



Public Library Services

Service Outcomes of One Library Management System

Final Report

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18th July 2014

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CONTEXT

Introduction

The South Australian Public Library Network commissioned a single Library Management System (1LMS) for South Australia which is now nearing the completion of the implementation phase. It is therefore timely to undertake a review of how well the 1LMS performed against the criteria set in the original Business Case. Accordingly Public Library Services (PLS) tendered for consultants to undertake the 1LMS review, and Dr Kristine Peters of KPPM Strategy was appointed.

The review commenced in February 2014 and collected feedback from PLS, Libraries Board of South Australia, Libraries (via online survey and focus groups), library staff and customers (to illustrate specific aspects of the 1LMS service - the review was not required to undertake customer satisfaction research). Performance data was provided by PLS staff, and findings from the separate Deloitte's logistics review were also referenced. The *Methodology* section of this report provides additional detail about the review process.

The purpose of the review was to:

- Determine the extent to which the original 1LMS Business Case has been validated, particularly in relation to the increased access to library materials for customers, workplace efficiencies and the economic benefits of resource sharing.
- Establish performance data for the 1LMS to help councils with comparative performance measurement and benchmarking.
- Document process and findings for stakeholders (particularly Local Government).
- Provide a report that establishes a platform for possible future consortium projects, acknowledging the successes and challenges in the 1LMS implementation.
- Provide a snapshot of the 1LMS project to inform the final stage of implementation and post-implementation priorities.

The review will therefore have two key deliverables: a full and comprehensive report (this), plus a summary of findings for broad distribution that will be extracted from this report.

The Business Case developed in 2009 identified that a shared LMS would provide:

1. Significant customer benefits
2. Economic benefits for participating councils
3. Workplace efficiencies for libraries

The first library transitioned to the 1LMS in May 2012 and by May 2014, 63 councils were using the 1LMS, representing more than 98% of the South Australian community and holding more than 3.8 million items of library stock.

All remaining councils have committed funds in their budget with the aim of joining the consortium during 2014.

The 1LMS Project implementation will be completed by October 2014.

This report is presented in two parts:

Part 1 Summary:	Findings Performance against the Business Case Measuring and Reporting Conclusion
Part 2 Detailed Findings:	Detailed results against the Business Case Online Survey Findings Focus Group findings Supporting tables and figures Summary of Key Findings: Logistics Review Operational Recommendations

KPPM wishes to thank the management and staff of PLS for their frank input and assistance with background and data; management and staff of the Public Library Network; Andrew Culley from Deloitte Australia¹; and selected members of the Libraries Board of South Australia.

"I find it fascinating to think about future trends and what's impacting on libraries. We're shifting from information age to knowledge age and that means that as a future library we will have to become a knowledge centre. What that looks like is a combination of technology and current services, and then a greater focus on community spaces where communities can learn together. Unlocking and expressing and developing our community's personal needs is not how libraries were in the past, it's going to be very different." (Library Manager, Unley Library Service)

¹ At the time that the Business Case was prepared, Andrew Culley (author of the Business Case) worked for mhm, he has since moved to Deloitte Australia.

Background to the Review

The One Card project has been a collaboration between the Libraries Board of South Australia, the Local Government Association of SA (LGA) and the State's 68 local councils. The impetus for the project was a Libraries Board of South Australia funded Business Case outlining the potential benefits of this project to councils and their communities.

In keeping with the collaborative nature of the project, and to ensure ongoing confidence in the success of the project, Public Library Services decided that it needed to commission independent evaluation to determine how well the project met the expectations of the Business Case. PLS applied to the LGA for funding to undertake this review.

1LMS/One Card

The term "One Card" has become the colloquial shorthand for a project that has seen all public libraries in the State adopt a single library management system. This shared system creates a single database of all library materials in the State and a single database of library borrowers. It also alleviates the need for libraries to manage their own computer systems and software. Each One Card works universally.

The rules agreed to by all libraries include the opportunity for customers to use their library card in any library in the State to borrow items and use computers. Customers can borrow and return items at any library. They can also reserve any available item to be delivered to their home library.

"One Card" branding was developed to communicate the end-user benefit of convenience and was enthusiastically used by libraries in conjunction with their own local library and council branding.

