Being The Best We Can

Key results for Victoria's public library services

Yarra Plenty Regional Library

Self-evaluation and Peer Review Report

★ ★ ★ ★

July 2009

Contents

Executive summary

Yarra Plenty Regional Library offers a wide range of media, which is selected according to profiles developed for each branch. Print collections are reducing as the emphasis on online information grows, and borrowers are able to download audio books and eBooks through Overdrive, access a wide selection of online databases and borrow video games as well as traditional print and audiovisual items. Print reference collections have been substantially reduced at all branches and some have interfiled reference books into the lending collection. Turnover is the key driver for selection and deselection and heavily used collections such as adult fiction and children's picture books are being increased, while the funding for adult non-fiction is decreasing. This has been in response to user feedback carried out by an annual collections questionnaire as well as data from the Nexus survey. Improvements identified include more promotion of online collections, finding ways to reduce holds queues, acquiring more audiovisual materials and ensuring that collections always look as good as they can by ensuring weeding guidelines are adhered to.

There is a wide range of programs and activities offered at libraries for all 6 target groups: preschoolers, primary school aged, teenagers, adults, people from CALD communities, and seniors. Programs are developed by branches using the library's strategic plan and branch plans to ensure that they are helping us achieve our desired outcomes. There are enthusiastic staff who develop, promote and deliver programming as well as volunteers who provide additional services and activities that could not otherwise be provided. The Outreach Department and Branch staff are making contact with an increasing number of community groups to build partnerships and deliver shared activities. Improvements identified include promoting more effectively to non users, better evaluating programs and activities and more strategic planning to ensure that branches are aware of what others are doing and develop a standard business cycle to ensure that planning and budgets are aligned.

Technology is a feature of the library service. All branches offer WiFi, and there are almost 200 public access PCs available. RFID was introduced at all branches in February 08 and this has enabled the library to move to 100% self service checkout, freeing up staff to perform more value added tasks and also enabling libraries to increase opening hours with no additional staffing (ie Lalor, who moves to 7 day a week opening in August). Web 2.0 technologies have been integrated into regular library offerings, and have proven popular, especially integrating LibraryThing for Libraries and ChiliFresh into the library catalogue to enhance content and enable borrowers to add their own reviews. The major project for 09/10 is to upgrade the library's website and implement a discovery layer into the library catalogue further encouraging participation and interaction by library users. Improvements identified include redesigning the library's website, and monitoring the use of the network to ensure that supply keeps up as demand grows.

Library facilities are generally of a high quality; buildings are well situated, several of them within walking distance of a train station. Care has been taken to make them user friendly, attractive and accessible. Region-wide branding is used to promote the

library service and to present a professional look and feel. Two new mobile libraries are well used and much appreciated, the large articulated mobile library visits outlying townships and some urban centres and the smaller Outreach Vehicle services assisted living accommodation where residents who would not otherwise be able to easily access a branch can choose their own materials and enjoy the social experience of a library visit. Improvements identified include longer opening hours (all libraries currently are closed one week day) and more promotion for the Outreach Vehicle to include more people who may wish to use library services but are not aware of them.

Staff are encouraged to participate in professional development opportunities and an annual program, Library Worker 2.0, has been developed. There are a number of region-wide committees and groups to encourage good practice and innovation. An international job exchange is now in its second year and has offered exciting opportunities for staff. Improvements identified include better resourcing the planning of the training calendar, implementing a cooperative training wiki with other library services and councils and encouraging innovation at all levels of the organisation.

A Strategic Planning session was held with Board members and senior staff in September 07 to develop the current 4 year plan. There are 6 key areas in the plan: Libraries building community capacity; Libraries as community hubs; Libraries online; Skilled and confident library staff; Seamless integrated technology; and Sustainable and responsible finance and governance. This plan is the basis for the annual business plan and budget and also the annual branch plans, which in turn inform individual performance plans. Frameworks have been developed for each service area, outlining where we are currently, where we want to be in 5 years, and how we are going to get there. Customer service procedures were developed using a Best Practice Manual published by the American Library Association and are regularly reviewed. Improvements identified include establishing a standard business cycle for planning.

Introduction

Yarra Plenty Regional Library is in the north east of Melbourne, providing library services for 3 local governments: Banyule, Whittlesea and Nillumbik. Altogether we serve a population of 311,000 people over an area of 983 square kilometres. We do 3.7 million loans a year, have a collection of 480,000 items, and 8 branches and 2 mobiles. We are one of the larger public library services in Australia, with a staff of 165, 88 equivalent fulltime. Our budget for 08/09 is $10.7 million – which equates to a per capita of $34.

We are governed by a Library Board, which comprises 2 councillors from each of the 3 councils. The Library Board sets our strategic direction and has developed the Strategic Plan 2008–2012. As well as this we have a 4 year Resource Plan, which outlines our financial planning and the annual budget. We have worked on a number of frameworks, which are 5 year plans that look at each of the service delivery areas and describes where we are currently at, where we would like to be and how we are going to get there. This provides a road map for our staff and because they have been developed in consultation with key stakeholders and the community, they provide us with a reality check and a mandate for change.

Service delivery is provided through 8 branch libraries located at Diamond Valley, Eltham, Ivanhoe, Lalor, Mill Park, Rosanna, Thomastown and Watsonia.

Two mobile libraries provide services including a specially designed vehicle that visits institutions for those residents unable to visit a library. There are collections in Arabic, Chinese, Croatian, French, German, Greek, Italian, Macedonian, Polish, Serbian, Spanish, Turkish and Vietnamese. The language collections held vary from branch to branch. Libraries in Whittlesea have a greater range and number of collections to meet their diverse communities.

Banyule City Council

Banyule has a diverse community of approximately 114,000 residents from more than 40 countries. Italian, Greek, Chinese and Arabic are the highest proportion of LOTE languages spoken at home. West Heidelberg is also home to a significant number of newly arrived migrants particularly from Somalia.

Shire of Nillumbik

The Shire of Nillumbik has just over 61,000 residents. The shire features a cross of both urban and rural areas. German and French speakers are the main users of LOTE library services in Nillumbik, with Italian and Greek being the top languages spoken at home other than English.

City of Whittlesea

Residents of the City come from a diverse range of cultural backgrounds, with a very high percentage of residents born in other countries, particularly Macedonia, Italy, and Greece. Demographically, over half of the residents are from non-English speaking backgrounds. At the local level the influences of a diverse cultural heritage are more evident in the urban areas in Thomastown, Lalor and Epping. These suburbs contain a greater proportion of non-English speaking backgrounds than

other parts of the City. The municipality's population has grown at a rapid rate during the past 30 years, more than quadrupling from 27,000 in 1969 to approximately 130,000 in 2006. In the next 3–5 years the City of Whittlesea will become Victoria's fastest growing municipality. The City's current population of over 130,000 is forecast to double in the next 20 years.

