

---

| <b>TABLE OF CONTENTS</b>   | <b>PAGE NO.</b> |
|--|-----------------|
| <b>GLOSSARY</b>  | <b>6</b>        |
| <b>PART ONE – PREPARATION FOR DEVELOPING SERVICE SPECIFICATION</b> |                 |
| <b>1.0 INTRODUCTION</b>  | <b>8</b>        |
| <b>2.0 LIBRARY SPECIFICATION DEVELOPMENT OBJECTIVES</b>            | <b>9</b>        |
| <b>3.0 POLICY CONTEXT</b>  | <b>10</b>       |
| 3.1 Vision Statement   | 10              |
| 3.2 Values   | 10              |
| 3.3 Principles   | 10              |
| 3.4 Goals  | 11              |
| 3.5 Library Services Operating Context                             | 11              |
| <b>4.0 PACKAGING OF LIBRARY SERVICES</b>                           | <b>13</b>       |
| 4.1 Operations   | 13              |
| 4.1.1 Mechanical Task  | 13              |
| 4.1.2 Customer Services  | 15              |
| 4.1.3 Management Services  | 16              |
| 4.1.4 Whole Library Service  | 16              |
| 4.2 Assets – Property and Materials Management                     | 16              |
| 4.3 Commercial Services  | 17              |
| 4.4 Specification Overview   | 18              |
| <b>5.0 PERFORMANCE INDICATORS</b>                                  | <b>20</b>       |
| 5.1 Performance Indicators   | 20              |
| 5.2 Library Typology   | 22              |
| 5.2.1 Candidate Outcomes   | 23              |

|            |  |           |
|------------|--|-----------|
| 5.2.2      | Candidate Service Type                     | 23        |
| 5.3        | Customer Surveys                           | 24        |
| <b>6.0</b> | <b>TIMEFRAME FOR LIBRARY SPECIFICATION</b> | <b>26</b> |

## PART TWO – THE SERVICE SPECIFICATION

|            |  |           |
|------------|--|-----------|
| <b>1.0</b> | <b>OVERVIEW</b>  | <b>30</b> |
| 1.1        | Services Required  | 30        |
| 1.2        | Aim of the Library Service                                 | 30        |
| 1.3        | Role of the Library Service                                | 31        |
| 1.4        | Provision of a Quality Library Service                     | 32        |
| 1.5        | Profile of the City of XXX                                 | 33        |
| <b>2.0</b> | <b>LIBRARY SERVICE</b>                                     | <b>35</b> |
| 2.1        | A Co-operative Approach                                    | 35        |
| 2.2        | Innovation and Service Development                         | 35        |
| 2.3        | Library Service Monitoring                                 | 35        |
| 2.4        | Provision of Information by the Provider                   | 35        |
| 2.5        | Provider Involvement in Library Service Planning           | 36        |
| 2.6        | Provider Involvement in Broader Council Planning Processes | 36        |
| 2.7        | Existing Service Agreements and Contracts                  | 36        |
| <b>3.0</b> | <b>SERVICE DELIVERY</b>                                    | <b>37</b> |
| 3.1        | General  | 37        |
| 3.2        | Management   | 37        |
|            | Planning   |           |
|            | Policy Development   |           |
|            | Quality Assurance  |           |
|            | Statutory Requirements                                     |           |
|            | Contract/Agreement Reporting                               |           |
| 3.3        | Service Outputs (Direct Customer/User)                     | 41        |
|            | Access   | 41        |
|            | Service Points and Floor Areas                             |           |
|            | Hours of Opening   |           |

Public Access Technology

Transport and Parking

Library Community Meeting Room/Facilities

|            |  |           |
|------------|--|-----------|
|            | <b>Lending Services</b>                                | <b>42</b> |
|            | Membership   |           |
|            | Availability of Stock                                  |           |
|            | Access to Stock  |           |
|            | Loans  |           |
|            | Reservations   |           |
|            | Inter Library Loan Service / Document Delivery Service |           |
|            | <b>Reference &amp; Information Services</b>            | <b>44</b> |
|            | Local Studies  |           |
|            | Community Information                                  |           |
|            | <b>Electronic Services</b>                             | <b>46</b> |
|            | <b>Programs and Events</b>                             | <b>46</b> |
|            | Target Groups/Special Needs                            |           |
|            | • Older Persons  |           |
|            | • Children and Youth                                   |           |
|            | • Non English Speaking Background Persons              |           |
|            | • Aboriginal and Torres Strait Islanders               |           |
| <b>3.4</b> | <b>Service Inputs (Indirect – Support)</b>             | <b>49</b> |
|            | <b>Technical Services</b>                              | <b>50</b> |
|            | Collection Development                                 |           |
|            | <b>Library Systems &amp; Maintenance</b>               | <b>52</b> |
|            | <b>Information Technology</b>                          | <b>53</b> |
|            | <b>Marketing and Promotion</b>                         | <b>54</b> |
|            | <b>Administration</b>                                  | <b>55</b> |
|            | Financial Management                                   |           |
|            | Risk Management  |           |
|            | Human Resource Management                              |           |
|            | Buildings, Plant and Equipment                         |           |
| <b>3.5</b> | <b>Commercial – (Full Cost Recovery or Profit)</b>     | <b>59</b> |
|            | Reprographic   |           |
|            | Technical Services                                     |           |
|            | Training   |           |
|            | Services to Business                                   |           |
|            | Liaison with Business                                  |           |
|            | Facilities and Equipment Hire                          |           |
|            | Other  |           |
| <b>4.0</b> | <b>LIBRARY SERVICE PROVIDER PERFORMANCE</b>            | <b>61</b> |

**CHARTS / TABLES**

|          |   |         |
|----------|---|---------|
| Chart 1. | Library Service Specification Packaging Options | 14      |
| Chart 2. | Service Specification and Tender Process        | 28      |
| Table 1. | Preferred Service Specification Framework       | 19 & 63 |
| Table 2. | Support Documentation Schedule                  | 64      |

**LIST OF SERVICE SPECIFICATION APPENDICES**

*Individual Library requirements will differ. The following is a list of the documentation that is needed to support the specification.*

|              |  |
|--------------|--|
| Appendix 1.  | Preferred Service Specification Framework - <i>see Table 1</i> |
| Appendix 2.  | Map of Area  |
| Appendix 3.  | Support Documentation Schedule - <i>see Table 2</i>            |
| Appendix 4.  | Existing Service Agreements and Contracts                      |
| Appendix 5.  | 1997-98 Services and Service Outputs                           |
| Appendix 6.  | Hours of Opening   |
| Appendix 7.  | Parking and Transport  |
| Appendix 8.  | Library Collection Holdings                                    |
| Appendix 9.  | Library Computer System Details                                |
| Appendix 10. | Promotional Material   |
| Appendix 11. | Fees and Charges   |
| Appendix 12. | Asset Register   |
| Appendix 13. | Commercial Services  |

*Only two appendices (1 & 3) are included in this manual; the rest depend on individual service requirements.*

**PART THREE – WORKED EXAMPLES**

|                           |    |
|---------------------------|----|
| Quality Assurance         | 67 |
| Children's/Youth Services | 68 |

---

**GLOSSARY**

|           |  |
|-----------|--|
| AAS27     | Australian Accounting Standard No. 27  |
| ABS       | Australian Bureau of Statistics  |
| ALIA      | Australian Library and Information Association   |
| ATSI      | Aboriginal and Torres Strait Islander  |
| Candidate | Nominated example that an individual library may adopt   |
| Client    | Responsible officer and/or department, who purchases or prescribes the service to be delivered on behalf of Council. The client is synonymous with the purchaser. The library service is the provider in this situation. |
| EFT       | Equivalent Full Time (Staff)   |
| ILL       | Inter Library Loan   |
| IMROC     | Inner Metropolitan Regional Organisation of Councils   |
| IT        | Information Technology   |
| KPI       | Key Performance Indicator  |
| LOTE      | Languages other than English   |
| NESB      | Non English Speaking Background  |
| Provider  | Individual Library/Business Unit responding to the requirements of the Council specification   |
| Purchaser | Responsible officer and/or department, who purchases or prescribes the service to be delivered on behalf of Council. The purchaser is synonymous with the client. The library service is the provider in this situation. |

**PART ONE**

**PREPARATION FOR  
DEVELOPING SERVICE  
SPECIFICATION**

## 1.0 INTRODUCTION

This project has been commissioned by the Inner Metropolitan Regional Organisation of Councils (IMROC) Libraries and its development has been funded and managed by the State Library of New South Wales.

The purpose of the manual is to provide a template to aid in the preparation of library service specifications. It is critical that specifications are tailored to suit individual circumstances.

The manual has two distinct parts. To ensure that the service specification is relevant to and effective for its particular Council, preparatory work must be undertaken before proceeding with the specification development.

**Part 1 - Preparation for Developing Service Specification** outlines the necessary steps and areas for consideration. Included are elements such as the policy environment in which the library will operate, which parts of the library service will be covered by the specification and how Council will measure the performance of the service provider.

Once the framework and direction have been established work can commence on developing the specification proper.

**Part 2 - The Service Specification** describes the current situation and what is expected of the library service in the community it serves. Having established service outputs and inputs it goes on to detail the operational areas for delivery of library services. The specification attempts to be as comprehensive as possible. However, the detail included may not be applicable to every library. Use of italics in this document indicates where choices need to be made.

A number of policy documents and plans are critical to the process and must be taken into account when preparing the specification. They can be either prepared in advance and such will form part of the documentation or be a requirement of the service provider.

The specification also includes a number of attachments or appendices that provide additional detail for the provider in his/her response to the specification.