The Business Case

In 2009, mhm (an independent business consulting firm) was contracted to develop a Business Case to explore the potential for a single, statewide integrated Library Management System (LMS) in order to:

- Create a cost-effective, single integrated LMS that provides greater access to information resources for all South Australians through the public library network.
- Provide the State's public libraries with a 21st century library management solution with aggregate ongoing costs below those which would otherwise be paid by Councils for existing disparate systems.
- Provide the South Australian community with seamless access to a greater array of information resources and improved levels of service from their local public library.

The Business Case was developed in collaboration with Public Library Services and libraries and councils across South Australia via interviews and surveys to gather business information and included:

- Financial analysis ('full participation over time' of the statewide consortium against the base case of 'business as usual').
- Identification of financial, efficiency, quality and customer service benefits.

Business Case benefits

The Business Case identified the following benefits of a single, statewide integrated library management system.

Financial

- Reduction in implementation costs due to central support, consortium pricing and ability to use a consistent implementation support team that can leverage knowledge gained over multiple implementations.
- Reduced risk of systems implementation overruns and cost blowouts.
- Reduced risk of operational cost blowouts.
- Reduction in staff time needed to manage and support a local LMS system.
- Ability to leverage the consortia platform for add-on technologies that may not have been affordable individually.
- Reduction in costs of running local LMS servers, or cost savings through accessing a larger "software as a service" (SAAS) model.
- Saving through shared training and development of staff.
- A reduction in lost library materials, with delinquent borrowers not able to target multiple libraries.
- Improved allocation of funds for resource acquisition through use of a consolidated inventory (shared titles mean the total number purchased can be reduced).

Efficiencies

- Efficiencies to be gained from the improved workflows and efficient practices available in modern a LMS.
- Avoidance of double handling of selection and Inter Library Loans once P2 functionality is integrated with the LMS².
- Efficiencies from standardisation of work practices and business processes across councils, with learning about efficiencies shared with all libraries.
- Ability to share staff or develop a shared pool of casual staff who are familiar with LMS operations.
- Consolidated regional cataloguing for "local purchase" materials.
- Single borrower registration available for use in all libraries eliminating the need to re-register borrowers.
- High quality and timely analytical reporting to support business decisions.

² A new web-based e-procurement module to replace P2 will be available in 2016

- Ongoing software upgraded and managed centrally for all libraries ensuring the advantages of technologies are shared promptly and provided to all users.
- Local library management system troubleshooting helpdesk available to support libraries.
- Vendor support across the State will be more coordinated and accountable through dealing with a single entity.
- Ability to use profile ordering to create efficiencies including reduced acquisition time at each site.

Quality

- Ability for smaller libraries to gain access to a 'tier one' library management system which they otherwise could not afford. This includes having a web based catalogue available to borrowers 24/7, additional services such as SMS messages for reserved items (saving postage), and additional plug ins to enhance the user experience.
- Improved job satisfaction for library staff.
- Ability to share collections, allowing for greater diversity in what is purchased and for specialist collections to be expanded and/or deepened.

Customer Service

- Access to the complete collections of all public libraries in the state (over 3.8 million items).
- A single membership card which allows access to all public libraries in the state.
- Access to online resources available via State Library of South Australia digitisation projects such as articles, items (e.g. pictures) from the State and National Libraries, as well as from other sources.
- 24/7 access to online services.

"The most important thing is that it's a brilliant system. I tried to find books for my mum in Queensland where she lives and they had the old system we used to have, and I thought "you are behind the times". If they had our system she could borrow what-ever she liked." (Library Customer)

Scoping the project and selecting the Supplier

In 2011, a formal procurement process was initiated to select a supplier that would overall best meet the library management system needs of local government public libraries.

This process relied upon extensive involvement of local government staff including Local Government Corporate Services staff and more than 80 staff from public libraries and councils.

Various teams and groups were formed to assist in the evaluation including:

- Evaluation Team
- Technical Advisory Group
- Subject Matter Expert Groups

After extensive evaluations of shortlisted vendors it was apparent that a 'perfect' library management solution was not available from any vendor. Each solution had its own strengths and weaknesses. However, the solution that performed best overall in terms of features, functionality and cost was SirsiDynix's Symphony LMS with its Enterprise discovery solution, 'enriched content' and Web Reporter and Directors Station reporting tools.

One of the strengths of the chosen solution was its proven ability to support a consortium approach which allows for high levels of local flexibility for consortium members.