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 and values	☆ ☆ ☆	☆ ☆ ☆ ☆ ☆ ☆ ☆
5. Designing, managing and improving systems and processes	☆ ☆ ☆	☆ ☆ ☆ ☆ ☆ ☆ ☆ ☆

Key strengths

1. Attractive well-designed welcoming libraries staffed by friendly knowledgeable staff
2. Effective and efficient procurement of library collections
3. Use of technology to improve processes and free up staff eg RFID
4. Integrating Web 2.0 technologies into service offerings
5. 5-year strategic frameworks developed in consultation with key stakeholders and community

Key opportunities for improvement

1. Increase circulation and improve promotion of collections
2. Promote library to non users
3. Increase community engagement in planning processes
4. Develop more strategic approach to programs and events
5. Improve availability of new items for loan

Improvement plan

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

Action	Responsibility	Target Completion Date	Progress
Key Result Area 1: Providing gateways to information			
Network with key agencies, particularly aged services units of member councils	Seniors and Volunteers Coordinator	Initial contact by August 09	
Institute a QA system to ensure all databases are working	Collections & IT departments	August 09	
Use Vision Australia offer to promote public libraries	Outreach Dept		
Establish new outreach programs such as Connex partnership at Rosanna, storytimes at Epping Plaza	Branch managers, CL librarians	June 10	Some programs already happening
Ensure weeding guidelines are met	Collections and Branch Managers	Sept 09	
Shelve magazines by subject	Branch Managers	Sept 09	
Use collection turnover KPIs to manage collection	Collections, Branch Managers	Dec 09	
Reduce loan period for new items	Collections		
Do not allow holds on bestsellers	Collections		
Develop staff knowledge of databases	Branch Managers, Manager Collections	Dec 09	
Obtain free collateral from vendors to promote online databases	Manager Collections	Dec 09	
Improve withdrawals process by obtaining data from LMS	Manager Online Delivery, Manager Collections		

Action	Responsibility	Target Completion Date	Progress
Key Result Area 2: Building individual skills, capability and wellbeing			
Develop flyers for distribution by Outreach Vehicle staff	Outreach Dept	June 09	Done
Network with Assisted Living Accommodation facilities	Outreach Vehicle staff, Seniors and Volunteers Coordinator		
Key Result Area 3: Developing social capital			
Develop feedback form – paper and online	Outreach Dept	Sept 09	Online form completed
Develop process for monitoring feedback from customers	Operations	Dec 09	
Key Result Area 4: Demonstrating leadership and values			
Institute Bright Ideas initiative to encourage innovation	EMT	June 09	Done
Improve customer service training – engage Box Hill TAFE to deliver training	Manager People & Learning	June 09	Already underway
Implement special project to plan Staff Development program for the rest of 09	Manager People & Learning	June 09	Already underway
Implement Operation Managers wiki and Northern Metropolitan HR Managers wiki to enhance training opportunities	Manager People & Learning	Sept 09	
Audit skills of staff – conduct competency audit (Box Hill TAFE)	Manager People & Learning	Nov 09	
Key Result Area 5: Designing, managing and improving systems and processes			
Develop a standard business planning cycle to have a more strategic approach to programs and events	CEO, EMT	Aug 09	

Action	Responsibility	Target Completion Date	Progress
Engage community in developing 2 new frameworks ▪ Arts & Culture ▪ Seniors & Volunteers	Manager Outreach	June 10	
Conduct collections questionnaire annually	Manager Collections	Nov 09	

Detailed findings

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 wide range of media that is selected according to demand ▪ Print resources – Adult, Junior, Reference, Local History, YA, Newspapers, Periodicals, Large Print ▪ AV – DVD, CDs, Audio Books (Playaways, MP3, CD), Multimedia (CDRoms) ▪ Online – Databases, downloadable media Provide Information/Reference services, face to face, telephone, email, chat Provide Genealogy and Local History collections – Online, Microfiche, Print, CDRoms, blogs Provide LOTE collections in 15 languages Selection by supplier according to profiles Online databases through Gulliver Mobile Library has 2 public internet PCs Outreach vehicle has Internet access but	Collection development policy Collection Asset plan Specifications/profiles of each branch Database usage Overdrive statistics Nexus survey Collections Questionnaire (2007) State-wide Asset Audit of Victoria public library collections Collection Development Team minutes Annual Collections Conference minutes Local history assessments Collection spreadsheet statistics	5 year Collection Asset Plan provides strategic direction and shapes collection according to demand Continual reassessment of budget/collection mix according to asset plan, to achieve a demand based collection Profile ordering provides efficiency and capitalises on expertise of library suppliers Adaptability and early adopter of new formats, eg Playaways, Overdrive, Daisy Region-wide Collection Development Team works on particular projects to enhance collection services Annual Collections conference attended by all branches discusses overall direction for the following 12 months	Better promotion of resources, eg databases, Overdrive Slow network speed makes databases difficult to open and use Long holds queues Staff knowledge of databases Nexus survey says AV insufficient Reference and information services – gaps in service provision Selection policy for electronic resources (Gulliver) Streamline access for borrowers to accounts & extra functionality More consistency for

Key Result Area 1: Providing gateways to information			
1.1 Sufficiency, range and suitability of resources	Library Service Rating ☆☆☆	Reviewer's Rating ☆☆☆☆	
no public PC		Specialist, very experienced LOTE librarian provides expertise	notifying of stock deficiencies
		Annual collections survey conducted to gather input from borrowers	Weeding consistently using weeding guidelines
		Collections spreadsheet developed for analysing collection performance	Lack of data from LMS re withdrawals
		2 branch libraries in top 10 of State-wide Audit	
		Commitment by Library Board to increase funding for collection to reach a 6 year depreciation rate by 2013	
Peer Review – Notes on What we do, Strengths, & Areas for improvement		**Notes on Evidence**	**Comments on Star rating**

▪ Several components are industry leading:
  ~ Collection asset plan
  ~ Overdrive
  ~ Profiling selection
  ~ Early adopters of new technology
▪ Extensive range of resources
▪ Queues are common to all libraries and an indicator of popularity
▪ E-resources – best in the state?
		Needs links to Strategic Plan.
		Why do we do what we do?
		Collections Conference – strong – feedback to supplier
		Evidence backs up 4 stars
			Some areas are industry leading
			Should be 4 star!

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**
Enable access to online resources by provision of 180 + public access PCs managed through PCRes which allocates allotted time to each user authenticating against borrower database Provide 24/7 access to ▪ information via OPAC and online databases ▪ enhanced content for OPAC (reviews, covers) through Syndetic solutions, LibraryThing for Libraries and ChiliFresh ▪ unmediated ILL through Library Link ▪ phone renewals ▪ downloadable media Provide federated searching for online databases to make access easier Provide WiFi at all branches Provide free holds, free web and email access Provide TV at 2 branches, Foxtel and UBI (ethnic) Libraries open Sundays (6 branches)	PCRes occupancy levels Google Analytics measures hits on homepage, OPAC. Database usage statistics iTiva statistics Holds statistics, showing increased online usage Interlibrary loans – presentation/s at workshops, conferences Door counts ILL statistics Average opening hours – annual survey	High number of PCs in branches (up to 40) – no requirement to book PCs Providing fit for purpose IT to better manage resources and provide enhanced services PCs and iMacs thin clients for OPACs High usage of LibraryLink, and a leadership role in Vic public libraries in developing and implementing ChiliFresh and LibraryThing for Libraries integrated in OPAC to enhance access and expose more of the collection through tags Ability to pay overdue charges online No content filtering WAN backbone provides good robust connectivity Federated searching for online databases offered through Serials	Lack of adaptive technology Website Opening hours – limits More evaluation of services e.g. 24/7 renewals, WiFi, iTiva Provide Self service/ automated response for patron details – PIN, email, etc Proxies dropping out Slow response time for public internet

Key Result Area 1: Providing gateways to information			
1.2 Arrangements for access		**Library Service Rating** ☆☆☆	**Reviewer's Rating** ☆☆☆☆
All users have unrestricted access, except for Internet cards (under 18)		solution Provision of WiFi at all branches Door counts via automated data capture & time analysis Internet cards (pc use) improves access for casual users No charge for internet/holds First library in Victoria to offer Overdrive downloadable media	
Peer Review – Notes on What we do, Strengths, & Areas for improvement		**Notes on Evidence**	**Comments on Star rating**
▪ 200 PCs, IMAC ▪ Federated searching ▪ TVs ▪ LibraryThing, Chilifresh ▪ Once again, leading and early adopters ▪ State of the art ▪ Strengths are major – web is accessible, wide, varied and easy-to-use		Points to 4 stars	Some areas are industry leading Too hard on themselves! Suggest 4 stars

