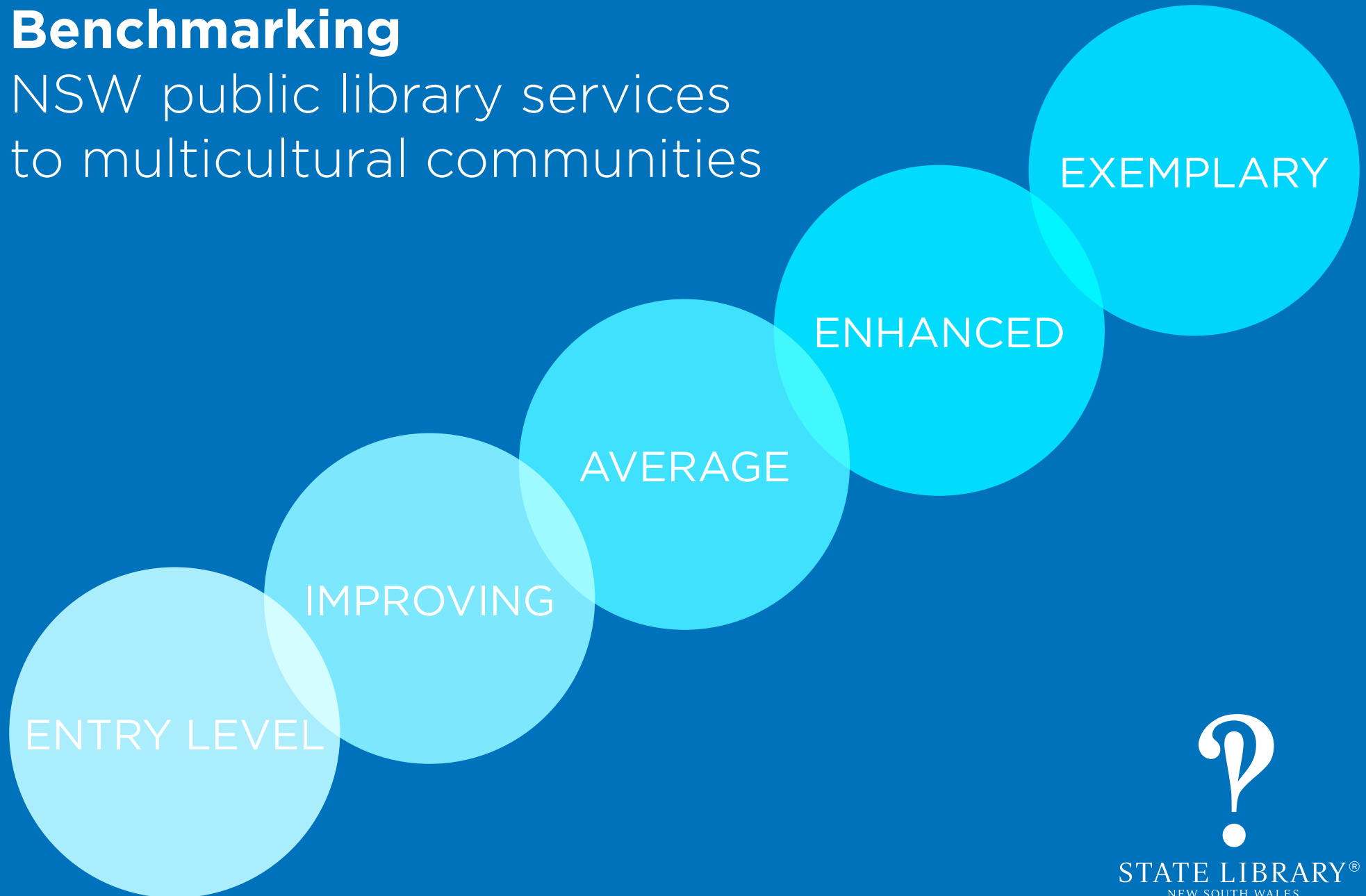


Benchmarking

NSW public library services
to multicultural communities



STATE LIBRARY®
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Benchmarking NSW public library services to multicultural communities

These benchmarks were originally created in 2003 and updated in 2016. This revised edition draws on the findings and recommendations of the *Multicultural Library Services in New South Wales Public Libraries* state-wide research project in 2017.