The chosen vendor SirsiDynix is a global leader in library automation, management and user experience solutions. Its customer base includes over 4,000 library clients around the world serving more than 200 million people through more than 20,000 library outlets.

"There was nothing better in the market. We recognised that the SirsiDynix solution only met 75% of everyone's goals, but this was the highest level of compliance of any of the vendors and it met 75% of all major components. Even though everyone would have liked 100%, it was unrealistic and we have had to compromise on some of the less important aspects. At this stage of implementation, all of the essential elements are being delivered, and we are continuing to work with the vendor to develop the other priorities." (PLS Staff)

Developmental process

A project to integrate the library management systems of various libraries across many different councils is inherently complex in nature. While an implementation pathway can be reasonably defined, there are often many considerations which may only become apparent as the project evolves.

To help in planning and to provide a mechanism for decision making regarding the consortium's policies, a user group was created with representation from consortium libraries and PLS.

"The underpinning principle throughout the development and implementation was "the customer needs are paramount", this solved a lot of debate about the right way to do things - it made the answer obvious: "whatever worked best for the customer". It also made it easier to sell to libraries, because they are already very customer-focused, they are committed to this culture and we didn't need to change that." (PLS Staff)

From a very early stage, it was recognised that library staff training in the new system would be a key 'success building block' and that training was a function that should be provided centrally for the sake of efficiency and consistency of delivery. To this end, PLS coordinated the initial training with LMS provider SirsiDynix whereby libraries joining the consortium would receive training months ahead of their 'go live' date.

"PLS resourced the initial training, which was a huge step for the initial libraries because everyone was learning at the same time. It is getting easier as more libraries are on the system and will eventually be an efficient and cost effective process to maintain training across the network. We need to recognise that in any shift to a completely new system, there is a period of 'Ground Zero' where everything stops and starts anew, and because there wasn't a defined roadmap we were all learning on the go. We identified flexible people to start with to make this process easier for all." (PLS Staff)

"Training is easier in big libraries, but I'm the library manager and I'm here 1.5 days per week and the CLA is here the rest of the time but has other things to do. Then we have others fill in bits and pieces of time and they only have tiny bits of knowledge. I don't have time to train them and neither does my CLA. It would be good to have scheduled regional training in the basic things." (School Community Library Manager, Karoonda SCL)

Following the successful launches of early libraries on the new system, a number of councils yet to join the consortium requested that their library's launches be accelerated. This unscheduled demand was accommodated, however it did place extra strain on the central 1LMS help desk managed by PLS and led to longer waiting times for technical issues to be resolved. PLS responded to this situation by employing additional help desk staff. This reduced the technical issue resolution times.

"There was a quick take-up, a lot of Councils put their hand up, so there was a big demand on the help desk. Because of this, we will implement in less than the four years projected." (PLS Staff)

The accelerated launch program has resulted in the project rolling out over a two and a half year period, thus providing councils and their communities with a faster return on their investment in the new system.

The scoping and implementation of the 1LMS was developmental. Much of the fine-tuning of the service occurred in partnership between SirsiDynix, PLS and consortium

members, and this process extended into the post-implementation stage with libraries that were using the system contributing to the on-going development. This meant that during the period of implementation there was no time at which new consortium members could be assured that "this is how it's going to be". Although this process caused some frustration, it appeared to contribute to a sense of co-development across the network and improved peer connectivity, support and advice. It is anticipated that once the 1LMS is fully implemented and the database inefficiencies are resolved, the collaborative development will provide a sound basis for further network involvement in the development of library services.

"When it first came out we were about to kill it, but they said "be patient", it was so clunky and didn't work and it's gradually got better and better and better. I can say that our library spent a fortune setting up their own website and it was terrible. If the catalogue had stayed like that I would have been a cranky old bugger. But it's not. What we've got now is a good V6 model, we don't need a Maserati V12, we just want a good, excellent catalogue and that's what we've got." (Library Volunteer)

"Eventually, if the One Card system reaches its potential, even the sandstone universities will envy the catalogue. It is a powerful democratic system allowing small communities equality with wealthier, larger libraries." (Library Customer)

"The best thing about One Card that I can get items from any library in the state. I use the One Card catalogue to request holds. You don't have to worry about where it's from as you can get items from any library. I got one yesterday from Coober Pedy! The fact that I can have something shipped from Coober Pedy to me for free is remarkable." (Library Customer)

"We have a lady in Ashton who's 92 and an avid reader. She's in a book club and is absolutely delighted with One Card and thinks it's brilliant. We have another gentleman in a nursing home who's obsessed about railways and he's getting a lot of obscure material. It's a very good service." (Library Volunteer)

Review Scope and Methodology

The review scope was set by PLS, and focused on the collection and analysis of data to evaluate the Business Case. Customer satisfaction research was not included in the Business Case, and was therefore not required.