---

## 2.0 LIBRARY SPECIFICATION DEVELOPMENT OBJECTIVES

There is a wide range of objectives that can drive the preparation of library service specifications. Prioritisation of objectives, such as management improvement compared with competitive tendering for example, will lead to a different emphasis and potentially a different structure for specifications. For instance, in a competitive tendering environment, buildings, plant and equipment are considered differently than in a management improvement context. In the former buildings, plant etc would be fully costed and could be provided externally by a independent contractor whereas in the latter, Council would continue to provide and maintain the facilities. Objectives for library specification development can include:

### *Management*

- Budgeting
- Cost planning
- Compliance
- Enterprise Bargaining Agreements
- Change management

### *Market Testing*

- Basis for benchmarking
- Best value

### *Competitive Tendering*

- Whole or part service tendering could include:
  - Links to other (Council) services
  - Flexible, innovative approach versus safe, process driven approach

### **3.0 POLICY CONTEXT**

The development of library service specifications should occur within a whole of Council policy context which includes:

#### **3.1 Vision Statement**

The vision provides the starting point for developing a policy framework for a library service.

#### **3.2 Values**

The key values for services that apply to the library service include:

- Equity and access
- Responsiveness to community needs
- Accountability
- Innovation
- Continuous improvement.

#### **3.3 Principles**

Corporate operating principles have a key role in the development of service specifications in terms of (but not limited to):

- Integrated and strategic planning for all services including (where appropriate) consideration of:
  - existing and proposed new library services and facilities,
  - operating as Council service centres where appropriate,
  - supporting retail, entertainment and business nodes where possible,
  - marketing the municipality,

- introducing the entire community to the full potential of communications and information technology.
- Introducing community involvement, in an advisory capacity, in determining needs and forming decisions.

### 3.4 Goals

Corporate goals can drive library service specifications in terms of (for example):

- developing a sense of neighbourhood and community ownership,
- the provision of high quality, cost effective, professional and responsive services.

For the library service this could mean, amongst other things:

- examining and understanding the roles of the branch network
- a statement reinforcing the library as a community asset
- analysing the diverse existing and emerging community needs
- benchmarking performance.

### 3.5 Library Services Operating Context

The relationship between Local Government and State and Federal Governments should be clearly defined. This could include:

#### *Policy and Planning*

Other than minimum standards, there are no policies which guide the range and direction of materials and physical infrastructure which can be provided by local government. While standards have been set by professional bodies eg Australian Library and Information Association (ALIA), it is widely recognised that these standards need to be reviewed.

#### *Legislative and Regulatory*

Legislation and other regulations to be observed include:

- Library Act 1939, as amended
- Library Act 1939 – Regulation (1995)
- Library Council of New South Wales, Guidelines relating to section 10, Library Amendment Act, 1992

## **4.0 PACKAGING OF LIBRARY SERVICES**

### **4.1 Operations**

Specification requirements may mean that library services will need to be viewed in a different way, in particular, identifying services packages that, in total, make up the whole library service. These packages could be structured with many objectives, e.g. regionalisation, co-locating with other services, etc.

The purchaser/provider split can influence the type of tender package which is considered. For example, the split could occur in several ways - library management could become the 'purchaser', or an internal/external contract manager could be the purchaser. The structure of the purchaser/provider split is a critical Council decision. Chart 1 outlines some basic packaging options including:

- a) whole or part of library service
- b) purchaser/provider split
- c) geographic split.

These are based on consideration of the following tasks:

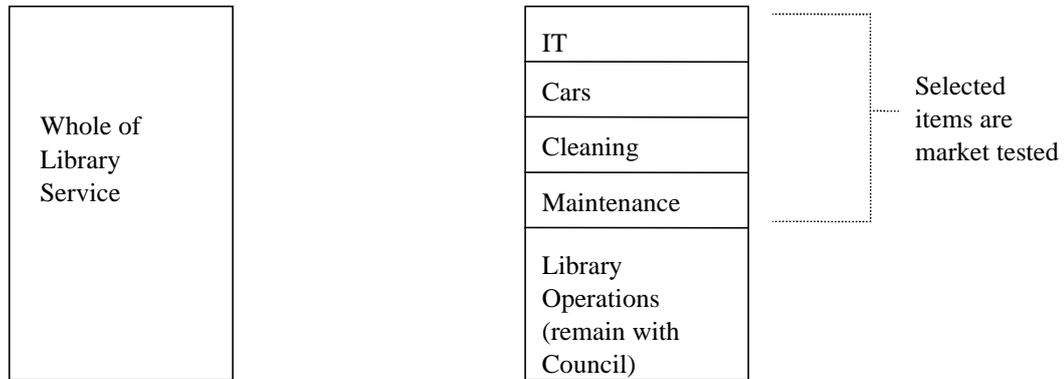
#### **4.1.1 Mechanical Tasks**

There are technical services which are 'mechanical' in nature or do not necessarily require to be undertaken on-site, and include:

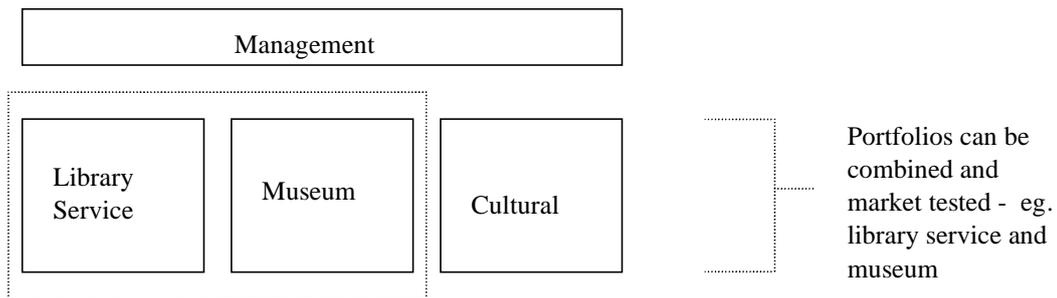
- materials' acquisitions including selection
- cataloguing
- processing
- circulation control
- book repairs.

## CHART 1. LIBRARY SERVICE SPECIFICATION PACKAGING OPTIONS

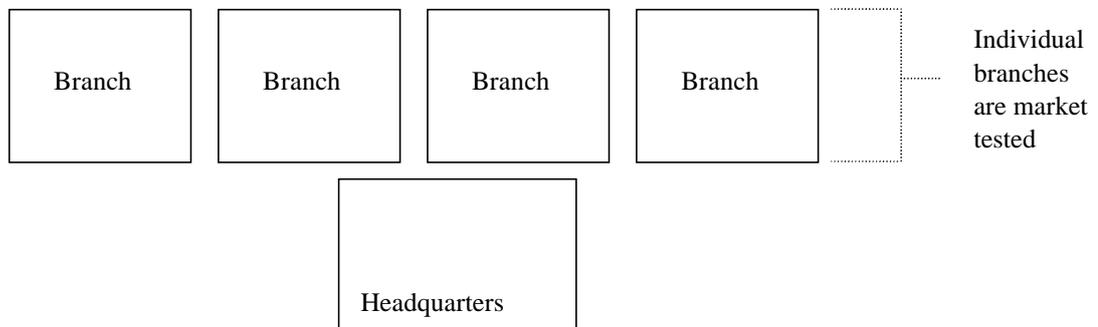
### Option A - Whole or Part of Library Service



### Option B - Purchaser/Provider Split



### Option C - Geographic Split



These mechanical tasks could be packaged to include:

- all library materials, or
- certain types of materials only e.g. Videos, CDs, or
- specialised materials only e.g. Japanese language materials.

All the above tasks can represent a significant proportion of a library's total budget. Some councils already contract out some or all of these services. These tasks can be readily specified in a contract and performance readily monitored.

#### **4.1.2 Customer Services**

These could include technical and user services, which involve personal attention by, and professional assistance from, library staff, and could include:

- reference
- inter-library loans / document delivery/
- circulation
- reservations
- community information
- business services.

Mobile library and housebound services are discrete components of these user services. These could be tendered as discrete contract packages including:

- maintenance, cleaning and running mobile libraries including staff cost,
- vehicle running and staff cost for domiciliary services.

The role of volunteers may need to be considered in terms of industrial issues and total equivalent full time staff (EFTs).

### **4.1.3 Management Services**

These include planning, management and policy functions including:

- strategic planning
- financial planning
- facility planning
- policy development (e.g. collections, acquisitions)
- promotion
- staff management/development
- performance measurement
- reporting.

These functions are generally undertaken by the library manager although specific tasks have been contracted out e.g. user surveys, facility planning, audit and accounting.

### **4.1.4 Whole Library Service**

This includes all services above and generally would imply that the library management is part of the provider.

## **4.2 Assets - Property and Materials Management**

Irrespective of the desired specification packaging, there are a number of important asset considerations.

### **Internal to Buildings (includes fittings and fixtures)**

- cleaning
- insurance
- maintenance and repairs

- 
- minor works and replacement.

These functions are generally undertaken by Councils, or by contractors, often as part of a wider Council contract.

#### **External to Buildings (eg. structures and grounds)**

- cleaning
- insurance
- minor works and replacement.

These works and services have typically been carried out by Council and often not charged to the library accounts.

#### **Plant and Equipment**

Purchase and maintenance of:

- vehicles (including mobile libraries)
- computer hardware
- business machines (copiers, fax, audio visual, microfiche, telephones, etc.).

Councils on behalf of all divisions usually undertake vehicle purchases. The purchase of computer equipment and business machines for libraries, including maintenance contracts, is usually undertaken by the library manager, except for wider Information Technology (IT) networks.

### **4.3 Commercial Services**

Commercial services need to be identified where necessary.

#### **Retail Services**

- book and non-book sales
- food

- 
- computer hardware and software sales.

### **Business Services**

- corporate library
- telephones/email
- publishing
- education and training
- printing
- copying
- fax
- audio visual.

There is potential for the private sector to provide these services within the library to service both the library and library users.

#### **4.4 Specification Overview**

The following table, based on consultation with library managers and staff provides a service specification framework. This includes:

- Management
- Service Outputs
- Service Inputs
- Commercial Services

(This table has been repeated, as Appendix 1, for ready reference when preparing your specification).

