This Library Service Model is an updated and amended version of the proposed service model developed in June 2010. It reflects the relocation of the Library to a new building, significant organisational structural changes (Managing Change 2 -4 (2011 - 2012) and the changes in leadership within the Library, and across the University.

This conceptual model is based on a philosophy, principles, attributes and practical elements that inform and guide our interactions with clients, partners and each other.

**Service Philosophy**

Our service philosophy has five key themes.

1. Holistic approach to clients and their needs – responding to them as individuals as well as addressing their collective needs
2. Welcoming and client-centred/focused
3. Empowered by self service
4. Learning together – clients and Library staff sharing a learning partnership
5. Excellence in quality and innovation
**Service Principles** guide our services delivery. These are:

1. all Library staff members are involved in service delivery and must be able to interact directly with clients (internal and/or external);
2. client service needs are considered holistically - including tailored and personalised services;
3. capability is enhanced by preserving and nurturing specialised knowledge and expertise and exploring opportunities for growth and development;
4. services are grouped and accessed in ways that make sense to users; and
5. workflows are end to end processes free of functional boundaries.

**Key Features /Service attributes** that make this model possible

Six key attributes, that are critical to how successful we are, underpin and enable the service principles and the functionality of the model. That it is:

1. client centered/focused
2. highly responsive
3. collaborative
4. cross functional
5. coordinated and sustainable
6. evidence based

1. **Client Centred/focused**
   To put the service philosophies into practice, Library staff need to work in partnership with each other and pool their knowledge and skills to deliver more holistic services to clients, viewing our services from a client perspective rather than from a functional approach. Clusters of services relevant to various clients are grouped in ways that are highly accessible and make sense from the clients’ perspectives.

2. **Highly Responsive**
   Library services respond to client needs and maximise technological solutions to provide optimal services. The key characteristics of the Model that enable this are that:
   - it is flexible and expands and contracts in response to evidence of client need and demand
   - it is mobile rather than fixed including roving, scouting and movable services
   - it treats service delivery as one complex and interrelated whole rather than segmenting services into fragmented parts
   - it focuses on sustainable use of resources – providing services ‘just in time’ and at ‘point of need’
   - it draws on an appropriate and flexible mix of staff capabilities
3. **Collaborative**

Partnership and collaboration underpin every element of the Service model. These characteristics shape the relationship between the Library and the university community and provide a connected and holistic approach to clients. Internal communication is vital. Working with and learning from our partners (clients, colleagues, other units on campus, business partners and professional counterparts) continues to inform and refine our services.

A clear, simple and universal referral mechanism connects individual clients to required expertise.

4. **Cross Functional**

Cross functional services are not segmented by functional group instead they are delivered to clients based on their needs.

The cross functional approach enables:

- direct connections between individuals with a wide variety of expertise and the clients to whom they provide their services
- collaboration on issues, reducing the margin for communication errors whilst deepening the understanding of the nature and impacts of the issue in question
- more efficient and effective resolution of problems for clients by utilising a wide range of perspectives to build a more holistic (end-to-end) understanding of each issue

Cross-Library groups exist to guide strategic development of services, such as the support of learning and teaching, research, scholarly communication and copyright, and collection development and evaluation. Coordination is required to ensure these groups have a distinctive purpose and can support a wider matrix structure.

5. **Coordination and Sustainability of services**

Service coordination includes monitoring the mix of client needs and staff capabilities and assessing whether services are fit for purpose. The coordinator of a service also needs to work collaboratively when calling on or referring to the expertise or specialist skills from across the Library and from our partners. Services are offered in a way that achieves the desired results with the most effective use of resources and technologies.
6. **Evidence based decision making and reflective practice**

The Library reviews evidence, to analyse, assess and measure how we fulfill our clients’ needs, where we can improve and how we are meeting the objectives of the Library and the University. This evidence is gathered from a variety of qualitative and quantitative sources. Evidence based decision making enhances the development of our services.

Evidence needs to be captured and accessible to all staff to enable mapping and cross reference of different pieces of evidence. Encouraging and supporting professional reflective practice allows individuals to critically review what has been successful and where there is room for improvement. This is a key component of continuous improvement of services. Staff are encouraged to become active in this process.

**Client Service Charter**

Critical to the Service Model is the Service agreement we make with our clients. Our Client Service Charter identifies what our clients can expect of us and what behaviours we expect from them.

**Enablers**

Enablers and practical elements are required to operationalize the philosophy, principles and features of this model. These enablers include:

- methods of client engagement and a culture of partnership
- development of staff capabilities
- service catalogue
- communication processes and tools - to ensure connectivity and knowledge sharing
- coordination of services - such as library-wide rostering principles and one roster
- Quality Enhancement Framework - planning & projects
- continuous improvement
- evidence gathering – enquiry, demand and usage
- referral mechanisms
- wayfinding and signage

These enablers will change as required to meet the Library and client requirements.