Benchmarks

This five-point scale was chosen to provide a high level of sensitivity so that progress in developing services could be measured. The benchmarks were not designed to provide numerically significant data given the qualitative nature of the research and evaluation. They have been numbered so that present knowledge skills and resources can be evaluated and progress can be demonstrated.

The benchmark categories move from Exemplary Level 5 which is the best possible practice for public libraries in relation to multicultural services and collections to Entry Level 1 which is representative of a low level of practice.

The types of results and the discrete areas relevant to public libraries in NSW have determined that several areas are relevant to benchmarking. These are:

1. Planning for library services relevant to NESB clients
2. Organisational capacity to develop and deliver multicultural services / collections
3. Quality of multicultural services / collections
4. Promotions and delivery
5. Evaluation

	Benchmark 1 Planning for relevant library services	Benchmark 2 Organisational capacity to develop and deliver service/collections	Benchmark 3 Quality of service/collections	Benchmark 4 Promotions and delivery	Benchmark 5 Evaluation
<p>EXEMPLARY</p> <p>5</p> <p>Best Practice</p> <p>Libraries have fully integrated the needs of the NESB population into their ongoing planning and operation. Activities specific to NESB users are clearly identified, measurable and form part of the mainstream activity of the library service.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Mechanisms exist which allow participation of diverse community representatives to identify their library service needs, wants and preferences. <input type="checkbox"/> Comprehensive community data is used to inform library service planning. Data covering key demographic considerations such as English language proficiency (ELP), recency of arrival, immigration category and age. <input type="checkbox"/> Comprehensive library planning mechanisms exist which are inclusive of diversity issues and which allocate staffing, resourcing and planning. <input type="checkbox"/> Library has strong ongoing partnerships with NESB community organisations. 	<ul style="list-style-type: none"> <input type="checkbox"/> Multicultural policy exists and is integrated into the overall library policy structure. <input type="checkbox"/> Staff have the skills and capacity to develop and implement services for a NESB client base, which is developed through training, performance appraisal and organisational support. <input type="checkbox"/> The library demonstrates a strong relationship with local NESB communities, government and other organisations. <input type="checkbox"/> Resource allocation for multilingual library collections and services exists to meet NESB client needs. <input type="checkbox"/> Digital inclusion for NESB community members is a priority. <input type="checkbox"/> Bi-lingual and/or community language programming is offered (e.g. early literacy sessions, community language café and conversational English classes). 	<ul style="list-style-type: none"> <input type="checkbox"/> Comprehensive range of up-to-date materials that reflected community profiles and culture. <input type="checkbox"/> Services reflect community profiles and responds to needs identified in community consultations. <input type="checkbox"/> Collections easily accessed by NESB library users. <input type="checkbox"/> Library Management System (LMS) displays non-roman script. <input type="checkbox"/> Self-check units display instructions in common community languages. <input type="checkbox"/> Acquiring NESB community contributions to local studies collections including oral histories (in English and in LOTE) with transcriptions and translations. 	<ul style="list-style-type: none"> <input type="checkbox"/> Have a fully developed multicultural communication strategy which is:- <ul style="list-style-type: none"> o Informed by language targeting and library service relevance. o Integrated into the overall library or council communications program with a level of resources reflective of multicultural services. o Matching relevance, message, and recipient using the most appropriate medium. o Serviced by appropriate language resources to meet client LOTE needs <input type="checkbox"/> LOTE collections are promoted. <input type="checkbox"/> Library selects appropriate social media to promote library collections and services in LOTE. 	<ul style="list-style-type: none"> <input type="checkbox"/> Formal audience research is carried out at least biennially to assess the relevant success of libraries in meeting client needs.