As can be seen in *Summary of Performance against the Business Case* section, there was an extensive list of 27 elements to be examined. Prior to commissioning the review, PLS had done a considerable amount of preparatory work, and the review commenced with a number of meetings to identify the best source of data to support the assessment of each element.

The data sources used for this review were therefore:

1. Interviews with PLS management and the 1LMS team.
2. An online survey of library managers (62 responses were received from the 72 libraries services that were 'live' on 1LMS as at 3/3/14, representing 86% of consortium members at that date).
3. Focus groups with library managers and staff in:
 - Port Pirie (representing Port Pirie, Clare, Port Augusta, and Flinders Mobile libraries)
 - Marion (representing Campbelltown, Marion, Holdfast Bay, Mitcham, Salisbury and Playford libraries)
 - Keith (representing Keith, Lamerloo, Kingston and Bordertown libraries).

A representative of PLS attended each focus group.

4. PLS Bibliostat³, 1LMS and other supporting data - provided by the 1LMS team.
5. An interview with Andrew Culley of Deloitte Australia (Andrew was previously with mhm which had developed the original Business Case), regarding the intent of the Business Case and the findings of the *Logistics Review*.
6. Interviews with selected Libraries Board of South Australia members.
7. Interviews with library staff and customers identified via the online survey to provide stories about specific elements of the 1LMS to be used as illustrative 'case studies' in the report and promotional material.
8. Feedback from the review Steering Committee.

This approach provided both qualitative and quantitative data that supported Dr Peters' intent to establish triangulated data checks (i.e. comparisons from a number of sources) to validate the findings. With few exceptions, this methodology was successful in establishing rigour and validity in the data used to assess each element of the Business Case.

The use of quantitative data sourced from Bibliostat and 1LMS provided a sound baseline for future measurement and benchmarking (see *Future Measuring and Monitoring*). For some measures, particularly those based on the P2 purchasing system which is due for replacement mid 2016, before/after comparisons were not possible and the measures suggested in this report establish a new performance baseline.

³ Please refer Glossary for an explanation of technical terms

PART 1: SUMMARY

Summary of Findings

This section of the report provides an overview of the key findings, broadly in the order of importance attributed by respondents to the online survey, focus groups and stakeholder interviews. The next section (*Summary of Performance against the Business Case*) provides an assessment of how well the 1LMS met the expectations set out in the Business Case.

"ALIA did a report about a public library collection that would be 50% hard copy and 50% electronic copy by 2020. That's only 6 years from now. It is a massive movement that's expected to happen within the next few years." (Library Manager, Unley Library Service)

Customer experience

1LMS/One Card has delivered a much expanded customer experience, with the highlights being:

- 24/7 online access to the entire statewide catalogue of over 3.8 million items.
- Speedier online holds system (the average time for an Inter Library Loan, from the date of request to the date another library confirmed they have the title and will send it was 10.5 days, this process now takes seconds).
- The speed of delivery of holds (17% are delivered within one month, and 44% within two months, anecdotally this is much faster than the Inter Library Loan process).
- One Card that provides membership of all public libraries.
- Pickup and return items at any library.
- New library user groups (e.g. rural males, adults who are studying, high school research students).
- Availability of hidden collection (e.g. school resources).
- Searchability of digitised assets such as local history collections.
- Easy access to resources in different languages from anywhere in the state (especially helpful for migrants living in rural areas).

Libraries reported that some customers are finding aspects of the 1LMS challenging:

- Loss of ability to access borrowing history.
- Diminished browsable collection (particularly for popular items).
- Less flexibility in customer notifications compared to some legacy systems (e.g. pre-overdue notices, notices of new items being acquired).
- Inability to use multiple memberships to borrow when there are outstanding overdue or fines (although this is a benefit to libraries).