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**
Provide training to staff to increase knowledge, including Local History Qualified staff always available to help people locate information at branches Classes are held for public on how to use the catalogue (sometimes in other languages), genealogy, databases Roaming reference services at Ivanhoe library using tablet Position descriptions require skills in reference provision Provide staff for the AskNow national chat reference service	Library Worker 2.0 wiki Calendar of events brochures Rosters at branches Roaming reference – presentation to RMIT students Class notes – Local History, Genealogy training Handouts – how to use the catalogue, how to use databases, LibraryThing Position description – librarian, library technician	Train the trainer courses run for all staff who give training to the public Provide staff for AskNow national chat reference service	Staff development and training ▪ Training programs to be evaluated and modified for need ▪ Competency audit ▪ Reader development training – Frontline ▪ Reference training for all staff ▪ Regular training in databases ▪ Regular awareness sessions at Branch meetings Ensure relevant up to date information on homepage and links Promotion of online resources

Key Result Area 1: Providing gateways to information		
1.3 Staff knowledge of information tools and user support Library Service Rating ☆☆		Reviewer's Rating ☆☆☆
Peer Review – Notes on What we do, Strengths, & Areas for improvement	**Notes on Evidence**	**Comments on Star rating**
▪ Roaming reference ▪ Library Worker 2.0 wiki ▪ Some work needed on staff training and development ▪ Competency audit – not within norms – underway ▪ 23 Things leader ▪ Broad involvement in excellent reference practise	Evidence is good	Some areas are industry leading Should be 3 star

Key Result Area 1: Providing gateways to information		
Overall Star Rating Library Service Rating ☆☆☆		Reviewer's Rating ☆☆☆☆
Peer Review – Additional notes		
▪ Industry leader ▪ Excellent range of programs and services ▪ Overall performance here seems to be sector-leading, especially in access and collection terms		

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
Supporting informal learning ▪ Provide Web 2.0 training/services to library workers and to the community ▪ Provide ongoing children's programs that encourage lifelong learning ▪ Provide specialist children's staff at all branches ▪ Provide access and programs that complement youth interests ▪ Provide access and services that promote a love of reading and sharing reading experiences ▪ Provide internet training from basic to more advanced Support formal learning ▪ Finding My Place program complements school curriculum ▪ Provide online tutoring for students through YourTutor ▪ Provide homework help programs Provide spaces for learning	Events calendar Marketing collateral Statistics for Children storytimes, holiday activities, school visits, YourTutor Finding My Place statistics, feedback Annual report Strategic plans including branch plans Media coverage Learning guides Nexus survey results Grant funding applications Taste of web program Kerri's presentation on Finding My Place Marketplace of ideas marketing collateral Annual statistics – attendance at events	Many programs offered in partnership with other organisations Successful at getting grants for programs Attendance numbers at activities growing Quantity of programs – average 50 a month Solid relationships with schools especially in City of Whittlesea Special focus on seniors activities/programs Good wide range of core children's programs held regularly Finding my place program supported by community organisations and local schools, 3 programs this year Well equipped multimedia training rooms at 2 branches available for community groups	Staff training -standardise training levels – skills vary between trainers Professionalise trainers, eg collaboration with TAFE certification, Certificate IV esp. IT courses More evaluation of programs, feedback sheets for activities to be better utilised Consolidate names of programs, bookings, staff knowledge of programs at other locations, more sharing of information More strategic programming and research into what people want More frequent regular programs and more depth in programs Library to become RTO

Key Result Area 2: Building individual skills, capability and wellbeing			
2.1 Lifelong learning in the library context		Library Service Rating ☆ ☆ ☆	Reviewer's Rating ☆ ☆ ☆ ☆
▪ Provide space and facilities for community learning by others, including 2 well equipped training rooms at Mill Park and Thomastown Partner with other learning providers – eg Diamond Valley Living and Learning Centre, U3A Promote the library as a marketplace of ideas – improve the level of debate in the community about current issues	List of grants received 07–09	to use as well as library based training	
Peer Review – Notes on What we do, Strengths, & Areas for improvement		**Notes on Evidence**	**Comments on Star rating**

▪ Each branch organise and run their own training sessions
▪ Finding My Place program – 6 partners, funded by LLEN
▪ Partnering with other providers
▪ Lots of programs running but needs more evaluation and assessment. Need to consolidate names of programs and programming into one package.
▪ Find out what people want. Is there a place for informal learning?
▪ Children and Youth Services Librarians at all branches
  ~ Youth Week programs
  ~ Music programs
▪ Increase from 32 -> 65 book groups – excellent links with library community
▪ 1-on-1 time booking for IT staff member – out of Lalor
		Standardising of services across all the branches	Suggest that many areas are being targeted
			
			A bit of ad-hoc-ness about projects – standardised stuff missing
			
			Consolidate what's delivered
			
			Proactive and being partners
			
			Better than most – should be 4 stars

Key Result Area 2: Building individual skills, capability and wellbeing		
2.1 Lifelong learning in the library context	**Library Service Rating** ☆☆☆	**Reviewer's Rating** ☆☆☆☆
~ How do I! ~ Taste of technology ▪ Lots happening in many areas		

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**
Providing new technologies to enhance services: ■ Social networking tools are included in regular offerings – eg LTFL and Chilifresh embedded in OPAC ■ Promote local history through WikiNorthia ■ Encourage staff to use Web 2.0 technologies in their work ■ Using video gaming to encourage young people into the library ■ Adding content to WikiNorthia through special programs in the libraries Providing training in new technologies: ■ Provide access to classes/online learning to web 2.0 learning for library workers and the community ■ Developed an online course for Web 2.0 for the community ■ Lalor library offers one on one training for IT – book a staff member for 30 minutes	WikiNorthia – www.wikinorthia.com.au Media coverage of WikiNorthia Taste of Web 2.0 Facebook, MySpace pages Blogs: Genealogy and Local History blogs, News from the CEO blog, Yarra Plenty Reads blog Learning 2.0 program Feedback from Web 2.0 clients – surveys List of conference papers Stephen Abram's & Michael Stephens blogs on Taste of Web Training wiki Award applications (eg Gates) Attendance at gaming nights Article in *The Age* Green Guide re gaming at Lalor	Seen as industry leader and early adopter evidenced by number of requests to speak at conferences, workshops, seminars, etc Sale of service training other library staff/teacher librarians, etc. (2500+ over the past 2 years) Committed partner of WikiNorthia, content being regularly added by YPRL staff and community Web 2.0 integrated into regular services, for example training wiki, reading blog Provision of dedicated IT staff at branches Presentation of SLV gaming information nights New Technologies Coordinator specialist position	Keeping all staff abreast of new technologies Varying knowledge of staff Using iBistro on reference desk Audit of staff skills

Key Result Area 2: Building individual skills, capability and wellbeing			
2.2 Providing and promoting 21st century literacies	**Library Service Rating** ☆ ☆ ☆		**Reviewer's Rating** ☆ ☆ ☆ ☆
Use Web 2.0 technologies to promote collections and services Use Facebook, MySpace, blogs, twitter, to promote library			
Peer Review – Notes on What we do, Strengths, & Areas for improvement	**Notes on Evidence**		**Comments on Star rating**
▪ WikiNorthia – partnership and program is industry leading ▪ Industry leader in Web 2.0 technologies, both in staff training and utilising ▪ Leading edge in the industry and looking for ways to take the next step	Strong evidence noted		Definitely 4 stars