**Table 1. Preferred Service Specification Framework**

| <b>MANAGEMENT</b>   |  |   |
|---|--|---|
| Planning, Policy Development, Quality Assurance, Statutory Requirements, Reporting.   |  |   |
| <b>Service Outputs<br/>(Direct) - Customer/user</b>   | <b>Service Inputs<br/>(Indirect) - Support</b>   | <b>Commercial - Full cost<br/>recovery or profit</b>  |
| <u>Access</u>   | <u>Technical Services</u>  | <u>Reprographic</u>   |
| <ul style="list-style-type: none"> <li>• Service points &amp; floor areas</li> <li>• Hours of opening</li> <li>• Public access technology</li> <li>• Transport &amp; parking</li> <li>• Library community meeting room/facilities</li> </ul>  | <ul style="list-style-type: none"> <li>• Collection development</li> <li>• Acquisitions</li> <li>• Cataloguing</li> <li>• Processing</li> <li>• Maintenance</li> </ul>   | <ul style="list-style-type: none"> <li>• Printing</li> <li>• Publishing</li> <li>• Photocopying</li> </ul>  |
| <u>Lending Services</u>   | <u>Library Systems &amp; Maintenance</u>   | <u>Technical Services</u>   |
| <ul style="list-style-type: none"> <li>• Membership</li> <li>• Availability of stock</li> <li>• Access to stock</li> <li>• Loans</li> <li>• Reservations</li> <li>• ILL / document delivery service</li> </ul>  | <ul style="list-style-type: none"> <li>• Integrated library system: Bibliographic/member databases, circulation control</li> <li>• Public access terminals</li> </ul>  | <ul style="list-style-type: none"> <li>• Cataloguing</li> <li>• End processing</li> </ul>   |
| <u>Reference &amp; Information Services</u>   | <u>IT</u>  | <u>Training</u>   |
| <ul style="list-style-type: none"> <li>• Reference/Information</li> <li>• Local Studies</li> <li>• Community Information</li> <li>• Corporate Library</li> </ul>  | <ul style="list-style-type: none"> <li>• Communications</li> <li>• Maintenance</li> <li>• Hard/Software</li> <li>• Homepage</li> </ul>   | <ul style="list-style-type: none"> <li>• Educational</li> <li>• IT</li> </ul>   |
| <u>Electronic Services</u>  | <u>Marketing &amp; Promotion</u>   | <u>Services to Business</u>   |
| <ul style="list-style-type: none"> <li>• Public access technology</li> <li>• Remote access</li> <li>• Email</li> <li>• Office applications</li> <li>• Photocopying</li> <li>• Phone &amp; fax</li> </ul>  | <ul style="list-style-type: none"> <li>• Information Services</li> <li>• Corporate Library</li> </ul>  | <ul style="list-style-type: none"> <li>• Information Services</li> <li>• Corporate Library</li> </ul>   |
| <u>Programs &amp; Events</u>  | <u>Administration</u>  | <u>Liaison with Business</u>  |
| <ul style="list-style-type: none"> <li>• Broad community targets/ special needs <ul style="list-style-type: none"> <li>Older persons</li> <li>Children &amp; youth</li> <li>Non english speaking</li> <li>Background persons (NESB)</li> <li>Aboriginal &amp; Torres Strait Islanders (ATSI)</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Communications</li> <li>• Maintenance</li> <li>• Hard/Software</li> <li>• Homepage</li> <li>• Financial management</li> <li>• Risk management</li> <li>• Human resource management</li> <li>• Buildings, plant and equipment</li> </ul> | <ul style="list-style-type: none"> <li>• Book stores</li> <li>• Internet kiosk</li> </ul>   |
|   |  | <u>Facilities and Equipment Hire</u>  |
|   |  | <ul style="list-style-type: none"> <li>• Meeting room</li> <li>• Photographic / Electronic /A-V hire</li> <li>• Café Bar/ refreshments</li> </ul> |
|   |  | <u>Other</u>  |
|   |  | <ul style="list-style-type: none"> <li>• On sale of goods</li> </ul>  |

---

## 5.0 PERFORMANCE INDICATORS

### 5.1 Performance Indicators

Performance indicators are an important component of library specifications. The selection of performance indicators and benchmark targets depends on:

- The role and goals of a library service
- The reasons for preparation of a library specification
- The management and operational context within which a library operates

Performance indicators can be related to:

- Service outputs
- Service inputs
- Management
- Commercial services.

Experience with library services suggests that the **primary focus of performance benchmarks should be service outputs**. While some input indicators are instructive, the ultimate measure of a library service rests with the customer usage and customer satisfaction. While the primary objective of Key Performance Indicators (KPIs) is to improve performance it must be stressed that their development and maintenance is costly in terms of management time and effort. Accordingly a limited number of KPIs, tightly integrated with the service specification, optimises the use of this management tool.

In relation to management and commercial services categories we believe there is limited benefit in developing KPIs. From a management perspective outputs should be crucial. For commercial services the financial pre-requisites of break even or profit are adequate KPIs. Accordingly, it is suggested an output oriented focus on KPIs is made with the inclusion of input KPIs where appropriate. It should also be noted that some externally nominated KPIs may also be required, eg from the Council of State Libraries (CASL).

| <b>SERVICE OUTPUTS</b>           | <b>CANDIDATE INDICATORS</b>   |
|----------------------------------|---|
| <b>Access</b>                    | <ul style="list-style-type: none"> <li>• Visits               <ul style="list-style-type: none"> <li>- Per \$ (operations) expenditure</li> <li>- Per sq.m. of floor space</li> <li>- Per capita</li> </ul> </li> <li>• Non-User Survey</li> <li>• User Survey</li> </ul>   |
| <b>Lending Services</b>          | <ul style="list-style-type: none"> <li>• Materials purchases by category (\$ per capita)</li> <li>• Members use of other libraries' materials (through ILL / document delivery)</li> <li>• Loans               <ul style="list-style-type: none"> <li>- Per capita</li> <li>- Per member</li> <li>- Per hour of opening</li> </ul> </li> <li>• User Survey</li> </ul> |
| <b>Reference and Information</b> | <ul style="list-style-type: none"> <li>• % of requests fulfilled</li> <li>• Homepage / Data hits</li> <li>• User survey</li> <li>• Non-user survey</li> </ul>   |
| <b>Program/Events</b>            | <ul style="list-style-type: none"> <li>• Each program event (say) greater than \$5,000 expenditure should have:               <ul style="list-style-type: none"> <li>- Specific benchmark</li> <li>- Participant satisfaction</li> </ul> </li> </ul>  |
| <b>Customer Service</b>          | <ul style="list-style-type: none"> <li>• Quality of experience in time, facility, success of inquiry/search/loan</li> </ul>   |

|                            |  |
|----------------------------|--|
| <b>Electronic services</b> | <ul style="list-style-type: none"> <li>• Homepage - have/have not</li> <li>• Catalogue (number of hits)</li> <li>• Internet public access terminals per 5,000 population</li> <li>• Booking times</li> </ul> |
|----------------------------|--|

| <b>SERVICE INPUTS</b>   | <b>CANDIDATE INDICATORS</b>   |
|---|---|
| <b>Collection Development</b><br><b>Technical Services</b>                  | <ul style="list-style-type: none"> <li>• % expenditure on materials by category</li> <li>• Currency (age)of stock</li> <li>• Processing cost per item</li> </ul>              |
| <b>Information Technology</b><br><b>(Communication, hardware, software)</b> | <ul style="list-style-type: none"> <li>• Transaction cost per item (and fast track checkout cost)</li> <li>• % on-line requests</li> <li>• IT as % of labour costs</li> </ul> |
| <b>Administration</b>   | <ul style="list-style-type: none"> <li>• % total expenditure</li> <li>• cost per visit</li> <li>• cost per loan</li> </ul>  |

## 5.2 Library Typology

The selection of KPIs and benchmarks will vary with service circumstances. The focus should be on identifying (and in interpreting) six to eight KPIs. The selection of KPIs should be based on an assessment of required functional outcomes for a service and the circumstances driving service delivery.

*Note: The word 'candidate outcome' or 'candidate objective' is used in this document to demonstrate examples an individual library may adopt. Actual outcomes and objectives will depend on a library's specific direction and/or requirements.*

### 5.2.1 Candidate Outcomes

- Customer satisfaction
- Cost efficiency
- Cost effectiveness
- Special needs eg children & youth, older persons, NESB
- Market testing
- Education
- Recreation
- Community information
- Welfare

### 5.2.2 Candidate Service Type

#### **Inner-City**

#### **Mature**

- Middle ring suburb
- Provincial city

#### **Growth**

- Outer suburb
- Provincial city

#### **Rural**

- Area/mobile library

#### **Transitional**

- Special needs eg youth, older persons, NESB
- Re-structuring or re-positioning

### Multi-Objective Service

- Library/council customer service centre
- Library/cultural facilities
- Library/Visitor Information Service/Local Business Development

The objectives of the library should set priorities for KPIs and indicate the relative importance of:

- internal versus external benchmarking (where accurate and meaningful data is available)
- customer surveys.

### 5.3 Customer Surveys

In essence, there are two survey techniques which can be adopted to collect information/statistics to be included in the library specification - in-library surveys (face-to-face and/or written) and telephone surveys. Both survey techniques have both positive and negative aspects, and ideally a combination of the two survey types should be used to produce comprehensive data and information on library users and non users. The following is an outline of the issues to consider for each survey technique:

#### In Library Survey (Face to Face)

| Positive  | Negative  |
|---|---|
| <ul style="list-style-type: none"> <li>• Targets users</li> <li>• Good response rate</li> <li>• Personal contact</li> <li>• Questions can be further explained by survey staff</li> <li>• Statistical significance (random survey)</li> </ul> | <ul style="list-style-type: none"> <li>• Effort/time</li> <li>• Cost</li> </ul> |

#### In Library Survey (Written Responses)

| Positive  | Negative  |
|---|---|
| <ul style="list-style-type: none"> <li>• Users decide whether they want to participate</li> </ul> | <ul style="list-style-type: none"> <li>• Poor response rate</li> <li>• Difficult to read writing</li> <li>• Inappropriate / irrelevant remarks</li> <li>• Not statistically significant (ie not random)</li> <li>• Biased towards ‘types of users’ (eg. the articulate, the chronic complainer, etc)</li> </ul> |

### Telephone Survey

| Positive  | Negative   |
|---|--|
| <ul style="list-style-type: none"> <li>• Targets users and non-users</li> <li>• Good response rate</li> <li>• Statistical significance</li> <li>• Looks across library types</li> <li>• Focuses on ‘bigger pictures’/ alternatives</li> </ul> | <ul style="list-style-type: none"> <li>• Non-users may not be useful if you are asking questions on user satisfaction</li> </ul> |

Another survey technique available is the mail-out, which although relatively inexpensive, is not recommended for the following reasons: low response rate, time delay in receiving responses, not statistically significant, difficult to read writing and inappropriate/irrelevant remarks.