"In the past, our customers would set up a profile and flagged their interests (e.g. DVDs, mystery) and how often they wanted notifications. Then as soon as the item was catalogued they would immediately get an email saying it was available. I didn't think it was that much of a loss, but we have a lot of single older person households, and we hear them say they used to love knowing what was available, it was a connection for them and they really miss it. Some of our customers are never going to come to terms with it." (Library Manager, Adelaide Hills Library Service)

"I dealt with one couple who were very frustrated by the new system. They had been specifically trying to place holds on Tea Tree Gully items as they didn't want items from other libraries. They thought they had placed a hold on Tea Tree Gully's copy as it was showing as being available on the shelf. Their expectation then was that copy would be taken off the shelf and be made ready for them to collect on that or the following day." (Librarian, Tea Tree Gully Library)

"We have over 70 different cultures, it's quite unique for a country site. The 1LMS is able to provide our users with the resources that we may not necessarily put in our collection because they are quite specific. It's very positive because we have a transient population from different cultures that changes quickly." (Manager, Roxby Downs Library)

"The new LMS has positively impacted upon the way we operate our library service. Being a small, rural library our budget is quite limited. While we strived to provide a range of resources and genres to our community members, it was often a challenge to do so effectively. Since the introduction of the 1LMS the weight of responsibility to provide constantly evolving, diverse collections has been eased, as resources are shared across the state. Our patrons' requests or information needs, regardless of how diverse they are, can now be fulfilled more effectively and efficiently." (Library Manager, Karcultaby)

"Overall the library system is fantastic. I'm a big user of it. The Stirling library is a phenomenal resource and a gorgeous place to be, it's a lovely building. I've been working there for 4-5 years and the people are all gorgeous. I'm usually at the library in the mornings, but a couple of times I've been in there late in the day and it is an absolute hub of teenage kids. You walk in there and think good grief, but it's a meeting place, there are heaps of them, I think it's great. They don't have signs up saying silence, they are playing computer games, and listening to music, I think it's terrific and it's really important to the community." (Library Volunteer)

"Library patrons who live in small, remote rural communities enjoy far greater independence in the way they satisfy their recreational or information needs. The introduction of the new LMS, from an operational as well as a technological perspective, significantly diminishes the impact of distance and isolation. Our library patrons have a sense of being connected to a broader, strong, diverse and engaging public library network." (Library Manager, Karcultaby)

Change in library workflows

"1LMS shifted the focus from pallets of books to membership and usage." (PLS Staff)

"It has changed the dynamics of how the library operates. We have boxes and boxes go out, more people tend to order online at home and there is less browsing in the library." (Joint Use Library Manager, CYP)

The most obvious change within libraries has been the volume of items in transit.

"The LMS project has been highly successful, with adoption rates achieved much faster than anticipated. Due to the high volumes of item movements and the increased routes of transit, courier costs are now four times more than pre-One Card levels. Customer service expectations are being met without consideration of optimal cost options." (Deloitte Logistics Review)

The processing of 'black boxes' requires different work arrangements, and different work spaces.

"Staff roles have changed. We used to have one interlibrary loans officer and now all people do the black boxes. There has been a change in duties, but it's not a big problem. For some it was a shift and there was a fear factor, but now the people who were the interlibrary loan offices are taking ownership of the black boxes and it's not a bad thing." (Focus group participant)

"In processing the black boxes we've discovered that we were doing things inefficiently because this is how we started out doing it. We asked questions at the beginning, and then assumed we knew the best way, but because we'd stopped asking questions we didn't realise that other libraries were discovering more efficient practices. We changed over from a legacy system that we had been using for 24 years, so it wasn't a matter of 'just do this', it's encouraging us to be more creative in how we do things by talking to the user groups. We've learned to keep asking questions to learn about efficiencies and how to be creative in how we use the system. I'm going to encourage people to re-ask questions to make things more efficient, to learn from emerging practice." (Library Manager, Cleve)

"My cataloguing staff absolutely love the new system, but I need more manual handling solutions. We are currently processing 13-27 crates per day, and you never know how many you're going to get each day and we have senior staff packing boxes. We went from 1-2 per day as a stand alone service, then when we first started on 1LMS we had 9-11 per day, and recently it's just rocketed. We have needed to get more lower level staffing hours to manage this." (Library Manager, Adelaide Hills Library Service)

However, managing the black boxes is much quicker and simpler than the old Inter Library Loan process.