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**
Reader Development Strategic Framework developed in conjunction with stakeholders including community members Significant LOTE programs and collections (15 languages) Provide enhanced OPAC to help people discover new titles (LTFL, ChiliFresh) Provide a wide range of programs and activities to promote the love of reading Rosanna's BookCrossing program with Connex for LIW	Reading programs and activities: Adults 18+ Yarra Plenty Reads Program with branding Bedside reads – book chats Screen reads – movies and books Live reads – author talks Community reads – book/writing groups Children 0–12 Extensive program to promote reading Bookaroo and Young readers program Babytime/toddlertime/rhyme time Storytime Just 4 kids Bringing books	Collections team Enhancements to OPAC, Syndetic, ChiliFresh & LibraryThing Readers advisory services at branches Reading and Literacy Coordinator role Book club collection kits Community liaison librarians at branches Merchandising and displays of collections Wide variety of programs for 0–12 years Strong relationships with schools Partnerships particularly with Early Years programs of member councils Purchase most titles suggested by borrowers Commitment by Library Board to increase funding for collection to	Display of new books needs space/shelving – consistent displays Wider marketing of programs and collections Train all staff in readers advisory and reader development – Frontline Develop stronger relationships with Living & Learning centres and Neighbourhood houses Promotion to more aged care facilities and to housebound individuals Programs for young adults 12–18 Staff literacy training

Key Result Area 2: Building individual skills, capability and wellbeing			
2.3 Encouraging a reading culture		Library Service Rating ☆☆☆	Reviewer's Rating ☆☆☆☆
	Outreach story sessions	reach a 6 year depreciation rate	
	Kinder/crèche/school visits	Housebound deliveries	
	Summer reading club	Relationships with schools	
	Schools reading challenge - PRC		
	<u>Aged</u>		
	Reading clubs at retirement/nursing homes		
	Housebound services with volunteer delivery of books		
	<u>NESB</u>		
	Significant LOTE programs and collection		
	Run bilingual storytimes at branches		
	Run language cafes at some branches		
	Minority groups and visually impaired readers well catered for – 15 languages, wide variety of media		
	<u>Online</u>		
	Online request to purchase		
	Provide enhanced OPAC to help people discover new titles (LTFL,		

Key Result Area 2: Building individual skills, capability and wellbeing			
2.3 Encouraging a reading culture		**Library Service Rating** ☆☆☆	**Reviewer's Rating** ☆☆☆☆
	ChiliFresh, databases)		
	Yarra Plenty reads blog		
	List of book club kits		
	Babies and children's core programs – brochures		
	Statistics on attendance at programs, adult and children		
	Plenty Reads blog – counters		
	Summer reading club statistics		
	Reading and literacy framework		
	Number of requests to purchase fulfilled		
	NESB, children, young adult, reader development strategic framework actions		
	Papers to Library Board on collections		
	Housebound statistics		
	Demographic statistics – purchases		
	Daisy reader statistics		
	Collection age and statistics on borrowing – base for purchases		

Key Result Area 2: Building individual skills, capability and wellbeing		
2.3 Encouraging a reading culture	**Library Service Rating** ☆☆☆	**Reviewer's Rating** ☆☆☆☆
Peer Review – Notes on What we do, Strengths, & Areas for improvement	**Notes on Evidence**	**Comments on Star rating**
▪ Excellent range of programs, both internal and outreach ▪ High number of LOTE programs ▪ Relationship with Connex ▪ Number of web-based services ▪ Excellent branding 'Yarra Plenty Reads' with Live Reads and Bedside Reads ▪ A real strength of the service ▪ Opportunities for patrons to review and recommend via OPAC	Needs evidence of 12–18+ programs Programs matrix of what's being delivered where would be useful Consistent branding Lots of evidence sighted Lots happening	Should be 4 stars – by volume if nothing else!

Key Result Area 2: Building individual skills, capability and wellbeing		
Overall Star Rating	**Library Service Rating** ☆☆☆	**Reviewer's Rating** ☆☆☆☆
Peer Review – Additional notes		
Key strengths in this area make it a 4 overall Much ground breaking stuff in e-library terms Consistent and strategic approach to programs is the key		

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**
Provide attractive, safe, well signed libraries, mostly well situated Provide access for people with disabilities (except Ivanhoe) Libraries are welcoming and inclusive of all community members/groups/ minority groups Strong consistent branding is evident Library spaces being constantly reassessed to ensure best use	Style guide manual – signage/font, branding Nexus survey – friendly and helpful staff, attractive buildings Disability Access Plan Photographs of branches, internal and external Rosanna before and after Watsonia rearrangement	Welcoming staff Branch locations are well sited with most close to public transport or with good parking Libraries use their closed days to provide community space for a number of organisations Strong branding throughout the library Branches are reflective of their communities – buildings and services match demographics	Closed days Welcome to your library pack Safety of environment, better lighting at night Car parking Meet and greet volunteers More customer service training Opening hours
Peer Review – Notes on What we do, Strengths, & Areas for improvement		**Notes on Evidence**	**Comments on Star rating**
▪ Examples of branches reflecting community needs ▪ Consistent branding ▪ Seems accurate ▪ Good use on closed days (albeit limited) ▪ Closed days a bit of a drawback		Seems reasonable	

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**
Culturally diverse communities ■ LOTE collections in 15 languages ■ Celebration of multi-cultural Diversity week. ■ New material launches for LOTE collections ■ National Day & Cultural celebrations ■ Bilingual storytimes ■ Language cafes ■ Computer classes in other languages Local & family history ■ Significant Local History collections ■ Celebrate local history & family history month ■ WikiNorthia program ■ Regular program of events and activities ■ Strong partnerships with local historical societies, Yarra Plenty History forums Art work displays (local artists)	Strategic plan Library publicity materials Local history framework Significance assessments Stats of attendance at activities Welcome brochure in all 15 languages Local history forums – agendas NESB and emerging communities framework	Strong partnerships formed with local history groups, including the Yarra Plenty Forums held quarterly attended by up to 36 local history clubs Digitisation program for local history underway, and incorporated into the library catalogue Dedicated Genealogy room at Ivanhoe provides space and promotes services Strong Local history collections in all municipalities, local history room at Mill Park Good community spaces for CALD groups and organisations to meet, particularly at Thomastown branch Ethnic TV at Thomastown promotes lounge room concept 15% of our staff speak more than one language and use their skills	Increased community display area More promotional information to be available in other languages LOTE collection to respond to user requests More programs targeted at cultural and ethnic groups, such as Preschool Italian storytime

Key Result Area 3: Developing social capital			
3.2 Sense of identity and belonging		Library Service Rating ☆☆☆	Reviewer's Rating ☆☆☆☆
NEAMI partnerships		to provide storytimes, computer classes and other programs at branches in community languages Language cafes are being introduced where people can practice their conversational skills in other languages Annual participant in the Nexus survey, which targets users and non users and provides benchmarking data	
Peer Review – Notes on What we do, Strengths, & Areas for improvement		**Notes on Evidence**	**Comments on Star rating**
▪ Supporting local artists ▪ Support CALD communities with collections and programs ▪ Seems to be a good standard ▪ Many and varied programs and services plugged into the community ▪ Local history and family history well-supported with programs, events and services ▪ WikiNorthia is good		Strong evidence of activities	Definitely better than 3 star but 4 star? 3.5 stars is my recommendation

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**
Varied and comprehensive program of activities

We offer the following services to the public:
- Community rooms (space)
- Toy library

Our libraries are community hubs – Third Place

Close relationships with Member Councils

Wide ranging partnerships with community organisations

Outreach Department | Increasing monthly attendance – activity statistics

Feedback from clients

List of partnerships

Events calendar

Volunteers PD

<u>Regular Programs over the first 6 months of 2009</u>

Literacy
- Book groups (Afternoon and evening)
- Book chats
- Genre book chats
- Book Groove
- Author talks
- Print disabled book groups
- Themed Reads
- Night Time Reads
- Book Groove
- Writers Group (afternoon and evening) | Enthusiastic staff encourage community connections through their skills and knowledge

Strong and active volunteers program providing additional services and activities that could not otherwise be provided