	Benchmark 1 Planning for relevant library services	Benchmark 2 Organisational capacity to develop and deliver service/collections	Benchmark 3 Quality of service/collections	Benchmark 4 Promotions and delivery	Benchmark 5 Evaluation
<p>ENHANCED</p> <p>Level: 4</p> <p>Libraries have a well-developed planning program and related promotional activities for NESB audience. These activities do not form a part of overall library activities, but are still evaluated by management.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Community engagement activities to inform library planning include NESB community input. <input type="checkbox"/> NESB demographic data is utilised as a planning tool, though the ethnicity data is not integrated with other data. <input type="checkbox"/> Multicultural services planning occurs but is not integrated with development of whole of library plans and allocation of resources. <input type="checkbox"/> Library has partnerships with NESB community organisations. 	<ul style="list-style-type: none"> <input type="checkbox"/> LOTE collection development policy exists but is not integrated into overall library policy structure. <input type="checkbox"/> Staff cross cultural awareness training is compulsory. <input type="checkbox"/> Use of LOTE resources is monitored and funding is protected. <input type="checkbox"/> Library builds relationships with local NESB communities, government and other organisations. <input type="checkbox"/> LOTE digital skills programming is available. <input type="checkbox"/> Bi-lingual and/or community language programming is offered (eg. early literacy sessions, conversational English classes). 	<ul style="list-style-type: none"> <input type="checkbox"/> Minimum collection requirements (stock numbers and age of material) are identified for a range of language groups. <input type="checkbox"/> Services are reflective of identified community diversity. <input type="checkbox"/> Some degree of LOTE language cataloguing exists and computer catalogue advice and training is provided for and promoted to NESB clients. <input type="checkbox"/> Library Management System (LMS) can display non-roman script. <input type="checkbox"/> Actively seeking NESB community contributions to local studies collections. 	<ul style="list-style-type: none"> <input type="checkbox"/> Communication decisions and language targeting are based on client group analysis and relevance to multicultural service(s). <input type="checkbox"/> Non-English communication strategies are developed as part of mainstream communications. <input type="checkbox"/> Library undertakes translation of information documents and signage in priority languages. <input type="checkbox"/> Some consideration has been given to the needs of diverse groups such as location, service points, etc. <input type="checkbox"/> LOTE collections are promoted. <input type="checkbox"/> Library uses social media to promote library collections and services in LOTE. 	<ul style="list-style-type: none"> <input type="checkbox"/> Customer feedback mechanisms exist and responses are specifically requested from all library users. <input type="checkbox"/> Comprehensive library user research is undertaken to include NESB participants.

	<u>Benchmark 1</u> Planning for relevant library services	<u>Benchmark 2</u> Organisational capacity to develop and deliver service/collections	<u>Benchmark 3</u> Quality of service/collections	<u>Benchmark 4</u> Promotions and delivery	<u>Benchmark 5</u> Evaluation
<p>AVERAGE</p> <p>Level: 3</p> <p>Libraries undertake a range of collections/services planning, promotion and access activities. Limited evaluation of these services exist and therefore there is limited capacity to input into ongoing planning.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Limited NESB community consultation mechanisms exist. <input type="checkbox"/> Planning mechanisms exist to identify NESB issues but are not clearly linked to resource allocation. <input type="checkbox"/> Limited NESB demographic data is utilised as a planning tool (eg. Language spoken at home only). <input type="checkbox"/> Limited partnerships with NESB community organisations. 	<ul style="list-style-type: none"> <input type="checkbox"/> Library collection development policy exists with a specific mention of multicultural collection and service which is not detailed. <input type="checkbox"/> Cross cultural awareness training exists but is not compulsory for all staff. <input type="checkbox"/> Identified resources (staffing and budget) are allocated but are not monitored. <input type="checkbox"/> The library demonstrates a limited relationship with local NESB communities, government and other organisations. <input type="checkbox"/> Limited LOTE digital skills programming is available. 	<ul style="list-style-type: none"> <input type="checkbox"/> Quality of collection varies across language groups, or is limited to a dominant language group. <input type="checkbox"/> Services reflect the needs of the dominant language group and no other NESB groups. <input type="checkbox"/> Computer catalogue advice and training provided for NESB clients, but not promoted to them. <input type="checkbox"/> Exploring options for NESB community local studies collections. 	<ul style="list-style-type: none"> <input type="checkbox"/> A range of LOTE information media is used and based on client research. <input type="checkbox"/> Publicity materials are screened and tested for cultural appropriateness prior to placement in ethnic media. <input type="checkbox"/> Undertakes translation of information documents in languages based on collected client data. <input type="checkbox"/> Exploring options for using social media to promote library services. 	<ul style="list-style-type: none"> <input type="checkbox"/> Customer feedback mechanisms exist which have a capacity to meet NESB needs and are made available to library users. <input type="checkbox"/> Client research (eg. surveys and focus groups) is undertaken with provision for English and other main non-English language groups.