"Compared to the time it took us to process one ILL, we can do 10 boxes - huge savings." (Focus group participant)

Most libraries, especially larger ones, place the incoming holds on a dedicated shelf, and customers pick up their own items and take them to the desk for borrowing. The introduction of RFID is likely to create even greater borrowing efficiencies.

"I know people don't want to hear this, but we only have two staff and I have cut back my time to three days per week, and we cope quite well. It's becoming more technological and you don't need the physical presence of so many staff. It's a terrific system, smooth, I have nothing but praise for it." (Joint Use Library Manager, CYP)

"I like that we don't have to ring everyone to pickup holds or let them know items are overdue. I like that the system can give pre warning that an item is going to be overdue. It's more efficient for us and the customer knows what's going on." (Library Manager, Cleve)

The internal search process via Workflows is still in refinement, and a number of libraries reported that this module is slower than the public interface (Enterprise).

"There are a lot of issues with searching in Workflows, people are frustrated with that. It looks like not every library is set up the same way, or seeing the same things. It's embarrassing when we can't find things and the customer is standing there." (Focus group participant)

Libraries expressed frustration with the current reporting module (Directors Station), however the 1LMS reporting module is about to be replaced with a new, improved product. Libraries are looking forward to better data extraction and reporting capability to provide intelligence about their customers and collections.

"It looks like we are sending more material out than we are receiving in. We don't know why - is it because community don't reserve, don't know, don't have the need, or because workers use us as a pickup destination even though they aren't one of our members? We need customer feedback, can't draw this out of the database. We are busy compiling a picture and need to start backing that up with data, but the reporting system is not that flexible - and this is the intelligence we need to have to plan our library service." (Library Manager, Unley Library Service)

"There are only a couple of licences for Directors Station. We've been trying to get staff conversant with how to use the reporting system, but I feel totally disenfranchised, I used to be able to go in and get reports in minutes, and now it's incredibly complicated. I listen to other bigger libraries with dedicated staff, they have staff who spend their time doing this, but when you don't have that resource, it's quite challenging." (Library

Manager, Adelaide Hills Library Service)

"We are only scratching the surface of the potential of the 1LMS. Once everyone is on board with the 1LMS and we start to get rid of the little things that create angst and frustration. Once we have dealt with that we can look at what it can really offer us, and that's the space I'm really looking forward to. That next stage of possibility is so very exciting. We're doing the legwork to get the database streamlined and dedupe and when that's done and we have a collection database we can be proud of, the network can look forward to doing more with what we've got. I anticipate that our software will change with the times and create further opportunities." (Library Manager, Unley Library Services)

The 1LMS has allowed libraries to look at new ways of deploying staff. Port Pirie Library has released a staff member for 'floor walking', being out amongst customers, helping and informing. As the 1LMS (and future RFID) efficiencies flow through, it is expected that more libraries will be able to allocate staff to customer service and programs.

"I have staff who are more motivated. These days our Part Timers jump for joy when they're asked to work because they're excited that they have the capacity to do things for customers that they couldn't do before." (Focus group participant)

"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, Unley Library Service)

"The number of opportunities as to how we manage the collection in future has increased, for example procurement and replacement of the P2 model. Collection management can be more centralised rather than decentralised, we could have virtual selection teams and not as many collection management staff in each library as we currently have. It would make a big difference to us." (Library Manager, Unley Library Service)

"We've got more students placing their own holds. There's probably more younger families using it and many of those are also searching enterprise and placing their own holds. The older people are reluctant to do it, but we need to keep working with them so they are more confident." (School Community Library Manager, Karoonda SCL)

The system is still in refinement, and libraries are working with their customers to find better ways of using it.

"It's good that you can suspend holds, especially for kids during the holidays. At the beginning the kids really took to the 1LMS and were putting lots of items on hold, so we worked with them and if they were not going to be able to access it (and risk missing out while it comes in and goes out unborrowed), we can go in and suspend the hold so

that if it comes available it goes to someone else first and then it goes back into the same position in the list for our member. This is important in the country where people may not come into town in time, and then they miss out. In our old LMS we didn't have the ability to suspend holds." (Library Manager, Cleve)

New patterns of membership and library use are emerging.

