection to identify poorly used segments Development of integrated promotion plan to implement including: ▪ Place poorly circulated collections on display ▪ Make sure staff are inviting patrons to discover these collections ▪ Float the collection between libraries to promote circulation	Segments for targeting identified Collection Promotion Plan developed Promotion practices implemented To increase circulation throughout the whole collection Raise usage stats to ensure collections budget is increased	December 2009	Increase by 5% of circulation statistics in the identified collections compared to benchmarks	

	Improvement plan achievement matrix						
Improvement action *(What)*	Objective behind the action *(Why)*	Steps to be taken to implement the improvement *(How)*	Achievement factors and milestones	Timeline for implementation *(When by)*	Evaluation *(How well)*	Achievement date
Resolve to encourage those who no longer use the library service, as a result of previous poor borrowing habits, back to the library through a well publicised fines amnesty	Encourage patrons to continue using the library Encourage the return of library items Goodwill	Develop a 'Food for Fines' program during 'Giving Week' 30 November–11 December 2009 TBC for approval by Council Present submission to Council Promote 'Food for Fines' to the community one month prior to implementation Plan required for Long Overdue Items dealt with by Unique Management Need statistics on overdue items and fines owing	Proposal approved by Council Total number of overdue items returned Total amount of fines waived Number of laundry baskets/boxes of food donated	Council submission October 2009 Promotion of project November 2009 Implementation November/ December 2009 over two week period	Fines waived greater than those normally collected Positive customer feedback indicates success of the scheme Staff feedback Statistics More than 300 long overdue items returned	

Improvement plan achievement matrix						
Improvement action *(What)*	Objective behind the action *(Why)*	Steps to be taken to implement the improvement *(How)*	Achievement factors and milestones	Timeline for implementation *(When by)*	Evaluation *(How well)*	Achievement date
Streamline the notification methods used by MLIS in communication with its patrons to enable quicker collection access and turnaround times by the use of email and investigate SMS communication options	To speed up patron notification periods and reduce staff time and cost to the organisation	Ensure the collection of patron email addresses Promote email service to borrowers through flyer insert in all reserved books over a period of time and handing out to borrowers at the checkouts Publicise on the Zfold mail notices we send out Run test email notices to make sure its working correctly Run email in production	Patron emails in correct fields Email notices configured correctly Implementation of email as default notification method	September for the first email notification to begin Ongoing collection of emails as people collect reserves	Reduced number of Zfolds printed for overdues and reservations Less than 10% of paper notices compared to email notification Only a small amount of paper notices sent Presently an average of 100 per day	
	Investigate cost of SMS notices in preparation for	Prices for the cost of implementation of scheme	Costings prepared Business case developed	Costings by October 2009 Budget	SMS delivery seen to save money Proposal adopted into Council budget	

Improvement plan achievement matrix						
Improvement action *(What)*	**Objective behind the action** *(Why)*	**Steps to be taken to implement the improvement** *(How)*	**Achievement factors and milestones**	**Timeline for implementation** *(When by)*	**Evaluation** *(How well)*	**Achievement date**
	the 2010-11 financial year	Cost/benefit analysis of scheme Preparation of business case for next budget	Budget proposal submitted to council for implementation	submission by February 2010 Proposal accepted April 2010	2010/11	
Promote the easier access to the library's actual and virtual collections by improving the look and utility of the library website	To give patrons a more user friendly website so they can easily discover and use the services the library has to offer	Plan the new outline of the website Allocate the new web pages to library staff to provide the content Set deadline for completion of each web page	Planning completed Pages allocated by end July Pages collected by end September	Website plan completed	Library website usage increases post implementation Positive feedback from users on changes Positive feedback on new site from staff Compliance with accepted web accessibility and design standards	
		Work with Communications department to feed them the new web pages information	All information provided to Communications Department	End October 2009		

