one card
network

Like to know the results of the
most ambitious library project
in SA's history?

LIBRARIES OF SA

Government
of South Australia
Department of
State Development

lga
Local
Government
Association
of South
Australia

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One Card. Many great benefits.

In 2009, a business case recommended that South Australia's public libraries move to a shared library management system (LMS) – the key system that manages a database of library members & library materials.

A project to implement this statewide LMS known as '1LMS' or 'One Card' launched in May 2012 & will be completed by end of September 2014.

A research study (funded by the LGA's Research & Development Scheme) to determine the extent to which the benefits outlined in the original business case have been met was completed in July 2014. This study involved surveys, focus groups & interviews with library managers, staff & other stakeholders as well as the examination of system generated data.

This document highlights some key study findings, including a summary of the 'Assessment Against the Business Case' on the last page. See full report at www.libraries.sa.gov.au/onecardreport

Customer experience

Customers can now use public libraries across SA with a single card

3.8 million items

Customers can pickup/return items at any SA library. They have 24/7 online access to a statewide catalogue of over 3.8 million books, DVDs & magazines with an online reservation system & improved speed of item delivery. Evidence suggests that there has been more than a **40 times increase** in items being shared between libraries per month.

"From the customer perspective it's huge. They love the idea of holding items from anywhere, the concept of One Card & that they can borrow & return from anywhere." - Library staff member

Libraries are gaining new users (e.g. rural males, studying adults, high school research students).
Digitised local history collections can be placed on statewide catalogue & are searchable. There's easier access to language resources held in different libraries (especially helpful for migrants living in rural areas).

SOME CHALLENGES...

- Diminished browseable 'on shelf' collections in libraries (particularly for popular items)
- New catalogue currently does not allow users to access borrowing history
- Inability to use multiple memberships to borrow when there are outstanding overdues or fines (although seen as a positive from library perspective)

A collaborative Network

The project has contributed to the growth of a collaborative, supportive peer network that works together to solve problems, create new efficiencies, & provide mentoring for smaller libraries. Principles and processes were standardised across the Network but also allowed for areas of flexibility & individual choice, for example local borrowing rules for items such as DVDs.

Cost & resource efficiencies

The actual purchase, project management & operational cost of the system (including increased courier costs) over 4 years will be approximately $8.4M. **This is $3.5M below the consultants' original estimate & at least $0.7M below the cost estimate to councils if they were to have continued to operate & pay for separate library management systems.**

Libraries report that the 1LMS has saved money in the purchase of a replacement library management system (a significant proportion were due for replacement within the next six years), in system administration support, in the provision of server hardware & space, in internet connection (the Libraries Board paid for this), & in staff training & support. **Most importantly from a council perspective, ratepayers are getting better value and better service.**

A single library management system introduces staff training & transferability efficiencies. *"If staff were from another SA public library with 1LMS, staff would seamlessly come into our Library and use the same system. We have found only a small amount of training has been required for any new or relieving staff we have had to train."* - Library manager

LOGISTICS & TRAINING CHALLENGES…

Courier costs have risen significantly partly driven by significantly increased volume of material transported (reinforcing the popularity of access to the statewide collection), along with increased fuel and labour costs. The net increase in courier costs has been in the vicinity of $1M over the last 2 years. This increase in costs has stabilised & is expected to reduce over time.

De-duplicating/cleaning up item records in the new database has been a challenge. While larger libraries are taking the lead here, smaller libraries reported the need for on-going training to ensure new or temporary staff are not contributing to the problem.

Change in library workflows

The most obvious change within libraries has been the increased volume of items in transit, with handling requiring different work arrangements. One Card has also allowed libraries to look at new ways of deploying staff e.g. having a staff member for 'floor walking' – being out amongst customers, helping and informing.

"If I could free some of my technical services staff from their regular collections maintenance work and channel their hours and efforts into more people development work, that would benefit our community tremendously." - Library manager

Other aspects of inter-library loan processing (e.g. determining whether an item is available at another library) are now much less time-consuming, saving individual libraries many hours per week. *"Compared to the time it took us to process one inter-library loan, we can do 10 boxes - huge savings."* - Library staff member

SOME CHALLENGES & OPPORTUNITIES…

- The internal search on the system via staff interface is slower than the public interface
- The 1LMS reporting module is still in development & libraries expressed frustration with the current module (Directors Station). Libraries are looking forward to better data extraction & reporting capability to provide intelligence about their customers & collections, due in 2015.

One Card shows that state/local government collaboration can deliver best practice results that benefit both levels of government, deliver excellent service to South Australians & receive international recognition. Its success has created a platform for further development of leading-edge 'software as a service' & for collaborative projects & purchasing arrangements.