Including volunteers in the fabric of the library to build connectedness

Dedicated staff in outreach to assist branches in delivering services

Outreach Department & branches – making contact with an ever increasing number of community groups

Community groups are using libraries as 3rd place

Outreach to Epping Plaza – weekly storytime attracting 40 children | Staff to visit diverse community group

Targeted promotions

External building publicity

More effective publicity to non-users

Use existing networks to identify other groups to approach

Services to young people

Frequency of regular programs

More detailed evaluation of programs and activities |

Key Result Area 3: Developing social capital			
3.3 Supporting social connections		**Library Service Rating** ☆☆☆	**Reviewer's Rating** ☆☆☆☆
	Cultural ▪ Multicultural Storytimes (Italian, German, Mandarin) ▪ ESL Conversation Program ▪ Italian Discussion Group ▪ Italian computer classes ▪ Italian family history searching ▪ Chinese techno playgroup ▪ Butterfly club Children ▪ Storytime ▪ Baby Time ▪ Just4Kids ▪ Toddler Time ▪ Tiny Tots ▪ Bringing books into children's lives ▪ Holiday program (at least 2 activities per library) ▪ Evening Storytime ▪ Bookaroo ▪ Grandparent Storytime ▪ Saturday Storytime		

Key Result Area 3: Developing social capital		
3.3 Supporting social connections	**Library Service Rating** ☆ ☆ ☆	**Reviewer's Rating** ☆ ☆ ☆ ☆
■ Multicultural Storytimes (Italian, German, Mandarin) ■ Epping Plaza storytime Young Adult ■ Keys Please Seniors ■ Friday Focus ■ Retirement Village computer classes ■ Weekly Seniors Lifestyle ■ Card making workshops ■ Art workshops ■ Creative craft circle ■ Stitches Friendship Circle ■ Focus on… ■ Charity knitters ■ Camera Club IT ■ Introduction to computers ■ Introduction to Word ■ Introduction to PowerPoint ■ Picasa		

Key Result Area 3: Developing social capital		
3.3 Supporting social connections	Library Service Rating ☆☆☆	Reviewer's Rating ☆☆☆☆
	- EBay - Google - Introduction to email - Google features - Downloading music - Job hunting online - Techno playgroup Genealogy/Local History - Searching databases - Local history online - Memories of our community - WikiNorthia - Whittlesea Heritage Program - Recording life's memories - Oral History Events Literacy - Poetry sessions - Screen Reads - Murder Mystery Afternoon Cultural - My Language computer	

Key Result Area 3: Developing social capital		
3.3 Supporting social connections	Library Service Rating ☆ ☆ ☆	Reviewer's Rating ☆ ☆ ☆ ☆
	evening ▪ Italian afternoon ▪ Maltese afternoon Varying range of activities covering the following nationalities: ▪ Polish ▪ Vietnamese ▪ Spanish ▪ Chinese ▪ Arabic ▪ Asian ▪ Macedonian ▪ Croatian ▪ Serbian ▪ French ▪ German ▪ Greek ▪ Indian ▪ Sri Lankan Children ▪ Pyjama party ▪ Dance competition		

Key Result Area 3: Developing social capital			
3.3 Supporting social connections	**Library Service Rating** ☆☆☆		**Reviewer's Rating** ☆☆☆☆
	Young Adult ▪ Young carer's issues Seniors Lifestyle ▪ Parenting expo ▪ Hairstyling tips and tricks ▪ Nail care ▪ Gardening for the dry season ▪ Budgeting basics ▪ Eco home design ▪ Getting around in Melbourne ▪ Get around Whittlesea ▪ Home decor ▪ Financial advice ▪ Compost and Worm Farms ▪ Using water tanks ▪ Dance therapy ▪ Adult puzzle time ▪ Collectables ▪ Dog training ▪ Games nights ▪ Stories of waterways and		

Key Result Area 3: Developing social capital		
3.3 Supporting social connections	**Library Service Rating** ☆☆☆	**Reviewer's Rating** ☆☆☆☆
	catchments ■ Scrapbooking ■ Safe use of medication ■ Better health ■ Astronomy ■ Publishing ■ Star Trek night ■ Star Wars night ■ Ghost hunters ■ Wine tasting ■ Will making ■ Legal costs Feel Good ■ Yoga ■ Feng Shui ■ Arts therapy for self expressions ■ Tai Chi ■ Healthy brain, active mind ■ Aromatherapy ■ Tarot cards ■ Finding your spiritual path We support the following by offering programs around the		

Key Result Area 3: Developing social capital		
3.3 Supporting social connections	**Library Service Rating** ☆☆☆	**Reviewer's Rating** ☆☆☆☆
	themes: ▪ Cultural Diversity Week ▪ Melbourne Food and Wine Festival ▪ ANZAC Day ▪ Easter ▪ Christmas ▪ Australia's Biggest Morning Tea ▪ International Women's Day ▪ Youth Week ▪ Multicultural Week ▪ World Environment Day ▪ National Simultaneous Storytime ▪ Valentines Day ▪ Chinese New Year ▪ Summer Reading Club ▪ Library and Information Week ▪ Law Week ▪ Refugee Week ▪ Family History Month ▪ Melbourne Cup Day		

Key Result Area 3: Developing social capital		
3.3 Supporting social connections	**Library Service Rating** ☆☆☆	**Reviewer's Rating** ☆☆☆☆
- Local History Month - Books Alive - Children's Book Week - Adult Learners Week - Mental Health and Wellbeing Week		
Peer Review – Notes on What we do, Strengths, & Areas for improvement	**Notes on Evidence**	**Comments on Star rating**
- Groundbreaking activities and very broad base with varied and comprehensive programs - Enthusiastic staff - Volunteers are encouraged and supported - Specialists, such as children's and community librarians at each branch to deliver services with specialist support of organisation-level Outreach staff - Epping Plaza storytime – approached by centre management	Programs are not cancelled but go ahead Strong evidence of library as a community hub	4 star on the strength and bread of the services on offer

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**
Physical services for those who can't get to the library - Home Library Service - Outreach Vehicle - Mobile Library - Book clubs at assisted living residences - Storytime on Mobile Library - Shopping centre storytimes - Aged care facilities – computers, reminiscence & reading programs - Kinder visits & maternal child health care - School visits Virtual services - "Ask Now" - eBooks and journals - Downloadable media - 24/7 renewal of items	Internet site usage increased by 28% Reading & literacy framework Seniors framework Outreach staff attending community meetings Marketing flyer for storytimes on mobile Lists of mobile library stops Press releases & press coverage Marketing & publicity strategies & communication Mobile Library Review Mobile library statistics	State of the art and well used mobile library service has a weekly timetable Outreach vehicle that visits 35 assisted living accommodation places on a 3 week cycle allowing ambulatory older people to chose their own library materials and to socialise Expansion of Home Library Service allowing more individuals to have tailored services Volunteers do selection and delivery for housebound borrowers Dedicated staff (incl. outreach) monitoring, doing & developing services Good positive media exposure High level of volunteerism in service (> 200 volunteers)	Explain technology to users, eg eBooks Better promotion of these services to non-users Communication between library & key stakeholders on our role

Key Result Area 3: Developing social capital		
3.4 Reaching out to communities Library Service Rating ☆☆☆☆	Reviewer's Rating ☆☆☆☆	
Peer Review – Notes on What we do, Strengths, & Areas for improvement	**Notes on Evidence**	**Comments on Star rating**
- Partnerships with retirement villages and assisted living residences - School visits - Shopping centres - Good virtual services - Small mobile (outreach vehicle) - High level of volunteers - Strong commitment - Online fine payment is good - Community advocates for the library is very worthy	Very strong evidence	