Improvement plan achievement matrix

Improvement action (What)	Objective behind the action (Why)	Steps to be taken to implement the improvement (How)	Achievement factors and milestones	Timeline for implementation (When by)	Evaluation (How well)	Achievement date
		Website set up in test by Communications Revise website after comments from staff Launch new site	Website set up in test and tested by library staff to see that all information is correct	End November 2009 End December 2009 January 2010		
Improve formal induction and ongoing training for library staff to ensure consistency of knowledge and skill in meeting patrons' library requirement	To ensure staff are provided with sufficient ongoing training to provide customers with a high quality service	Develop an induction policy/process Preparation of induction materials and program that delivers agreed process Keep a record of staff training attended and what training staff require Evaluation of process feeds continuous improvement and refinement of training of library staff	Induction policy/ process development will start in July Standard induction program developed Procedures and program in place as part of training E-learning available to keep track of staff training completed Induction process review	December 2009 for complete induction program Ongoing deployment of the induction training	Staff assessment of induction process Benchmark with other library service induction processes	

Improvement plan achievement matrix

Improvement action (What)	Objective behind the action (Why)	Steps to be taken to implement the improvement (How)	Achievement factors and milestones	Timeline for implementation (When by)	Evaluation (How well)	Achievement date
KRA 2 – Building individual skills, capability and wellbeing						
Development of an integrated promotion strategy to increase awareness and usage of the library's services and programs, which should include a review of all promotional materials with a view to improving their effectiveness and	To ensure our services and programs promotions are reaching relevant and appropriate areas of the community, and successfully encouraging target audiences to utilise our services	Review current practices Review current promotional materials Create marketing plan Creation of professional promotional materials for use across service Website improvement Advertising cross-promotion	Collection of existing materials complete Review of existing materials and future plan complete Marketing plan complete Promotional materials complete Library website updated	2–5 months (December 2009) December 2009 March 2010 March 2010 December 2009	User feedback Increase in use of services and programs Survey results to gauge marketing effectiveness Increased effectiveness of promotional materials	

Improvement plan achievement matrix

Improvement action (What)	Objective behind the action (Why)	Steps to be taken to implement the improvement (How)	Achievement factors and milestones	Timeline for implementation (When by)	Evaluation (How well)	Achievement date
professionalism. An audit of current promotional practices and a renewed emphasis on reaching relevant areas of the community who will best benefit from the library's services						
KRA 3 – Developing social capital						
Revisit the layout and space usage of each of our	Make the libraries more user-friendly	Each branch team need to review library branch layout and report.	Plan of modified layout developed JSA completed where	Review of branch layout by August 2009	Increase in circulation statistics Patron feedback	

Improvement plan achievement matrix

Improvement action *(What)*	Objective behind the action *(Why)*	Steps to be taken to implement the improvement *(How)*	Achievement factors and milestones	Timeline for implementation *(When by)*	Evaluation *(How well)*	Achievement date
libraries to make them as effective as possible for service delivery	and appealing Increase collection usage Risk management and safety for patrons and staff Better use of space Easier access Inadequate space for some collections Improve staff workflows within workrooms	Working party at each branch needs to design plan of action to implement changes JSAs need to be done Costing needs to be done where applicable	appropriate and risks addressed Costings completed Completion of a specific problem area requiring change	Action plan by September 2009 Implementation by February 2010 dependent on cost	Staff feedback	

Improvement plan achievement matrix

Improvement action *(What)*	Objective behind the action *(Why)*	Steps to be taken to implement the improvement *(How)*	Achievement factors and milestones	Timeline for implementation *(When by)*	Evaluation *(How well)*	Achievement date
Actively pursue potential community partners for the library, particularly concentrating on strengthening partnerships with education service providers other than schools within Melton Shire	To increase the presence of our information service in the greater community, and to utilise tools available to other organisations, in order to maximise opportunities made available to users	Develop a list of potential partners within Shire Examine possibilities for programs that meet the library's need Commence dialogue with partners to ascertain needs and potential areas of mutual benefit Seek assistance from outside organisations to organise activities close to their knowledge area Advertise library programs with other community groups Incorporate members	List of partners and projects developed Working relationships between library staff and identified groups commenced Council-wide interaction, including non-government bodies	December 2009 March 2010	Knowledge within library and community of events and activities around the area Tertiary institutions recognising Melton Library and Information Service as a valuable educational tool Greater member numbers, brought in by interest derived from other organisations	