"The computer use has gone up, that's positive. The Broadband for Seniors computers are used more and that's a little bit to do with the 1LMS." (Joint Use Library Manager, CYP)

"When we first went live we had library members from interstate wanting to use our library service. At the time PLS were surprised that interstate/overseas people would want to be members, and it's happening quite a bit. It's becoming quite normal for us and we're expecting it to increase. It's quite amazing how many people fly out of South Australia for FIFO. There are a lot of people whose main residential address is in Adelaide or elsewhere in South Australia. When we went live on 1LMS, we found that people could order books online, pick them up here and return them when they go back home to Adelaide. It happened so quickly, people worked it out very quickly." (Library Manager, Roxby Downs)

"It makes you realise the strength in your collection. When we culled, I kept all our classics and they constantly go out. I kept books that you'd consider too old and would normally have chucked, and they go out the whole time." (Joint Use Library Manager, CYP)

"Through the continuum of life long learning, libraries are becoming more important for informal and incidental learning." (Library Manager, Unley Library Service)

Cost and resource efficiencies

"In the past I didn't bother with Inter Library Loans, I used to just suggest items they should buy. Our library manager liked the way I used it because it helped them with their purchasing. Now, before I make a suggestion, I check the catalogue and often one of the larger libraries already has it. This saves our library money because people can get items from other libraries rather than us buying them." (Library Customer)



The Business Case predicted that the cost of purchasing a new system, implementing the project and increasing capacity (telecommunications, staff etc) over the first four years would be approximately **\$11.9m**. The actual purchase, project management and operational cost of the system (including increased courier costs) over four years will be approximately **\$8.4m**. This is **\$3.5m** below the original consultants' estimate and at least **\$0.7m** below the 'Business as Usual' costing estimate (i.e. where SA's public libraries would have continued to operate separate library management systems).

The Business Case was based on a number of assumptions related to technology, library performance and customer behaviour. Inevitably some of these assumptions proved not to be 100% accurate, however on aggregate, with 'overs' and 'unders' taken into account, the project has been delivered with a net lower cost to the State than was originally forecast:

- An example of the 'unders': It was expected that the delivery of the LMS software would require a \$2.76m increase in telecommunications costs across the network over a six year period. Post implementation, it is clear that the configuration of the software did not require significantly increased bandwidth, delivering telecommunication savings in the vicinity of \$2.2m, and costs are expected to continue to fall.
- An example of the 'overs': The project did not attempt to anticipate the level of increase in courier costs, as take up rates and customer behaviour was quite unpredictable. The reality is that courier costs have risen significantly post implementation, partly driven by the increased volume of material transported, along with increased fuel and labour costs. The net increase in courier costs has been in the vicinity of \$1m over the last two years. This increase in costs has stabilised and is expected to reduce over time.

Compared to the cost of individual councils (or local consortia) tendering, purchasing, developing, training and supporting separate library management systems, 1LMS delivered significant savings.

"We need to consider the opportunity cost to libraries - what else would they have done with their money? We know that it slowed down RFID and replacement of P2, but was the opportunity cost worth it compared to what else they would have done?" (PLS Staff)

The overwhelming support for the 1LMS by libraries, indicates that this was money well spent.

*"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 and return from anywhere."
(Focus group participant)*

Calculations of the cost of Network staff time to process Inter Library Loans show that, using ILL methods and conservative cost estimates, it would cost \$1,541,855 in staff time to process the average number of 1LMS items (308,371) transited each month. Using 1LMS, the average monthly transits require an estimated \$385,464 in staff processing time.



In summary, and using staff time as a measure, ILL processing of the 6,964 monthly ILL transits prior to the introduction of the 1LMS cost \$34,820. In comparison, 1LMS processing of 308,371 items cost \$385,464, **a 10-times increase in cost for a 4,328% increase in volume.**

While all libraries reported that the time required to process an individual item from another library was significantly shorter with 1LMS than with Inter Library Loans, the volume of items in transit created a new task that could be quite time consuming.

"We went from a little bit in a box to three boxes. We have extra staff on box days and it works well." (Focus group participant)

The Business Case did not focus on staff savings within libraries, as councils are the employer and it is their corporate decision about how to deploy staff. Many libraries reported savings, but some noted that these savings have not been retained by the library service.