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**
Partnerships with Member Councils ▪ Youth Week – Get Loud ▪ Alan Marshall short story competition ▪ City of Whittlesea Heritage program Partnerships with other libraries ▪ Vision Australia and other public libraries – Daisy project ▪ State Library of Victoria, summer reads program ▪ National Simultaneous Storytime ▪ WikiNorthia project with Darebin and Moreland Libraries Partnerships with community organisations ▪ Olympic Adult Education – provide a venue for literacy classes ▪ Rosanna Community House – promote their events and they promote YPRL events ▪ Heidelberg Theatre Company – provide YPRL with access to their	Annual Report	Designated/dedicated staff members as community liaison librarians to build relationships in the community Forming strong partnerships with many different organisations Strong community profile	Better communication between branches and outreach To learn and compare our service with other libraries Benchmarking services Evaluation of role in partnerships

Key Result Area 3: Developing social capital		
3.5 Working in partnerships	**Library Service Rating** ☆ ☆ ☆	**Reviewer's Rating** ☆ ☆ ☆ ☆
building & YPRL promotes their events		
■ Whittlesea Community Legal Service – Law Week/Adult Learners' Week		
■ Epping RSL – ANZAC program each year		
■ Whittlesea Chinese Association – annual events		
■ Smith Family – Homework Help program at Lalor		
■ NEAMI public art program		
Partnerships with schools		
■ Bringing books to children's lives		
■ Thomastown Sec. College – several events annually		
■ Finding My Place		
■ Premiers Reading Challenge		
Partnerships with industry organisations		
■ Shared programming with bookshops – Andrews Bookshop, Eltham Bookshop and Angus and Robertson		
■ Publishers support author visits, Allen and Unwin, Hardie Grant books, Flat Chat Press, Scribe		

Key Result Area 3: Developing social capital		
3.5 Working in partnerships	**Library Service Rating** ☆☆☆	**Reviewer's Rating** ☆☆☆☆

▪ Melbourne Writers Festival ▪ Books Alive ▪ ALIA – Disaster Relief Project for Bushfires Partnership with retail associations etc ▪ Watsonia Traders ▪ Epping Plaza			
Peer Review – Notes on What we do, Strengths, & Areas for improvement		**Notes on Evidence**	**Comments on Star rating**
▪ Significant number of partners and a strategic approach ▪ Partners with community organisations, other libraries and member councils, Epping Plaza ▪ Well thought out range of partnership programs ▪ Connect to community		Report shows extent of partnering across the whole community Outreach van use is excellent	Should be 4 stars as it shows others how to do it

Key Result Area 3: Developing social capital		
Overall Star Rating	**Library Service Rating** ☆☆☆	**Reviewer's Rating** ☆☆☆☆
Peer Review – Additional notes		

Definite sense that the library is excellent in this area

Only blot is 1 day closed for libraries and that is being addressed

Definitely 4 stars

Key Result Area 4: Demonstrating leadership and values

4.1 Leadership and innovation at all levels

Library Service Rating ☆ ☆ ☆   Reviewer's Rating ☆ ☆ ☆

What we do	Evidence	Strengths	Areas for Improvement
Strategic Planning session with Board and senior staff to develop 4 year plan Strategic Plan broad and flexible to encourage branch participation and input Input to Annual Plan from individual Branch Plans and Department plans Frameworks for all service areas developed in conjunction with member councils, community members and staff Development of future managers/ leaders through management development program Have a strong external profile/reputation Services and programs linked to Annual Plan Plan cascaded from organisation to branch to personal plans	Strategic Plan Library Charter Workshops for staff to identify new ideas/job roles Management Development Program Representation on professional bodies both nationally and internationally – conference presentations List of staff involved in development of Strategic Frameworks Branch workbooks and plans	High level of engagement in staff survey Management Development Program is better preparing staff to take on management/ leadership roles Freedom and opportunity to try new programs, ideas Opportunities for staff to develop	Values that are clearly stated and adhered to Communicate vision to all staff Review communication processes for all levels Staff to be encouraged to innovate with support Strong external profile/ reputation not shared by all staff
Peer Review – Notes on What we do, Strengths, & Areas for improvement		**Notes on Evidence**	**Comments on Star rating**
▪ Services and plans linked to Annual Plan. Cascades down to branch plans. Strategic work is thorough. ▪ Staff survey		Slight question mark about buy-in of all staff in vision	Very strong 3 stars

Key Result Area 4: Demonstrating leadership and values		
4.1 Leadership and innovation at all levels	**Library Service Rating** ☆ ☆ ☆	**Reviewer's Rating** ☆ ☆ ☆
▪ Management development ▪ Risk analysis and project plan for programs ▪ Freedom and opportunity to provide new programs ▪ Lots of innovation evident ▪ Redesign your own job! ▪ Get Connected and Taste of Technology – sector leading		

Key Result Area 4: Demonstrating leadership and values			
4.2 Planning and community engagement Library Service Rating ☆ ☆ ☆		Reviewer's Rating ☆ ☆ ☆ Reviewer's Rating ☆ ☆ ☆ ☆	
What we do	**Evidence**	**Strengths**	**Areas for Improvement**
Service plans – 5 year Strategic Frameworks have been developed for ▪ Local History and Genealogy ▪ Seniors ▪ Babies and Children ▪ Young people ▪ NESB and emerging communities ▪ Reading and literacy Disability Action Plan Outreach services provided by Mobile libraries to outlying areas and to assisted living accommodation Targeted library information to LOTE communities	DAP planning – Community focus groups in each council area and surveys Frameworks – list of attendees at planning sessions Strategic Frameworks Nexus survey (includes non-users) Mobile library review Member Council's newsletters Annual budget and strategic plan advertised and available on the website Collection survey >450 responses Online surveys – eg Overdrive	Planning processes are done in conjunction with member councils Good relationships with member councils – high profile in their publications, good partnerships in programs and activities	Limited non-user surveys Lack of community engagement in planning processes
Peer Review – Notes on What we do, Strengths, & Areas for improvement	**Notes on Evidence**	**Comments on Star rating**	
▪ Service plans are strategic and aimed at the community ▪ Strategic Plan > Framework plans > branch plans ▪ Needs more community engagement to be ongoing. Consultation Plan	Evidence is extensive and points to more than 3 stars	Sector leading and should be 4 stars	

Key Result Area 4: Demonstrating leadership and values		
4.2 Planning and community engagement	**Library Service Rating** ☆ ☆ ☆	**Reviewer's Rating** ☆ ☆ ☆ **Reviewer's Rating** ☆ ☆ ☆ ☆
perhaps? ▪ Use of focus groups ▪ Non-user surveys have been done but could be better ▪ YPRL engaged with its councils		

Key Result Area 4: Demonstrating leadership and values

4.3 Building organisational capability through people

Library Service Rating ☆ ☆ ☆

Reviewer's Rating ☆ ☆ ☆
Reviewer's Rating ☆ ☆ ☆ ☆

What we do	Evidence	Strengths	Areas for Improvement
People & Learning Strategic Framework developed	People & Learning Strategic Framework	The staff development program is linked to performance review	Training program not strategic
Opportunities for all staff to undertake higher duties	Number of staff nominating/ attending programs	There are opportunities to act in different positions to gain experience and professional development	Customer service training needs to be more focused and regular
Annual international job exchange opportunity	Number of attendees/training calendar	Staff have opportunities to attend a wide range of training/ development programs	Training programs not being followed through
Match positions advertised to attributes and skills of applicants rather than just qualifications.	List of attendances at workshops and conferences	Second year of the International job exchange program	No evaluation of training
Train the trainer courses for staff undertaking training for staff and public.	Training Wiki	There is a dedicated management role – People and Learning	
Staff training needs assessed annually by Manager during Performance review	Staff survey results	Family friendly workplace	
EAP and paramedical support services.	Job exchange report		
Staff involvement in region wide working groups and committees	RFID implementation and self service strategies		
Use technology to free up staff to do more valued work	Train the trainer attendance lists		
Partner with Box Hill and Swinburne TAFEs and RMIT to provide student placements	Position descriptions		
	Provision of EAP and paramedical support (EBA)		
	International job exchange agreement		