Improvement plan achievement matrix						
Improvement action *(What)*	**Objective behind the action** *(Why)*	**Steps to be taken to implement the improvement** *(How)*	**Achievement factors and milestones**	**Timeline for implementation** *(When by)*	**Evaluation** *(How well)*	**Achievement date**
		from outside groups into library activities where possible Meet with community group members on semi-regular basis to keep both parties in the loop about programs and activities				
Investigate the establishment of a MLIS Friends and Users Group to improve the library's connections to its community	Friends of the Library to promote the library service to the community, acquire funding for and participate in library projects, such	FOTL/user group guidelines researched Investigation of other library service friends groups Investigate role of SOMLAC in relation to Melton FOTL Customer survey gauging customers' interest in	Research on FOTL groups completed Melton feasibility/ appropriateness for local community determined Group establishment guideline booklet completed Group set up	Investigation with other libraries by September 2009 Suitability of group determined by November 2009 Group setup guidelines	Formation of a group Review of action plan set out in the guidelines	

Improvement plan achievement matrix

Improvement action *(What)*	Objective behind the action *(Why)*	Steps to be taken to implement the improvement *(How)*	Achievement factors and milestones	Timeline for implementation *(When by)*	Evaluation *(How well)*	Achievement date
	as Library Lover's Day or Library Week	participating Establishment timelines and agenda commenced	commenced for Caroline Springs or Melton library	established February 2010 Promotion March/April 2010 Implementation June 2010		
KRA 4 – Demonstrating leadership						
Implementation of a consistent, formal and regular process to ensure library's strategic documentation is up-to-date, well understood by staff and	Library service direction is aligned with Council plan and other relevant documents Strategic direction of the library is understood by	Library strategy is completed Review process for survey is undertaken annually Library strategy references Council strategic planning documents and organisational direction	Library strategy completed Library action plan relates to Council action plan and other relevant documents Individual work plans include relevant references to library strategy	July 2009 August 2009 September 2009 and going forward	Library strategy endorsed by Council Library actions incorporated into Council annual action plan Library work plans completed and approved by Organisational	

Improvement plan achievement matrix						
Improvement action *(What)*	**Objective behind the action** *(Why)*	**Steps to be taken to implement the improvement** *(How)*	**Achievement factors and milestones**	**Timeline for implementation** *(When by)*	**Evaluation** *(How well)*	**Achievement date**
stakeholders and integrated into actions and operations within the library service	staff and key stakeholders and results in planned service delivery	Strategy cascades into individual work plans of all library staff	Review of library strategy commenced	March 2010	Development	
Conduct regular surveys of library users and non-users to enable response to areas of interest and concern by the community to be addressed within the library's strategic planning processes	To gauge the community's thoughts, interests and needs To be able to address and meet these needs for continuous improvement	Develop a current relevant survey specific to libraries and distribute throughout Melton Shire Conduct phone and online surveys as well as mail drops to capture non-users	Draft user/non user survey for distribution Distribute surveys Review of survey Address issues that arise from survey	December 2009 for first distribution of survey Analysis and reporting of results by March 2010	Surveys distributed to sample of 200 users and 100 non-users Library Service rates 'good' or better by 90% of users Feedback from surveys informs goals for subsequent library service action plans	Ongoing

Improvement plan achievement matrix						
Improvement action *(What)*	**Objective behind the action** *(Why)*	**Steps to be taken to implement the improvement** *(How)*	**Achievement factors and milestones**	**Timeline for implementation** *(When by)*	**Evaluation** *(How well)*	**Achievement date**
Ensure that communication within the library service is open, clear and relevant through regular gatherings of all staff and also by the development of a library intranet	Clarity of communication within the organisation is the norm Documentation is standardised, controlled and easily accessible by all	Scheduling of regular all-of-staff meetings to take place twice yearly Minutes and communications from all meetings are accessible and standardised Intranet development task group formation Library intranet construction, in consultation with Council IS Department Population of intranet with relevant standardised documents Training of staff in intranet use and maintenance, where appropriate	Meetings attended by all staff Standardisation and accessibility of meeting minutes and outcomes to all staff Intranet feasibility determined and work commences Intranet populated and used by all staff	By September 2009, by March 2010 By October 2009 By February 2010 By June 2010	Staff attendance at meeting > 90% All documents accessible to all staff Approval for construction of library intranet Library intranet a benchmark for Council-wide intranet	