The most critical issues which may influence the type of survey chosen are the target group (ie. do you want to survey users and/or non-users) and the funds available.

In undertaking surveys, it is important that objectivity is maintained. To ensure survey results are non-biased, it is recommended that the surveys be undertaken by an independent consultant. It is also recommended that a core set of questions are asked each time the survey is undertaken (eg. annually, etc.). This will assist with monitoring the performance of the library service.

## 6.0 TIMEFRAME FOR LIBRARY SPECIFICATION

---

*Chart 2 - Service Specification and Tender Process* demonstrates that there are three stages in the service specification and tender process.

### **Stage One – Service Specification**

The writing of the service specification is the first stage, and includes the preparation of the following documents/reports:

- Strategy Plan
  - situation analysis
  - service review
- Business Plan
- Annual Operating Plan
- Budget

*See page Appendix 3. Support Document Schedule for definitions.*

It is anticipated that completion of Stage One will require six months.

### **Stage Two – Service Confirmation**

The second stage (*Chart 2*) focuses on the confirmation of service and incorporates the preparation of the following items and processes of the formal contractual process:

- Legal documentation/Memorandum of Understanding with Council/Client
- Response from interested parties
- Assessment of contract documentation (submission)
- Negotiation with potential contractors
- Award contract
- Transition to new service contract conditions.

---

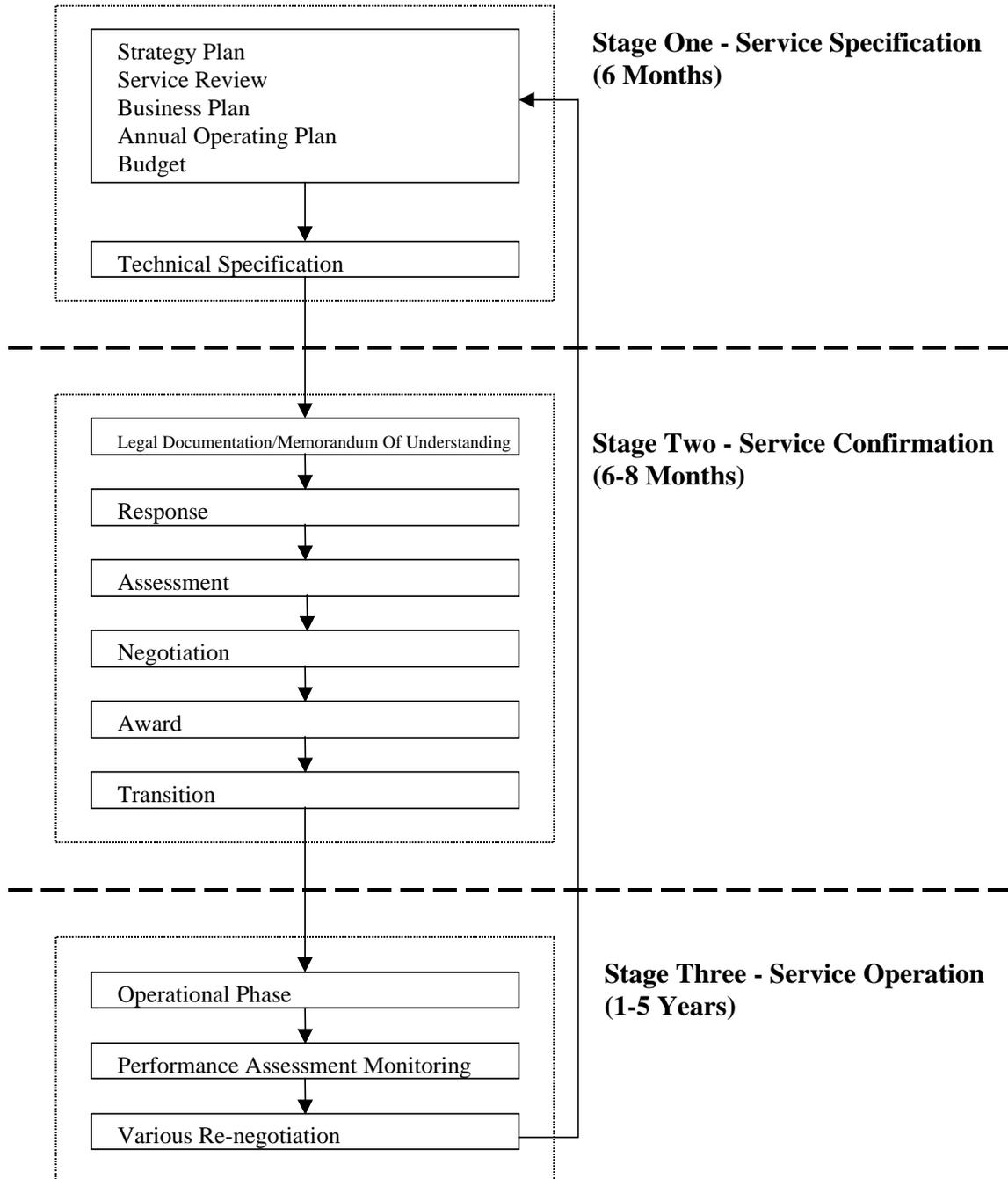
Stage Two would require between six to eight months (approximately) to complete.

### **Stage Three – Service Operation**

The third stage in the process focuses on the running of the library service and includes an operational phase, which will be between one and five years duration.

The monitoring and assessment of performance, which will be required to be completed as part of the process, will either be undertaken on a quarterly basis or an annual basis, as outlined in the specification. There may also be a need to re-negotiate parts of the specification, once it is in operation. Any changes will need to be incorporated into the various documents prepared as part of Stage One.

## CHART 2. SERVICE SPECIFICATION AND TENDER PROCESS



**PART TWO**

**THE SERVICE  
SPECIFICATION**

---

## SERVICE SPECIFICATION

### 1.0 OVERVIEW

The library service is part of Council operations and the library specification is intended to contribute to the management and cost effectiveness of the service.

A flexible approach to the development of the library specification is the most important key driver of service delivery. Flexibility can deliver:

- Co-operation (e.g. regional libraries)
- Cost efficiencies (e.g. economies of scale)
- Contracting (whole or part of library, etc.)

*(Insert brief history of library services to the area at this point if required).*

[Please note that items in italics have been included where specific information about your library service is required, or where there are issues of applicability to your particular library service.]

### 1.1 Services Required

This specification is for the management, operation and delivery of library service.

*(Note whole or part of library service here if applicable).* The contract agreement is for an initial term of *two to five years*, with the option for Council to extend for an agreed period.

### 1.2 Aim for the Library Service

The City of XXX aims to provide a library service that ensures free and open access to knowledge and information which is derived from a variety of sources and representing a range of views, and to encourage the development and maintenance of a democratic, aware and participative community. The library is to be responsive to all sections of the population and particularly *(eg. The municipality's non-English language communities and those residents within XXX who are economically disadvantaged)*. A summary of the profile of the City of XXX is outlined below.

### 1.3 Role of the Library Service

The role of the library service is to specifically include:

#### Leisure/Recreation

- providing broad range of materials to enhance use of leisure time
- providing access to facilities for browsing, socialising and relaxing

#### Education

- encouraging the development of reading skills and an interest in literature in children
- providing after school homework support up to tertiary level
- enhancing opportunities for life long learning
- providing access to facilities for study and personal research
- providing materials and staff support for personal and literacy development

#### Community Development and Information

- providing access and an opportunity to participate in the changing information technology environment (in particular computer applications and the Internet)
- providing a focal point for residents, ratepayers and visitors to obtain information about the local area, Council services, and general community support services
- collecting and making available materials on the XX municipality and/or local authors and on family history
- providing facilities and support for the local community to meet and to develop and maintain social networks

---

### Specified Municipal Objectives

- *these could include economic development, small business support, cultural development, community interaction, integration of arts facilities, technology development, records management, municipal service delivery, etc.*

## **1.4 Provision of a Quality Library Service**

Additionally, the City of XXX aims to provide a quality library service in accordance with Council policies, NSW State Government requirements, in particular those of the NSW State Library, and the standards set by the Australian Library and Information Association.

The City of XXX considers that a quality service is one that ensures that:

- services and programs reflect user needs and enable users to obtain what they require from the library service
- services and programs are delivered cost-effectively
- the provider is responsive to changing community needs
- a strong relationship is developed and maintained between the community and the library service and its staff
- all members of the community have the opportunity to formally or informally comment on the service and such comments are assessed on a regular basis
- the physical assets of the library are maintained to create a comfortable environment for patrons and to accommodate social interaction

## **1.5 Profile of the City of XXX**

---

Council's Social Plan will form the basis of the city's profile. *If not otherwise incorporated in the Plan the profile should consider the following characteristics:*

Area

The City of XXX is in the (*Inner, Outer, N.S.E.W.*) area of (*Sydney/NSW/?*). It covers XX square kilometres/hectares (See Map in Appendix 2). Its boundaries are XXX, and it is XX kilometres from the GPO.