Key Result Area 4: Demonstrating leadership and values			
4.3 Building organisational capability through people	**Library Service Rating** ☆ ☆ ☆		**Reviewer's Rating** ☆ ☆ ☆ **Reviewer's Rating** ☆ ☆ ☆ ☆
Study assistance program for staff Family friendly policies Partner with local schools to provide work experience and Duke of Edinburgh award placements	Performance Review forms		
Peer Review – Notes on What we do, Strengths, & Areas for improvement	**Notes on Evidence**		**Comments on Star rating**

▪ People and learning framework
 ▪ Sector leading opportunities for staff
   ~ International job exchange
   ~ Management training for staff
 ▪ Staff development program
 ▪ Opportunities to act in different positions
 ▪ Training wiki – industry leading?
 ▪ More linkages needed with strategic plans
 ▪ RFID as a people extender
 ▪ Full suite of staff support
	Extensive evidence		4 stars for its staff exchange, training wiki and RFID use to redesign work into more meaningful roles

Key Result Area 4: Demonstrating leadership and values		
Overall Star Rating	**Library Service Rating** ☆ ☆ ☆	**Reviewer's Rating** ☆ ☆ ☆ **Reviewer's Rating** ☆ ☆ ☆ ☆
Peer Review – Additional notes		
Definitely 4 star due to depth of leadership and extent of innovation through international job exchange, strategic frameworks and depth of community engagement		

Key Result Area 5: Designing, managing and improving systems and processes

5.1 Implementation of policies and procedures

Library Service Rating ☆ ☆ ☆

Reviewer's Rating ☆ ☆ ☆
Reviewer's Rating ☆ ☆ ☆ ☆

What we do	Evidence	Strengths	Areas for Improvement
Library's Strategic Plan developed by Board & EMT Sept 07 Branch Plans developed by individual branches within the Strategic Plan framework Library's Annual plan – drawn from strategic frameworks and branch plans Annual budget reflects strategic plan and library's structure Collection Development Policy included community input through surveys OH&S a strong priority Customer service policy manual developed by a working group to reflect current practice and regularly reviewed	Used Best Practice Guide to develop customer service policies Minutes of meetings – working groups, branch managers minutes Strategic Plan Annual Budget & Business Plan Customer Service Manual Board papers – frameworks referenced in library plan, individual work plans Planning days records Budget management ▪ Live budget report ▪ Item on EMT agenda ▪ Quarterly reporting to Board OH&S Internal Audit report OH&S minutes, EMT and Branch agendas	Frameworks are 'Living documents' and used to deliver programs and activities and work on partnerships Strategic Planning is linked to the budget Policies are developed to reflect current (good) practice Planning is cascaded from the 4 year strategic plan to annual plan to branch plan to individual work plans OH&S is embedded in the organisation's culture	Proactive monitoring of policies and documents Policies implemented but not always followed Follow up – road show of strategic direction – frameworks Access to policies and procedures on intranet Need to have a system of capturing emails about policy and procedure Staff training, especially for new staff

Key Result Area 5: Designing, managing and improving systems and processes		
5.1 Implementation of policies and procedures Library Service Rating ☆ ☆ ☆		Reviewer's Rating ☆ ☆ ☆ Reviewer's Rating ☆ ☆ ☆ ☆
Peer Review – Notes on What we do, Strengths, & Areas for improvement	**Notes on Evidence**	**Comments on Star rating**
- Frameworks are 'living documents' and being followed - Strong performance on a tested strategic framework - Planning is cascaded - Intranet needs to be improved - Policies reflect current good practice – use of ALA manual to develop procedures - Need to monitor policies and guidelines - Procedures readily available	Very good depth of evidence	Suggest better than 3 stars for depth and consistency and use of materials outside the industry as guides (ALA manual)

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**
YPRL is sustainable and appropriately funded, including realistic asset replacement, budget is allocated according to Strategic Plan priorities Collection ▪ Efficient procurement – shelf ready and supplier aided selection ▪ Regular assessment of purchasing to ensure best value ▪ Electronic resources – Gulliver & Bruce/membership of consortia working group ▪ Single search used for databases to optimise use ▪ Acquisitions user-driven, shaping collection by use of turnover stats, loan stats Staff resources ▪ Staffing formula ensures consistent level of service at all branches ICT ▪ PCs well utilised	Annual budget and 4 year resource plan State-wide Collections audit Fulfilled all DPCD grant requirements for pc management and WiFi Benchmarking with other Victorian Libraries Nexus survey – customer satisfaction with staff/services Collection Asset Plan – stock management guidelines – branch specifications. More funds received from Board – $180,000 over 5 years. Gulliver, Bruce subscriptions Consortia with BCC for Overdrive Daisy project report Collections spreadsheet	Branches have standardised hours The implementation of WiFi has taken the pressure off provision of PCs in branches The WAN is robust, reliable and has redundancy Procurement and contracts are continually being assessed to ensure that best value is being achieved Staffing formula assigns staff hours in a fair, transparent and equitable manner	Hours not truly representative of community needs Planning learning programs Closed days at branches Holds queue management Training of staff regarding processes and resources Procurement policy to be developed and monitored

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** ☆ ☆ ☆ ☆
▪ PC management and WiFi enabled Services to minorities and visually disabled ▪ Daisy project			
Peer Review – Notes on What we do, Strengths, & Areas for improvement	**Notes on Evidence**		**Comments on Star rating**
▪ WiFi ▪ Developed staffing formula for branch consistency ▪ Consortia purchasing ▪ Extra funding received is sector-leading ▪ Look, feel and resources is good and points to very effective resource use ▪ RFID for all, allowing staff to do other stuff and increase opening hours ▪ Robust planning for budgets	Very strong evidence		At least 3.5 stars, would be happy with 4 stars

Key Result Area 5: Designing, managing and improving systems and processes			
5.3 Self-evaluation and continuous improvement Library Service Rating ☆☆☆		Reviewer's Rating ☆☆☆☆ Reviewer's Rating ☆☆☆☆	
What we do	**Evidence**	**Strengths**	**Areas for Improvement**
Self evaluation processes ▪ Internal audit program by external organisation: ICT, OH&S, Cash handling and processes, Disaster Recovery Disability Access Plan included audit of services and programs "Being the best we can" project Biennial Staff survey to gauge staff satisfaction Risk management ▪ Staff committee meets monthly ▪ Agenda item on Audit Committee meetings Sector leading services: ▪ Web 2.0 ▪ Learning 2.0 ▪ International Staff exchange program Involvement in State, National & International bodies	Internal audit documents Risk management minutes Risk Management plan Audit committee minutes Library tours Sale of services Attendance at Conferences, Committees, Workshops Presentations at conferences	Innovative – amongst first to introduce: ▪ WiFi to branches ▪ RFID region wide ▪ 100% self checkout ▪ Staffing formula ▪ Unconference ▪ Floating collection ▪ Video games ▪ LibraryThing for Libraries ▪ ChiliFresh	Feedback (community) More proactive on continual improvement, eg not setting self-imposed limits (build on existing strengths) Formal process for capturing innovative ideas Staff engagement Have a "how can we" attitude across YPRL

Key Result Area 5: Designing, managing and improving systems and processes		
5.3 Self-evaluation and continuous improvement	Library Service Rating ☆ ☆ ☆	Reviewer's Rating ☆ ☆ ☆ ☆ Reviewer's Rating ☆ ☆ ☆ ☆
Peer Review – Notes on What we do, Strengths, & Areas for improvement	**Notes on Evidence**	**Comments on Star rating**
- Long regarded as a leader in the industry - Seems to be a culture of continuous improvement that may not necessarily be articulated? - Needs to improve staff involvement in all the processes - Strong commitment to this process evidenced - Sector-leading in Web 2.0 and staffing - Innovation obvious	Strong evidence Staff in demand for speaking and seminars	Feel it is 4 stars with improvement areas giving incremental improvement