"Because we are one of the vendor's top customers, there is a strong developmental partnership in which the SA consortium influences SirsiDynix's future global software development." - PLS staff

LEGEND

- *1LMS has achieved or exceeded the requirements of the business case*
- *The outcome is partial or inconclusive (noting that the roll-out of the 1LMS is not due for completion until end of September 2014)*
- *1LMS has not achieved the requirements of the business case*
- ∗ **Not included in original business case, but suggested as additional criteria/measurement**

Financial

- The 10 year flat price for maintenance has saved $750,000 for the network
- There are cost savings to Councils by reducing the number of LMS servers to one for entire Network
- Savings in library time and cost for tendering and selection of the supplier (one rural library estimated savings of 1,000 hours)
- Implementation was achieved 18 months ahead of schedule & $3.5m under original estimate & at least $0.7m less than the cost of all libraries continuing to run own library management systems
- The cost of transit of items was greater than expected, and while this cost needs to be addressed through efficiencies, it reinforces the popularity of the model
- Apart from the transport costs, there were no operational cost increases resulting from the implementation of the 1LMS
- Councils (including libraries) spend less time on library system administration as a result of 1LMS
- The time associated with database management is still causing some concerns, however this will be resolved as all libraries come onto the system, and refresher training is provided
- A standardised platform, the buying power of the network, and the procurement/partnership arrangement between PLS and the 1LMS supplier enables the 1LMS to deliver and develop add on technologies that most individual libraries would be incapable of resourcing or commissioning
- 79% of libraries noted cost savings for their councils (not all savings were retained by libraries)
- PLS provided standardised and personalised 1LMS training for all library staff (costs that would otherwise have been met by councils)
- One Card limits libraries' exposure to debt
- A shared (cross-council) payment system is still in development to simplify payments
- 42% of libraries said that the 1LMS has encouraged them to review the number of copies they purchase
- 29% now allocate more funds to niche materials
- 69% of libraries reported a reduction in the number of special requests

Efficiency

- 85% of libraries had library management systems that were more than five years old
- 59% felt the 1LMS process for receiving new materials was more efficient. 70% reported that cataloguing was more efficient
- A new web-based e-procurement module to replace P2 will be available in 2016
- The consortium has increased communication across libraries, and a significant amount of peer-support (self help) training & development occurs
- 98% of survey respondents said staff already trained on 1LMS could 'work on our LMS straight away' or could do so 'with small amount of training'
- 89% of libraries answered 'agree' or 'strongly agree' to the statement "Cataloguing our local purchase materials is now easier"
- Single borrower registration is an efficient and successful element of the 1LMS model, and is well regarded by customers
- Libraries regard software upgrades as a seamless (often unseen) service provided by PLS as part of the management of the 1LMS
- 97% of survey feedback about the PLS help desk was positive. 32% of help requests were resolved on the same day, 59% within one week
- Enormous time savings through PLS help desk, compared to each library seeking help directly from diverse vendors
- Libraries are keen to use profile ordering. This feature is under development within the new e-procurement system.
- The Directors Station reporting module is not living up to expectations, however a new reporting tool will be provided by the vendor in early 2015

Quality

- The 1LMS has given small libraries (and small councils) unprecedented access to a high level service which otherwise would have been completely outside their resourcing
- The system has delivered 24/7 access for customers, and the enthusiastic take-up augers well for the continued development of plug-in modules
- Library managers report a generally positive reaction to the changes resulting from the introduction of the 1LMS, with increased job satisfaction for most staff
- There were challenges for some staff who did not want to change, or did not like the new roles or the introduction of different tasks
- The access by every borrower to over 3.8 million items via a simple holds process and rapid delivery (particularly when compared to the old interlibrary loan system) has revolutionised library borrowing in South Australia
- Members of smaller libraries now have access to a much greater collection, and the online catalogue has resulted in the growth of a number of new customer groups (rural males, teachers, new migrants) and expanded borrowing by students

Customer service

- Every One Card library member has access to the complete public collections of all libraries
- Previously hidden collections (e.g. resources held by schools in Joint Use Libraries) are now visible to all members, and borrowing can be arranged directly with the owning library
- Library members are successfully transitioning to a single membership card
- Minor exceptions occur in the management of toy library collections (a separate, temporary toy library membership card is issued to subscribers)
- Local history collections are in the process of being digitised (although the speed with which this occurs often depends on the capability of local history volunteers)
- 64% of survey respondents thought that viewing items on the State Library catalogue was a priority for further development
- All respondents reported 24/7 access to online library services
- *Customer feedback was not required for this review, however libraries reported overwhelmingly positive feedback from customers regarding the range of materials available on the catalogue
- *44% of holds are delivered within two months
- *Anecdotally customers are positive about waiting times, except in the case of high demand items, where the holds data needs monitoring to ensure appropriate purchasing strategies