	<u>Benchmark 1</u> Planning for relevant library services	<u>Benchmark 2</u> Organisational capacity to develop and deliver service/collections	<u>Benchmark 3</u> Quality of service/collections	<u>Benchmark 4</u> Promotions and delivery	<u>Benchmark 5</u> Evaluation
<p>IMPROVING</p> <p>2</p> <p>Libraries allocate limited resources to the area of multicultural service provision.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> NESB community engagement is limited to complaints and service feedback. <input type="checkbox"/> Demographic data is not utilised in planning. <input type="checkbox"/> Formal planning mechanisms exist but only includes NESB issues as part of Council's community development goals. 	<ul style="list-style-type: none"> <input type="checkbox"/> No formal identification of multicultural collection development policy. <input type="checkbox"/> No formal cross-cultural training for staff. <input type="checkbox"/> No identified multicultural resource allocation in response to community need (collections, programs, digital literacy and technology). <input type="checkbox"/> The library demonstrates an ad hoc relationship with local NESB communities, government and other organisations. 	<ul style="list-style-type: none"> <input type="checkbox"/> Collection contains multilingual material though does not match current community profile. <input type="checkbox"/> Most NESB library users are offered library services in English only. <input type="checkbox"/> LOTE resources are not promoted. <input type="checkbox"/> No NESB community local studies collections. 	<ul style="list-style-type: none"> <input type="checkbox"/> No planned multilingual promotions exist. <input type="checkbox"/> Translated information documents are not supported by demographic data. <input type="checkbox"/> No multilingual signage. <input type="checkbox"/> Flexible approaches to service delivery exist but are not used to meet NESB client needs. 	<ul style="list-style-type: none"> <input type="checkbox"/> Customer feedback mechanisms available but promoted only in English. <input type="checkbox"/> Some client research (eg. surveys and focus groups) is undertaken, but only in English.

	<u>Benchmark 1</u> Planning for relevant library services	<u>Benchmark 2</u> Organisational capacity to develop and deliver service/collections	<u>Benchmark 3</u> Quality of service/collections	<u>Benchmark 4</u> Promotions and delivery	<u>Benchmark 5</u> Evaluation
<p>ENTRY LEVEL</p> <p>Level: 1</p> <p>Libraries undertake a low level of activities relevant to the needs of NESB clients. These tend to be unplanned and ad hoc.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> No allowance for NESB community involvement. <input type="checkbox"/> There is limited use of community population data. <input type="checkbox"/> Planning mechanisms for multicultural services are informal and ad hoc. <input type="checkbox"/> No strategy for the library to contribute to community harmony and social inclusion. 	<ul style="list-style-type: none"> <input type="checkbox"/> No multicultural collection development policy exists. <input type="checkbox"/> No cross-cultural training for staff. <input type="checkbox"/> No identified resource allocation for NESB needs (collections, programs, digital literacy and technology). <input type="checkbox"/> The library does not have a relationship with local NESB communities and government organisations. 	<ul style="list-style-type: none"> <input type="checkbox"/> Limited range of materials and out-of-date materials. <input type="checkbox"/> No specific multilingual services offered. <input type="checkbox"/> No multilingual cataloguing exists. <input type="checkbox"/> No NESB community local studies collections. 	<ul style="list-style-type: none"> <input type="checkbox"/> There is no promotion of multicultural services. <input type="checkbox"/> There is no advertising in ethnic media. <input type="checkbox"/> Produces all formal documents in English only. <input type="checkbox"/> No multilingual signage. <input type="checkbox"/> Library policies and procedures have little provision for flexibility. 	<ul style="list-style-type: none"> <input type="checkbox"/> Feedback mechanisms available only in English and based on complaints. <input type="checkbox"/> No research is carried out to assess the relevant success of libraries in meeting NESB client needs.