Improvement plan achievement matrix

Improvement action (What)	Objective behind the action (Why)	Steps to be taken to implement the improvement (How)	Achievement factors and milestones	Timeline for implementation (When by)	Evaluation (How well)	Achievement date
Take a lead role within Melton Shire to promote a single, seamless service between the two major population centres and their libraries	Fulfilment of organisational goal: We are one team Need to foster community cohesion and connectedness	Demonstration to the community of the integration of MLIS – promotion of 'One Service – 2 locations' Investigation of outreach possibilities for library service across all Shire population centres Advocate with Council for the development of a new Township library in Melton, delivering similar services to those at Caroline Springs	Library service delivery is consistent in all areas and ' Staff 'own' the library service, not just their branch or area Outreach Plan for 'remote' service delivery commenced Council gives approval and timeline commitment to construction of new Township library	By February 2010 By October 2009 By April 2010 By May 2010	Approval rating across municipality is consistent in survey results All staff contribute to library service development Library expansion proposals endorsed by Council and timelines approved	
KRA 5 – Designing, managing and improving systems and processes						
Comprehensive approach to documentation	Up-to-date policies and procedures	Review current policies and procedures Update required existing	Review and analysis of requirements completed	September 2009 Induction	Completed induction policies and procedures	

Improvement plan achievement matrix

Improvement action *(What)*	Objective behind the action *(Why)*	Steps to be taken to implement the improvement *(How)*	Achievement factors and milestones	Timeline for implementation *(When by)*	Evaluation *(How well)*	Achievement date
of operating policies and procedures, replacing out-of-date documents and developing new ones for identified gaps	Uniformity across both branches Information to be included in library staff induction program	policies and procedures and develop additional ones as needed Add policies and procedures review to branch team meeting agendas as a regular item for discussion Include relevant documents on intranet	Completion of enough policies and procedures suitable for a library induction program Completion of a policies and procedures manual	policies and procedures October 2009 Policies and procedures manual by June 2010	Staff review of completed policies and procedures manual Monthly branch team meeting reviews	
Development and implementation of formal program evaluation, review and improvement processes for all programs and	To provide direction as to what programs are appropriate and working well To fulfil continuous improvement	Develop an evaluation/ feedback form Roll out evaluation tool Integrate into all library programs Develop a formal review and reporting mechanism for evaluation outcomes	Evaluation tool developed Tool in regular use across library programs Evaluation results reported annually Implementation of new programs/	By October 2009 By January 2010 By April 2010 By June 2010	Evaluation/feedback taking place regularly Programs prove their popularity and successes measured and reported to Council	

Improvement plan achievement matrix						
Improvement action *(What)*	**Objective behind the action** *(Why)*	**Steps to be taken to implement the improvement** *(How)*	**Achievement factors and milestones**	**Timeline for implementation** *(When by)*	**Evaluation** *(How well)*	**Achievement date**
services that include staff and user feedback	and Best Value requirements and also to prioritise and justify time allocations of library staff		discontinuation of old programs guided by the community needs			
As a matter of priority, update emergency evacuation and management procedures for both library buildings	OHS and corporate risk compliance and safety of staff and library users	Procedures amended to take into account current situation at both service points	Documents completed and disseminated to staff Emergency Planning Controls in place in both sites	By August 2009	Manuals prepared and available at both branches Approval by Council Risk Coordinator	
Develop a regular service review process to enable informed	Council budget planning processes contain material	Draft template for service point review report is developed Prepare report for each	Template accepted Meetings held with each library and reports prepared	June 2009 By end of August 09	Clear decisions made on our strategic direction for the next financial year, supported by	

Improvement plan achievement matrix						
Improvement action *(What)*	**Objective behind the action** *(Why)*	**Steps to be taken to implement the improvement** *(How)*	**Achievement factors and milestones**	**Timeline for implementation** *(When by)*	**Evaluation** *(How well)*	**Achievement date**
response to Council and other funding bodies' budget and resource allocation mechanisms, which promote the strategic goals of the library service	accurately and in a timely manner, details the needs, priorities and new initiatives of the library service for the next financial year	library branch

Special meeting with each library staff to discuss report and provide information for direction for 2010–11

Information collated and reviewed by Library Management Team

Use results of investigation to make decisions on items to include in the next budget

Documentation completed for inclusion in Council budget process for the following year | Review and prioritisation process completed

Budget documentation completed | October 2009

February 2010 | timely documentation into Council budget framework

Library new initiatives accepted and funded | |