Key Result Area 5: Designing, managing and improving systems and processes		
Overall Star Rating	Library Service Rating ☆ ☆ ☆	Reviewer's Rating ☆ ☆ ☆ ☆ Reviewer's Rating ☆ ☆ ☆ ☆
Peer Review – Additional notes		

- Collection Asset Plan – usage driven, e.g. if 20% of the collection is the highest use, then 20% of the budget is allocated – shaping collection to meet demand (480,000 collection)
- Overdrive – media downloadable content
- Interfile Reference collection
- KPIs for each collection area, e.g. 100s – how much usage?
- 5-year plans for target groups
- Branch plans
- WiFi, Apple MACs

Key Result Area 5: Designing, managing and improving systems and processes		
Overall Star Rating	**Library Service Rating** ☆☆☆	**Reviewer's Rating** ☆☆☆☆ **Reviewer's Rating** ☆☆☆☆

- Chilifresh and LibraryThing for Libraries, Facebook, CEO blog, Yarra Plenty Reads, Bedside Reads – good blog usage
- Mobile Library timetable (weekly). Small mobile for individuals
- Library Worker 2.0 links back to Strategic Plan
- International job exchange
- Bright Ideas (Rosanna Station)
- Marketplace of Ideas (informed citizens)
- Customer service policies (ALA)
- Innovative ideas
- Leading service
- Suggest 4 stars for the role in leading the sector in systems, strategic planning of service, adoption of technology and harnessing it to drive staff and service improvement

Attachments

Context and background of Yarra Plenty Regional Library

Yarra Plenty Regional Library was founded in the mid-1960s, when the former City of Heidelberg agreed to provide library services to the former Shire of Eltham. Later the former Shire of Diamond Valley and the Shire of Whittlesea joined in the Regional group. In 1995, following changes in local government boundaries, the new municipalities of Banyule, Nillumbik and Whittlesea continued their support for the regional library service and Yarra Plenty was one of the first regions incorporated under Section 196 of the *Victorian Local Government Act 1989*.

The service covers 983 square kilometres, forming a wedge in the north eastern quadrant of Melbourne, Victoria. The region is generally bound on one side by the Merri Creek and on the other by the Yarra River. It includes a combination of metropolitan, urban fringe and rural populations.

The demographic makeup of the entire area closely follows that of the Melbourne Statistical District, but within the Region there are significant populations of non-English speaking people including Italian, Greek and Macedonian communities. There are growing Chinese and Vietnamese communities and in the West Heidelberg area a Horn of Africa refugee group.

The area of the Region north of the Epping–Eltham arc is largely rural, although the City of Whittlesea is one of Australia's fastest growing municipalities, with large scale new home building taking place.

Service delivery is provided through 8 branch libraries located at Greensborough, Eltham, Ivanhoe, Lalor, Mill Park, Rosanna, Thomastown and Watsonia. A mobile library provides service to areas without easy access to a library building and a specially designed outreach vehicle visits institutions for those residents unable to visit a library. The service is coordinated from the administration unit located in the City of Whittlesea's Civic Centre, located in South Morang.

The Regional Library holds approximately 480,000 individual items. While many of these are books, there are significant collections of DVDs, CDs and downloadable media.

The entire Region is connected via a sophisticated communications and computer network. The Unicorn Library Management system, provided by SirsiDynix Australia, is used to provide a public access catalogue and circulation functions. The Bibliotheca RFID solution has been implemented at all branches which facilitates 100% self checkout. The system supports 268 desktops, of which 180 are available for public use. All branches also provide wireless access for laptops and other mobile devices.

The Region also provides a website (www.yprl.vic.gov.au) which provides information about the Service, along with access to the catalogue and acts as a

gateway to a wider world of information. The library catalogue is enhanced by content sourced from Syndetic Solutions which provides covers and reviews as well as the functionality of LibraryThing for Libraries and Chilifresh, both Web 2.0 applications that allow borrowers to add reviews and rate books.

165 staff (88 full time equivalent) deliver the service with the assistance of more than 150 volunteers.

1,607,000 visits are made to the Region's libraries each year and 3,737,000 loans are performed. On an average day there are 5,000 visits made to the libraries within Yarra Plenty. The Service has 145,000 active members.

The Service has a budget of $10,643,000. 17% of this amount ($1,887,000) is spent on new and replacement books and other materials each year. The majority of the remaining expenditure is on employee costs although there are also significant costs for information technology services. The Regional Library service operates as an independent legal entity with an annual audit by the Auditor General.

The majority of funding (83%) is provided by the 3 member Councils with another 17% provided by the State Government's Department of Planning and Community Development.

The Service is governed by the Regional Library Board. The composition of the Board is specified in the joint agreement between the three member Councils and includes 2 representatives from each member Council. Meetings of the Board are held regularly and are open to the public.
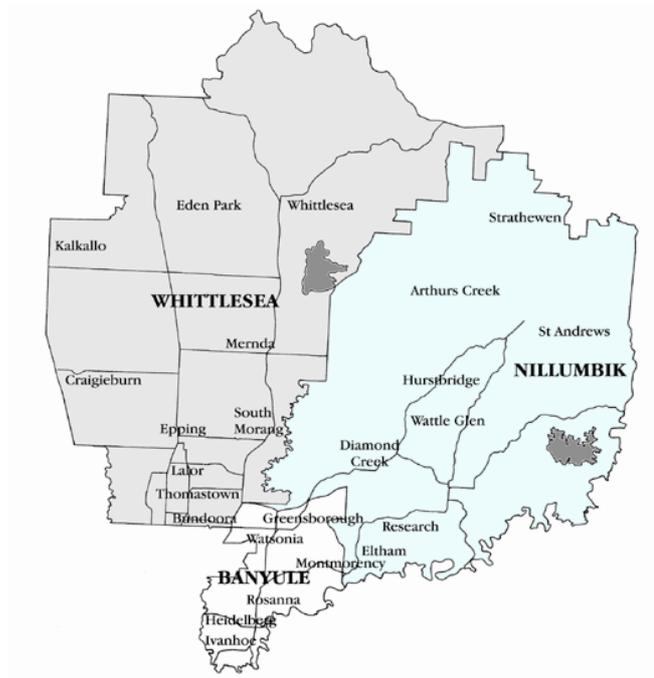
Regional Library Board

Chairperson

Cr Sam Alessi

Members

Banyule City Council

Cr Anthony Carbines

Cr Jenny Mulholland

Nillumbik Shire Council

Cr Chris Chapple

Cr Lewis Brock

Whittlesea City Council

Cr Frank Merlino

Cr Sam Alessi

Chief Executive Officer

Christine Mackenzie

People involved in the self-evaluation

Working group

Christine Mackenzie, CEO

Gayle Rowden, Manager Operations

Karen Gelley, Library Technician, Eltham

Kerri Pleydell-Sander, Coordinator Reading & Literacy

Tania Barry, Branch Manager, Mill Park

Workshop attendees

Andrea Webster

Anita Catoggio

Barb Armstrong

Christine Mackenzie

Doris Catania

Felicity Macchion

Gayle Rowden

Ian Gofton

Jacinda Davey

Jane Grace

Joyce Dickson

Kerri Pleydell-Sander

Kerry O'Hara

Les Firth

Michele Tame

Nadia Ghaly

Tania Barry

Tracey Jermison

Wendy Costigan

Peer reviewers

Karyn Siegmann, Bayside Library Service

Michael Scholtes, Melton Library & Information Service