*Briefly describe/comment on the following:*

- *summary of history of development (ie. old, established, developing, etc)*
- *differences between areas/wards within the municipality*
- *transport (main roads, trains, buses, etc)*
- *housing*
- *industry*
- *educational institutions*
- *major amenities/shopping centres/features*
- *technological issues*
- *trends (1996, 2001, 2010)*
- *any other significant features (eg tourism, seasonal workers)*

Population

As outlined in Clause 1.2, the aim of the library service is to be responsive to all sections of the XX population. The main characteristics based on Australian Bureau of Statistics (ABS)1996 are:

*(Use Appendix if further fuller detail is required).*

*Briefly describe/comment on the following (base comments on comparison to Sydney Metropolitan average, State average or other appropriate indicator):*

- 
- *Total population and change from 1996 census (comment on density/non-density) if applicable*
  - *The most significant feature of the population (e.g. its high proportion of people from NESB; an aging community, a developing community and so on)*
  - *Age breakdown (group according to significance and library service requirements)*
  - *Nationality*
  - *Aboriginal and Torres Strait Islander status*
  - *Qualifications*
  - *Income distribution*
  - *Home ownership*
  - *Employment/Unemployment rates*
  - *Car ownership*
  - *Languages spoken*
  - *Mobility*
  - *Trends (1996, 2001, 2010)*
  - *Other*

## **2.0 LIBRARY SERVICE**

### **2.1 A Co-operative Approach**

Council is committed to a co-operative approach in order that all parties make positive contributions to improving the quality of service during the term of the agreement. All initiatives and developments arising out of significant planning exercises will require Council approval prior to implementation.

### **2.2 Innovation and Service Development**

The Provider will be expected to use its expertise to propose innovative developments and enhancements to the library service which are consistent with the objectives of Council and the changing needs and interests of the community served.

### **2.3 Library Service Monitoring**

Council is committed to a comprehensive monitoring of the library service during the term of the Agreement. The Provider will be expected to play a key role and co-operate fully with Council or its representatives in the review process and in the development of any strategic plan for the library.

### **2.4 Provision of Information by the Provider**

The Provider shall provide advice to Council in respect of forward planning of library services and to prepare business plans for new products and services, which it proposes for the consideration and approval of Council. In particular, the Provider will be expected to provide details and recommendations regarding proposed changes to service levels, operational methods and costs, any proposed fees and charges including the share of income to be directed to Council, and capital investment, in consultation with Council. Forward planning and business plans shall be consistent with the organisational mission, values and objectives of Council and shall accord with the aims and role of the library service as outlined in Clauses 1.2 and 1.3. See also support documentation schedule in Appendix 3.

## **2.5 Provider Involvement in Library Service Planning**

The Provider shall play a key role in the library's planning processes - activities will include:

- strategic and business planning for the library
- responding to Council requests for information as required
- providing leadership in developing and reviewing library policies
- liaison with funding and regulatory bodies, industry organisations, and other libraries

## **2.6 Provider Involvement in Broader Council Planning Processes**

The Provider shall actively participate in broader Council planning processes where these affect or are affected by the library service including, but not limited, to:

- Culture, recreation and tourism planning, processes and staff meetings
- Community services planning, processes and staff meetings
- Corporate planning processes
- Strategic and statutory town planning of Council

## **2.7 Existing Service Agreements and Contracts**

A summary of the existing service agreements and contracts is included in Appendix 4.

The Provider shall abide by these existing agreements and contracts. No additional Service Agreements or Contracts shall be entered into by the Provider until Council (or the Specified Responsible Officer) has given its approval for such service agreements or contracts. In considering whether approval should be given, Council shall have regard amongst other things, to any potential conflict of interest on the part of the Provider.

---

## 3.0 SERVICE DELIVERY

### 3.1 General

Council is primarily interested in the outcomes of library service delivery as experienced by the library customer. This specification identifies specific library service outputs. It also identifies service inputs, management responsibilities and commercial services and opportunities. Service delivery is to be based on a business plan and budget approved by Council. In general, the Provider is to deliver a library service that is equal to, or better, than the existing service (See Section 5 - Performance Indicators in Part One). A summary of the services and service outputs for 1997-98 included in Appendix 5.

### 3.2 Management

The Provider shall be responsible for all management, planning, administrative and reporting matters.

#### Planning

The Provider shall *submit/operate according to the following plans (including a date schedule) for the approval/approved by Council.* (See Appendix 3 regarding support documentation).

#### Policy Development

##### *External*

The Provider shall operate the library service according to the regulations of the New South Wales Library Act 1939 No 40 and Regulations and the Library Council of New South Wales Guidelines relating to section 10, Library Amendment Act, 1992.

The Provider shall take into account relevant professional and industry standards and guidelines in operating the library service including but not limited to:

- the current Australian Library & Information Association (ALIA), Policy Statements

- 
- Towards a Quality Service (ALIA, 1994)
  - agreed library industry competency standards

#### Internal

The Provider shall *submit/operate by* the following policies for the approval/approved by Council. (*Insert or append table of policies, fees, hours, review dates, etc.*).

#### Quality Assurance

As outlined in Clause 1.4, Council is committed to the provision of a quality library service.

If the decision is made not to go through a formal accreditation process, quality assurance will be maintained through the following mechanisms:

- Quality Plan

(See approach to developing plan in Part Three - Worked Examples)

- Library User Satisfaction Survey

Council, *in conjunction with an independent body to be commissioned by Council*, will conduct a Library User Satisfaction Survey targeting library users and a community wide survey at *specified dates*. The surveys will be carried out by Council *at its expense* and the results will form part of Council's monitoring of the Provider's performance. The level of user satisfaction for each element of the library service shall generally be not less than the current level of satisfaction.

- Feedback from Library Customers

The Provider shall to the satisfaction of the Specified Responsible Officer, develop and maintain a procedure for library customers to make suggestions regarding service improvements, or alternatively to register complaints regarding service delivery. All customer complaints and suggestions including the Provider's response and subsequent action shall

be summarised in the Provider's *monthly/quarterly* report. (A Customer Service Charter may assist in this process.)

- Audit

Council reserves the right for an authorised officer to inspect the premises and operations of the library service at each service point during normal opening hours to monitor library management performance, compliance with the Quality Plan and compliance with Contract/Agreement conditions. Council will undertake such audits from time to time during the term of the Contract/Agreement.

#### Statutory Requirements

The Provider shall ensure that all statutory requirements for the receipt of subsidy, from both state and local governments, are met.

#### Contract/Agreement Reporting

The Provider shall meet the reporting requirements of the NSW State Government in respect to the Statement of Operations and the annual statistical return. It is expected that the Provider will develop a co-operative relationship with Council and its Specified Responsible Officer and that contact will occur freely and regularly between the Specified Responsible Officer and the Provider on an as required basis. The minimum contact required however, will be a *quarterly* meeting between the Provider's representative and the Specified Responsible Officer.

The Provider shall submit the following reports to Council:

- An annual report shall be produced to the satisfaction of the Specified Responsible Officer for each financial year (or part thereof) during the term of the Contract/Agreement including, but not limited to, the milestones and achievements of the library service, new services implemented during the year, new programs proposed or under way, and audited financial statements. The annual report shall be submitted to Council no later than 30 September in the following financial year.

- 
- Quarterly reports to be submitted to Council's Specified Responsible Officer within ten working days of the end of the month which provide the following information:
    - Required information disaggregated to service point level, for each of the performance measures for services and programs outlined in *Section XX*. *Where the actual performance is less than the targets identified in Section XX (on a pro-data basis) an explanation shall be provided to Council, including remedial measures taken, to ensure the annual performance targets are met.*
    - The status of all policy development required under this Contract/Agreement to be undertaken by the Provider.
    - Information on materials purchased and their value.
    - *Any addition or deletion of items from the inventory of capital assets.*
    - A summary of all complaints and suggestions received from library customers in that quarter, including actions taken by the Provider in respect of the complaints and suggestions.
  - *Monthly/quarterly* reports of all expenditure and income related to library operations in a format required by the Specified Responsible Officer and including month and year to date figures, and year end projections.
  - Details of any incidents, emergencies or situations that involve personal risk or harm to staff or customers. The Specified Responsible Officer is to be informed verbally as soon as the Provider has been made aware of such incidents, followed by a comprehensive written report within 48 hours which includes action taken or recommended.

### 3.3 Service Outputs (Direct Customer/User)

Council is primarily interested in the outcomes of library service delivery as experienced by the library customer. The Contract/Agreement identifies the library service outcomes that Council wishes to achieve. *In general the service to be provided must be equal to, or better than, the existing one.* A summary of the services and service outputs for 1997-98 is included in Appendix 1.

Unless otherwise stated (*eg. mature service or growth service requirements may affect this*) the targets for the first year of the Contract/Agreement will be to equal or better the previous year's performance. Subsequent years' targets should be set following an annual performance review.

### **Access**

|   |
|---|
| <b><i>Candidate Objective: To maximize access to the library service.</i></b> |
|---|

#### Service Points and Floor Areas

The Provider shall operate the library service from the following existing service points, subject to any changes as may be proposed by Council

*Insert table to include service point addresses and public access floor area for each service point.*

*Insert Mobile Library timetable details.*

#### Hours of Opening

The current library opening hours for all service points total XX per week and are spread over *six/seven* days. (See Appendix 6 for details). These shall be the minimum number of opening hours per week for the term of the Contract/Agreement.

Total hours of opening should be responsive to community requirements and convenient for customers.

### Public Access Technology

Twenty-four hour per day access to the library service via phone, fax and the Internet (*catalogue and email*) shall be provided.

*Insert broad details of public access technology – ie. phone, fax, e-mail, Internet Homepage, etc.*

### Transport and Parking

Details of parking facilities and public transport, including disabled access, to each service point are outlined in Appendix 7. The Provider shall ensure existing and potential customers of the library are informed accordingly.

### Library Community Meeting Room/Facilities (see also Meeting Room Hire)

Council wishes to ensure that the use of the library's community meeting rooms (*and other facilities - specify*) is consistent with the aims and objectives of the library service and is in accordance with Council's policy for use of general community facilities.

The Provider shall *publicise/develop* a policy in respect of the use of the library community rooms/facilities. (See Appendix 3 – Support Documentation).

### **Lending Services**

|   |
|---|
| <p><b><i>Candidate Objective: To provide access to the widest range of materials.</i></b></p> |
|---|

### Membership

The Provider shall ensure the membership database is regularly purged of inactive borrowers (*where no transaction has occurred during the previous two years*) and any other non-current user records. The data collected shall enable the Provider to build a detailed customer profile to assist in planning and marketing the service. Such data should include, but not be limited to, age, sex, language spoken, geographic area.

### Availability of Stock

The library's holdings include reference material and lending resources. The current holdings are XXX,XXX reference items and XXX,XXX lending items. As for the membership database, the Provider shall ensure that records are designed and kept up to date to enable an accurate profile to be drawn of the collection, and an analysis made of stock movement from all service points.

### Access to Stock

The Provider shall ensure that library stock is accessible through up-to-date catalogue records and holding statements including loan status.

### Loans

Council requires the Provider to operate an efficient, effective, user focused loans service. The service will be provided according the *Library's Loans Policy* which includes, but is not limited to, the setting of loan periods, loan limits, renewals, overdue charges, reservation and inter-library loan charges (*if applicable*), lost item replacement procedures and fees, lost membership cards.

The total number of loans issued by the XXX Library Service in 1997-98 was XXX,XXX,XXX. See breakdown of loan activity for the year (*by branch, material type, age and language*) in Appendix 5. Statistics shall be kept to enable the library to analyse branch loans and hourly loans across the service.

The Provider shall achieve no less than XXX,XXX,XXX loans (candidate target) for the first year of Contract/Agreement.

(Please note that candidate targets have been used throughout the document and should be treated in a similar manner to the candidate objectives and candidate performance measures, ie. the service particulars including typology will determine same.)

### Reservations

The Provider shall provide a reservation service for library customers, monitoring usage to determine satisfaction rates and assist in collection development

### Inter-Library Loan / Document Delivery Service

The Provider shall operate an inter-library loan/document delivery service including satisfying requests made from the XXX,XXX residents/ratepayers, as well as requests made from other libraries to the XXX Library Service.

### **Reference and Information Services**

***Candidate Objective: To deliver a comprehensive, timely and relevant reference and information service.***

Council wishes to provide a Reference and Information Service to assist in responding to inquiries through:

- maintaining reliability of the library's computers
- acquiring reference materials
- providing on-line networks including the Internet
- providing CD-ROM facilities
- providing assistance and advice to inquirers to enable them to obtain information or material, sought from within the library or elsewhere

In meeting the reference and information needs of the XXX community, the Provider shall engage appropriately qualified and experienced staff and a current and relevant collection in all formats, which is accessible from each service point. It will develop appropriate strategies, through a written policy and procedures document, to ensure the highest level of service is delivered.

The performance measures for reference and information services will include both quantitative and qualitative elements. In 1997-98 there were a total of XXX,XXX reference and information inquiries, with a successfully completed rate

of XX%. The Provider is responsible for providing Reference and Information Services with a minimum of XXX,XXX reference inquiries (candidate target) with a successfully completed rate of no less than XX% (candidate target) for the first year of the Contract/Agreement term.

In addition, the Provider shall measure the customer satisfaction level with reference resources and staff assistance.

### Local Studies

Council wishes to maintain and develop, as part of the library service, a current and retrospective collection of materials relating to the local environment including geography, sociology, education, economy, politics and industry. This should also include materials to support the study of family history with an emphasis on the XXX region.

The Provider shall maintain, manage and develop the local studies collection and attend to local studies and family history inquiries. The current number of inquiries attended to by the library service is XXX. The Provider shall attend to no less than the current number of inquiries relating to local history (candidate target), during the first year of the term of the Contract/Agreement.

### Community Information

Council wishes to develop and maintain local information services relating to government, Council and community groups and support services within the municipality, as part of the library service.

Provider shall develop and maintain a user-friendly, up-to-date, computer-based community information database during the term of the Agreement, to be available at all service points. *(This area may come under Council's jurisdiction in which case the concept of working co-operatively with Council in the delivery of timely and accurate information to the community of XXX will need to be noted.)*

### **Electronic Services**

***Candidate Objective: To maximise customer interaction with the library services.***

To complement the Reference and Information Service, the Provider shall provide:

- Public access technology and staff assistance, to allow public access within library premises to
  - On-line information
  - Internet
  - CD-Roms
- Remote access to the library's resources (*eg. catalogue, Internet, community information database etc*) from a location external to library service points.
- Email (*not elsewhere described*) - *describe service available.*
- Office applications - word processing, spreadsheets, etc (*not elsewhere described*) - *describe service available.*
- Photocopying (*not elsewhere described*) - *describe service available.*
- Phone and fax (*not elsewhere described*) - *describe service available.*

### **Programs and Events**

***Candidate Objective: To provide targeted activities to augment library's physical and electronic resources.***

Council wishes to provide a range of activities and services as part of the library service to encourage the use of the library service to users and non-users of the library in all sectors of the community.

*Items that are not classified elsewhere could be specified as programs and events.*

General activities will include but not be limited to:

---

*(List of examples to be built upon)*

- *orientation tours of the library for adults*
- *a range of presentations to secondary students, parenting groups teachers/educationalists and to Council*
- *luncheon for home library service users*
- *Heritage festival/ local studies seminars*
- *seminars by authors, illustrators or topics of current interest*
- *participation of staff and library display at local festivals, street parties*
- *preparation of booklists, library guides, bookmarks and library publicity*
- *library service promotion to people with a disability*
- *liaison with NESB community groups*
- *story times/bedtime stories for children*
- *school holiday program*
- *class visits and orientation tours for pre-school to tertiary entrance level*
- *Children's Book Week and Library Week*
- *general displays*
- *craft sessions*
- *other*

The Provider shall promote the services of the library to all sections of the local community using a wide range of activities and programs, publications and displays, which support reading and literacy development across the community. The Provider shall prepare and implement a program of promotions and activities to the satisfaction of Council and according to a marketing plan as submitted, within XX months of Agreement's commencement.

### Target Groups/Special Needs

The programs and events should target certain sections of the community (identified from the population profile and/or needs analyses) including, but not be limited to, children, their parents, the aged, those from non-English speaking backgrounds, sight-impaired people, those with limited literacy skills and the socially and economically disadvantaged. Other groups may be identified through the development of the marketing plan eg. information to business.

### Older Persons

The Provider shall *prepare/implement* a service plan for older persons which shall operate out of *all/some* service points. Liaison with aged service providers and community representatives should be sought to ensure services are targeted where most needed and provided most effectively.

### Home Library Service

Council wishes to provide and promote the library service to residents who by reason of illness or disability, are unable to personally visit the library. The service is to be provided to individual residents and to residents of nursing homes and special accommodation centres, and to senior citizens' centres.

The Provider shall deliver the home library services to patrons who are not ambulatory. The current number of home library loans is X,XXX p.a. with XXX individuals being serviced in their homes and XXX individuals in special accommodation centres/nursing homes.

In the first year of the Contract/Agreement, the total number of home library service loans shall not be less than X,XXX p.a. and no less than XXX individuals in their own homes, and XXX residents in special accommodation centres/nursing homes, shall be serviced every fortnight/month (candidate targets).

### Children and Youth

The Provider shall *prepare/implement* a children's and youth services plan which shall operate out of *all/some* service points. Liaison with local schools and other children and youth services providers should be sought to ensure services are targeted where most needed and provided most effectively.

(See approach to developing plan in Part Three - Worked Examples)

#### *Non English Speaking Background Persons*

*The Provider shall prepare/implement service plan for people from non-English speaking backgrounds which shall operate out of all/some service points. Liaison with other multicultural service providers and community representatives should be sought to ensure services are targeted where most needed and provided most effectively.*

#### *Aboriginal & Torres Strait Islanders*

*The Provider shall prepare/implement service plan for Aboriginal and Torres Strait Islanders which shall operate out of all/some service points. Liaison with other ATSI service providers and community representatives should be sought to ensure services are targeted where most needed and provided most effectively.*

Other target groups may be determined by assessment of the population profile and the marketing plan.

### **3.4 Service Inputs (Indirect – Support)**

To ensure the outcomes of library service as required by Council to meet customer needs are met, the library service needs to have in place and operating effectively a number of service inputs. Some of the inputs will be the responsibility of Council and others the service Provider. Areas of responsibility will be identified in this Specification.

In general the service inputs to be provided must be equal to, or better than, the existing one. A summary of the services and service outputs for 1997-98 is included in Appendix 5.

Unless otherwise stated (*eg. mature service or growth service requirements may affect this*) the targets for the first year of the Contract/Agreement will be to equal or better the previous year's performance. Subsequent years' targets should be set following an annual performance review.

### Technical Services

***Candidate Objectives: To keep the collection development policy relevant and up to date.***

***To develop and maintain a collection which reflects community needs and priorities.***

***To maintain the value of the library collection as a Council asset.***

***To provide shelf-ready library materials in the most timely and cost-effective manner.***

***To provide a level of cataloguing of library materials that ensures comprehensive and easy access.***

### Collection Development

#### Policy

The collection development policy underpins the management of the library's collection of resources and ultimately the quality of service delivery. The Provider shall *develop/revise for Council approval/ensure compliance with the City of XXX Library Collection Development Policy*. The policy must be representative of and responsive to the needs of the community served by the library. It will also adhere to professional values and practices in recognition of national guidelines and standards and will include, but not be limited to, collection aims, structure of collections, community profile, selection policies, maintenance (weeding and disposal of items), conspectus levels, relevant national guidelines, policies and statements.

#### Holdings

---

The existing collection consists of a total stock of XXXXXXXX items which include *(include summary here – totals reference, adult, children, fiction, non-fiction, audio-visual, Languages Other Than English (LOTE) etc.)* and full details in Appendix 8 including service point breakdown. Consideration of the collection should not only involve volume, but the quality of the stock which is indicated by currency and its relevance to the needs of the community.

### Acquisitions

The Provider shall prepare a materials purchasing plan which identifies the principles and strategies to be utilised in the purchasing of library materials. In order to monitor the collection as a Council asset, the plan shall include the number of items to be acquired, with their dollar value, (broken into twelve monthly periods) over the financial year. The plan shall be submitted to Council for approval by (date). A summary of deletions from the holdings will also be kept.

A sum of \$X,XXX,XXX will be provided for the purchase of library materials (capital budget) for the first year of the contract/agreement. The sum will be negotiated for each of the subsequent years with sufficient time to allow appropriate planning and budget forecasting.

The Provider shall ensure, through the preparation of appropriate procedures, that the total turnaround time (i.e. from time of ordering to shelf-ready status) for all material types as identified in the collection development policy and the materials purchasing plan is efficient, cost effective and commensurate with the acquisition rate.

### Cataloguing

The provider will be responsible for the timely purchase, cataloguing and processing of all library materials in a manner that ensures that new library materials are made available to library customers in the shortest time and as cost-effectively as possible. The level of cataloguing of library materials shall be compatible with those standards necessary for participating in the National Bibliographic Database, the State Government's commitment to a State-wide public library network, and to the satisfaction of Council.

### Processing

Processing of all new materials shall be to a standard (*specify level*) that will ensure adequate protection of Council's assets and to the satisfaction of the Responsible Officer.

### Maintenance

Maintenance of the library's collection will be to a standard (*specify level*) that will ensure the protection of Council assets and to the satisfaction of the Responsible Officer. In addition, the Provider will apply appropriate preservation techniques and procedures to specialised collections as necessary.

### **Library Systems & Maintenance**

***Candidate Objective: To deliver a prompt, accurate, efficient and customer focussed loans service.***

The City of XXX *Library Service* operates its bibliographic and membership files, circulation, information, cataloguing and acquisition functions with an integrated on-line computer system. *Briefly describe library computer system including lease and maintenance details, plans for upgrades, links with other systems, networks and include full details in Appendix 9.*

Online public access catalogues are available at each service point for customers to consult the holdings of the library. *Internet access to the catalogue is available through the library's homepage at XXXXX@XXXXXXXXXX.*

The Provider will operate the library computer system according to the *information technology plan/under the current arrangements until such time as Council determines otherwise.*

Underpinning the circulation system is the loans policy *developed by the Provider for approval by Council.* The policy shall be reviewed annually. It will include, but not be limited to, the setting of loan periods, loan limits, renewals, overdue charges, lost item replacement procedures and fees, lost membership cards. It also covers the confidentiality of the library's transaction and membership records. All procedures relating to the maintenance of the computerised stock and member files are to be documented.

### **Information Technology**

***Candidate Objectives: To ensure that access to information is enhanced by information technology and communications systems where possible.***

***To ensure that maximum use of information technology developments is made for the administration of the library.***

#### **Policy/Plan**

Public libraries are in the position of making optimum use of information technologies and communications systems. These can be used to enhance the reference and information service offered to the community and the cost-effectiveness of library operations.

The Provider shall *develop/implement* the information technology plan *in conjunction with Council's Information Technology (IT) Department* to develop and optimise access to available computer systems, networks and communications, for the enhancement of information provision and administrative functions. Given the potential cost of providing and operating an effective information technology operation, Council will provide a sum of \$XXX,XXX to ensure that the policies, plans and strategies are the most effective and efficient for the short, medium and long term future.

---

*Describe the current set up - software and hardware including links to library computer system, administrative network/links to Council network, Internet access, public access computers, lines, etc.*

#### Communications

The Provider shall operate/use the IT communication systems as they currently exist, until such time as the information technology plan requirements dictate otherwise.

#### Maintenance

The Provider shall maintain the information technology systems as they currently exist, until such time as the information technology plan requirements dictate otherwise.

#### Hardware/Software

The Provider shall operate/use the information technology hardware and software systems as they currently exist, until such time as the information technology plan requirements dictate otherwise.

#### Homepage

*In conjunction with Council, the Provider shall design/install/update a library homepage for use by the community via the Internet.*

#### **Marketing & Promotion**

|   |
|---|
| <p><i><b>Candidate Objective:</b> To raise the profile of the library service in the community.</i></p> |
|---|

In order to ensure that the library service is correctly targeted to meet the needs of the XXX community, the Provider will develop a marketing plan that accords with the business plan and related to the community needs and expectations.

The Provider shall ensure that all library service points are well-maintained, and offer a pleasant and welcoming environment. Buildings will be clearly signposted

with opening hours clearly displayed. Collection signage will provide maximum assistance to enable customers to locate items easily.

The Provider shall be responsible for all promotion, publicity and advertising associated with implementation of the marketing plan. Current promotional material can be found in Appendix 10.

### **Administration**

The Provider shall be responsible for all financial management, human resource management and buildings, plant and equipment management.

### Financial Management

*Candidate Objectives: That the financial management of the organisation ensures all available funds are sought from all sources and expended in the most cost effective manner to the benefit of the community.*

*That the value of the assets owned by Council is maintained.*

*That appropriate insurance cover is in place for Council property and services.*

The Provider is required to maintain proper financial management records in accordance with accepted accounting practice, all relevant legislation and guidelines and Council requirements.

All financial records shall be made available for Council inspection by the Provider at any time during the normal opening hours of the Service.

The current fees and charges for library services are shown in Appendix 11. The Provider shall not alter these fees and charges without the approval of Council.

Any proposed fees and charges for new services, which are currently not provided, shall require the prior approval of Council and advertised according to Council policy. The Provider shall collect, receive and record all money from fees and charges.

An asset register listing all library/Council assets will be established at the commencement of this contract/agreement. The Provider shall be responsible for maintenance of this register. The current register (including the collection) can be found in Appendix 12.

The Provider shall be responsible for the day-to-day management of all assets listed on the asset register to ensure their effective, and safe operation and shall exercise a duty of care to ensure that these assets remain in good condition for the life of the contract/agreement. *Insert Council's reporting requirements.*

The library collection is the library's key asset. The Provider shall report on a *quarterly/annual* basis all changes to holdings to enable the asset register to be kept up-to-date and allow for compliance with depreciation requirements as outlined in Australian Accounting Standards 27 (AAS27).

#### Risk Management

The Provider shall ensure that it is the holder of current Workcover, public liability, professional indemnity and motor vehicle insurance policies as required and by Council. Additionally the Provider will be responsible for ensuring that the library materials collection and Council buildings, furniture and equipment are covered by insurance policies to Council satisfaction.

#### Human Resource Management

***Candidate Objectives: That the staff employed to manage and operate the library service are appropriately qualified and experienced.***

***That staff are responsive to the particular needs of the community.***

***That staff are always aware of current best practice and trends in library and information service.***

The library service/Council shall be the employer of all staff, and shall be responsible for all staffing and human resources matters. These will include, but not limited to, employment conditions, employment agreements, superannuation, occupational health and safety, Workcover, staff administration, staff training and

staff development, staff selection and payroll administration to the satisfaction of Council.

The Provider shall employ sufficient staff with qualifications and skills appropriate to the tasks for which they are responsible to meet the requirements of the Contract/Agreement. These should include qualified librarians and other staff (*including multilingual staff*) able to provide specialist advice, service and information and/or programs for particular target groups within the municipality such as children, students, *people from non-English speaking backgrounds* and older persons. The Provider shall prepare, and keep updated, an organisational structure based on the service delivery objectives, including total number of staff (actual and EFT), qualifications and salary level for each position.

A qualified librarian must be accessible to patrons at all times. The Provider's staffing arrangements and organisational structure will form part of this Contract/Agreement and any changes thereto shall be to the satisfaction of the Specified Responsible Officer. Library user satisfaction with staff, and the service provided by staff, shall be no less than that measured for 1997-98 (Candidate target).

The Provider shall prepare, for each full financial year of the contract/agreement, a staff training and development plan in advance of the annual budget process.

*The Provider shall state the degree of volunteer use and in what area this is anticipated.*

#### Buildings, Plant and Equipment

***Candidate Objective: That the value of the assets owned by Council is maintained.***

Council/library service will continue to *own/rent/provide* all existing capital assets utilised by the library service including land and buildings, furniture, fixtures and fittings, plant and equipment and library materials (books, CDs, audio-visuals etc.). Council will provide the existing capital assets, which it controls, to the Provider, to utilise during the term of the Contract/Agreement.

*A provisional sum of \$XXX,XXX per annum will be allowed by the Provider for vehicle hire costs/fleet management which are/are not provided by Council.*

The Provider shall have a duty of care to maintain all capital assets provided by Council, including the resource collections, in good condition, for the duration of the Contract/Agreement.

The asset register/inventory of capital assets (except buildings) including the estimated value of each capital asset relating to the library service is itemised at Appendix 12.

Where the condition of capital assets has deteriorated beyond normal wear and tear during the Contract/Agreement period the Provider shall have duty of care/be responsible for replacement or repair of the capital assets, subject to the provisions of this Contract/Agreement. All such capital assets replaced by the Provider shall remain the property of Council.

The Provider will be fully responsible for all aspects of day-to-day maintenance of the service points.

*Insert details of current/proposed routine (general cleaning of service points, window cleaning, carpet cleaning, fire services, security services, air-conditioning services, ground maintenance, etc) and cyclical (painting, etc) maintenance for buildings, grounds, plant and equipment, and whose responsibility these will be.*

### 3.5 Commercial –(Full Cost Recovery or Profit)

The City of XXX Library Service currently operates the following commercial services (*List here, with further detail in Appendix 13*).

The Provider is expected to *maintain/build upon* these. Services should be cost recovery or operated at a profit within the guidelines relating to Section 10 of the NSW Library Amendment Act, 1992 or the New South Wales Government Policy Statement on the Application of National Competition Policy to Local Government, 1996.

Commercial services should be provided so as to meet the needs of the community, complement quality assurance strategies, ensure cost effectiveness and efficiency for Council and be innovative.

There are many areas that may be developed and offered commercially and these include:

#### Reprographic

- *Printing*
- *Publishing*
- *Photocopying*

#### Technical Services

- *Cataloguing*
- *End processing*

#### Training

- *Educational*
- *IT*

#### Services to Business

- *Information services*
- *Corporate Library*

*Liaison with Business*

- *Book Stores*
- *Internet Kiosk*

*Facilities and Equipment Hire*

- *Meeting Room*
- *Photographic/Electronic/A-V Hire*
- *Café Bar/Refreshments*

*Other*

- *On sale of goods*
  - *Tickets*
  - *Cards*

The Provider shall submit to Council at the commencement of the contract/agreement term the schedule of services and charges it proposes to implement.

#### **4.0 LIBRARY SERVICE PROVIDER PERFORMANCE**

The Provider will be deemed not to have fully or properly performed the services under this Contract/Agreement, if:

- *the Provider has not submitted its reports or*
- *the Provider has not completed the policies and plans, or participated in the planning processes required or*
- *the Provider has not met annual performance targets or*
- *the Provider has not met all of the service requirements or*
- *the Provider has not sought and obtained Council's approval to operate outside the confines of the contract pursuant to this Specification or*
- *the Provider has not undertaken surveys as required or*
- *the Provider has not incorporated the survey findings into forward planning documents or*
- *the Provider has not met any other Council identified requirements.*

# APPENDICES

**APPENDIX 1.****TABLE 1. PREFERRED SERVICE SPECIFICATION FRAMEWORK**

| <b>MANAGEMENT</b>  |  |   |
|--|--|---|
| Planning, Policy Development, Quality Assurance, Statutory Requirements, Reporting.  |  |   |
| <b>Service Outputs<br/>(Direct) - Customer/user</b>  | <b>Service Inputs<br/>(Indirect) - Support</b>   | <b>Commercial - Full cost<br/>recovery or profit</b>  |
| <u>Access</u>  | <u>Technical Services</u>  | <u>Reprographic</u>   |
| <ul style="list-style-type: none"> <li>• Service points &amp; floor areas</li> <li>• Hours of opening</li> <li>• Public access technology</li> <li>• Transport &amp; parking</li> <li>• Library community meeting room/facilities</li> </ul>   | <ul style="list-style-type: none"> <li>• Collection development</li> <li>• Acquisitions</li> <li>• Cataloguing</li> <li>• Processing</li> <li>• Maintenance</li> </ul>   | <ul style="list-style-type: none"> <li>• Printing</li> <li>• Publishing</li> <li>• Photocopying</li> </ul>  |
| <u>Lending Services</u>  | <u>Library Systems &amp; Maintenance</u>   | <u>Technical Services</u>   |
| <ul style="list-style-type: none"> <li>• Membership</li> <li>• Availability of stock</li> <li>• Access to stock</li> <li>• Loans</li> <li>• Reservations</li> <li>• ILL / document delivery service</li> </ul>   | <ul style="list-style-type: none"> <li>• Integrated library system: Bibliographic / member databases, circulation control</li> <li>• Public access terminals</li> </ul>  | <ul style="list-style-type: none"> <li>• Cataloguing</li> <li>• End processing</li> </ul>   |
| <u>Reference &amp; Information Services</u>  | <u>IT</u>  | <u>Training</u>   |
| <ul style="list-style-type: none"> <li>• Reference/information</li> <li>• Local studies</li> <li>• Community information</li> <li>• Corporate library</li> </ul>   | <ul style="list-style-type: none"> <li>• Communications</li> <li>• Maintenance</li> <li>• Hard/software</li> <li>• Homepage</li> </ul>   | <ul style="list-style-type: none"> <li>• Educational</li> <li>• IT</li> </ul>   |
| <u>Electronic Services</u>   | <u>Marketing &amp; Promotion</u>   | <u>Services to Business</u>   |
| <ul style="list-style-type: none"> <li>• Public access technology</li> <li>• Remote access</li> <li>• Email</li> <li>• Office applications</li> <li>• Photocopying</li> <li>• Phone &amp; fax</li> </ul>   | <ul style="list-style-type: none"> <li>• Information services</li> <li>• Corporate library</li> </ul>  | <ul style="list-style-type: none"> <li>• Information services</li> <li>• Corporate library</li> </ul>   |
| <u>Programs &amp; Events</u>   | <u>Administration</u>  | <u>Liaison with Business</u>  |
| <ul style="list-style-type: none"> <li>• Broad community targets/ special needs <ul style="list-style-type: none"> <li>Older persons</li> <li>Children &amp; youth</li> <li>Non English Speaking Background persons (NESB)</li> <li>Aboriginal &amp; Torres Strait Islanders (ATSI)</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Communications</li> <li>• Maintenance</li> <li>• Hard/software</li> <li>• Homepage</li> <li>• Financial management</li> <li>• Risk management</li> <li>• Human resource management</li> <li>• Buildings, plant and equipment</li> </ul> | <ul style="list-style-type: none"> <li>• Book stores</li> <li>• Internet kiosk</li> </ul>   |
|  |  | <u>Facilities and Equipment Hire</u>  |
|  |  | <ul style="list-style-type: none"> <li>• Meeting room</li> <li>• Photographic / electronic /A-V hire</li> <li>• Café Bar/ refreshments</li> </ul> |
|  |  | <u>Other</u>  |
|  |  | <ul style="list-style-type: none"> <li>• On sale of goods</li> </ul>  |

**APPENDIX 3.****TABLE 2. SUPPORT DOCUMENTATION SCHEDULE****Key Documents**

|                              |   |
|------------------------------|---|
| <b>Strategy Plan</b>         | Long term document setting out the key directions and strategic goals for the library service.  |
| <b>Business Plan</b>         | The document which outlines the mission, goals and objectives for the organisation over a specific extended period (most often three years). Is usually reviewed on an annual basis. Can take various forms and contains varying amounts of detail. |
| <b>Annual Operating Plan</b> | Derived from the Business Plan, this 'short term' plan contains the detailed actions and targets for the current year.  |
| <b>Budget</b>                | Usually in two separate parts - capital and recurrent - for the current year. Structure should ideally link to that of the Business and Operating Plans.  |

**Working Documents to Support Key Documents**

|                                      |   |
|--------------------------------------|---|
| <b>Marketing Plan</b>                | This document should be prepared with direct reference to the above key documents and developed to assess market opportunities, target markets, 'product' development and promotion, public relations, etc.                                   |
| <b>Human Resources Plan</b>          | Human Resources Plan contains policies and actions covering such area as the organisational structure, enterprise agreements, training, use of volunteers, etc.   |
| <b>Quality Plan</b>                  | This document contains information relating to quality assurance programs.  |
| <b>Access Plan</b>                   | This area of policy and action relates to hours of opening and sites and can cover facilities management and disabled access.   |
| <b>Collection Development Policy</b> | The Collection Development Policy drives the management of the library's resource collection. It can include an annual resources purchasing plan which details the month by month acquisitions schedule (number of items, budget allocation). |

|   |   |
|---|---|
| <b>Information Technology Development Plan</b>  | The document covering the area of systems development, both hardware and software and including library system, networking and communications, is critical and should be long term. It also involves a large budget cost (capital and recurrent). Internet access can be considered here. |
| <b>Reference &amp; Information Plan</b>   | The plan developing reference and information service delivery can be linked to that for Information Technology, or stand alone.  |
| <b>Asset Register</b>   | The asset register is used to calculate depreciation and provide information on the need to update equipment. It includes furniture and equipment, etc as well as the collection.   |
| <b>Other:</b><br>Legislative Requirements<br>Cultural Plan<br>Key Performance Indicators<br>Risk Management<br>Fleet Management | Other plans can be developed to suit the administrative practices and requirements of the organisation.   |

# **PART THREE**

# **WORKED EXAMPLES**

---

*Since there will be varying requirements for the two **worked examples** selected (quality assurance and children's and youth services), an outline/checklist of the steps to be taken is made to assist libraries in the development of the specification requirements. Generally, requirements should be outcome oriented.*

### **Quality Assurance**

1. Establish purpose for incorporating quality assurance into service management (tool for achievement of quality service outcomes, of continued customer satisfaction improvements, increase in use of library and information services) by:
  - Providing measurement criteria and procedures to ensure quality standards are met or surpassed
  - Ensuring that all contract commitments are met
  - Ensuring thorough reporting and evaluation of all key performance indicators
  - Providing timelines for continuing achievable customer service outcomes (in association with Business Plan)
  - Identifying measures to ensure that quality gains translate into positive gains for the library and Council
2. Outline purpose of quality plan (including approach to management of quality, elements that constitute quality system, guidance for staff on policies, standards and procedures to be followed)
3. Advise Council/community/customers of the plan).
4. State of Library Mission, Goals and Objectives
5. Scope of Quality Plan
6. Guiding Principles (eg. dedication to best value, partnership with community, commitment to quality and continuous improvement, team work and co-operation with other departments of Council, advocacy of best interests of community, encourage innovation, openness, access and equality in service delivery).

7. Set objectives (eg. meeting customer needs, maximising usage, maximising efficiency).
8. Compliance to standards (eg. in areas of management, business processes, system procedures, document and data control, purchasing, process control, control of non-performing product, corrective and preventative action, records, audits, training, statistical techniques).

### **Children's and Youth Services**

1. Identify number of children and youth in the differing age groups in the area.
2. Review forecast/trend data.
3. Place children and youth in context of area's total population and the 'average'.
4. Analyse geographic distribution for access.
5. Identify other services for children and youth in area (school, school libraries, after school clubs/activities, other Council services directed to children and youth, cultural/community programs).
6. Develop service strategy for children and youth.
7. Develop appropriate range of:
  - Products (collections of materials – reference and lending)
  - Programs (eg. story telling, book clubs, school holiday programs)
  - Events (Children's Book Week, competitions, etc)
8. Prepare service specification objectives (inputs, outputs, infrastructure requirements).
9. Prepare operational plan and identify:
  - Key performance indicators
  - Equivalent Full Time Staff required (EFTs)
  - Total costs/user fees, etc.