"The cost of One Card is less than our previous system - but budget savings were redistributed across Council rather than for library projects." (Online survey response)

The transport and logistics costs resulting from the popularity of the 1LMS are four times the cost prior to the introduction of 1LMS (the original Business Case did not specifically address this cost).

PLS has commissioned a separate report to address the cost of transport and logistics, and is planning to implement a number of measures to reduce transit costs. While the cost of transport and logistics has increased considerably, the volume of transits illustrates the level of customer enthusiasm for the statewide catalogue.

"Due to the popularity and user uptake of this system, transit volumes and hence courier costs have risen dramatically and are approximately four times the pre 1LMS levels. In addition to the cost impacts, processing time for item transits through the sorting centre are on the increase. Average time to move an item from a supply library to a demand library has increased from 3.5 days to 5 days. This time will continue to rise as the volume of transits increase." (Deloitte Logistics Project)



Deloitte reports that the majority of items (89%) are transited within the urban and peri-urban area: 69% of items are transited within the Adelaide metropolitan area; a further 20% are transited within the SA1 region (Fleurieu, Murraylands, Barossa and Lower North, and Yorke Peninsula). Strategies to reduce costs and processing time are being developed.

The other area of transitional inefficiency is the management of the databases, mainly deduplicating and cleaning up records. While larger libraries are taking the lead in their investment of time to complete this task, smaller libraries reported the need for on-going training to ensure new or temporary staff are not contributing to the problem.

"It is easier, but not more efficient - significantly more time is spent on identifying the right copy, cleaning the database and transferring the records. Any time gained due to readily available records is lost due to a messy database and time required in identifying the correct record." (Online survey comment)

"It would be great to have more regional training days. My library has been on 1LMS since Aug 2012 and there are a lot of changes that have been introduced, little things that we didn't know at the beginning, or have become evident since, and we need updating. A lot of changes are simply general operational rules that we hear on the grapevine. We need to have more training for those of us who went live earlier to make sure we are doing things correctly." (School Community Library Manager, Karoonda SCL)

Libraries report that their councils are supportive of the 1LMS, it 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 and space, in internet connection (the Libraries Board paid for this), and in staff training and support. Most importantly from a council perspective, ratepayers are getting better value and better service.

"From our library's perspective, I've been impressed with the service we can provide to ratepayers and residents. The increase in our usage has been quite obvious. It translates to a better service and as a council Elected Member that pleases me." (Libraries Board Member)

As the system rollout concludes and the data set is complete, the network will have a valuable intelligence resource.

"We have people fly in and out from all over the country and overseas and it could increase and it's really hard to get information about volume. It's really hard for libraries to work out that this is happening, particularly in large libraries that have a lot of patrons, it's probably happening in other areas (e.g. people who live in Barossa who commute to Adelaide - people are using cards in different ways)." (Library Manager, Roxby Downs)

A single library management system introduces staff training and skills transferability efficiencies.

"If staff were from another SA Public Library with 1LMS, they would come seamlessly 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." (Online survey comment)

One of the cost benefits associated with One Card is that customers can no longer join additional libraries to avoid overdue fines and payment of debts. While this policy has generated some complaints from 'offenders', One Card reduces library debt risk. The ability to collect payment at any library is still in development, and is expected to assist in the reduction of debt across the Network.

"It's good that we all have the same message regarding debt and One Card, it presents a cohesive face to the customer." (Focus group participant)

A collaborative network

The headline success of the 1LMS is its acceptance with customers, but it has also contributed to the growth of a collaborative, supportive peer network that works together to solve problems, create new efficiencies, and provide mentoring for smaller libraries.

"Libraries are now connected at the operational level, not just at library manager level. Because systems are transferable, they are discussing, documenting and sharing practice, such as 'how do we deal with book clubs?'" (PLS Staff)

"This whole project has helped people be proactive in helping each other, we've got to know other people who help out, share resources and how to do things and it's been really great." (School Community Library Manager, Karoonda SCL)

The consortium established a set of principles and processes that were standardised across the network to allow seamless interoperability, but there were areas of flexibility and individual choice, for example local branding, and local borrowing rules for items such as DVDs.

"We underpinned the logistical support so that local libraries were autonomous - we only mandated where we had no choice. It wasn't command and control, they told us what they wanted, we gave them the tools to use how they liked. They are the consortium, we are the facilitators." (PLS Staff)

The 1LMS consortium has shown that state-local government collaboration can deliver best practice results that benefit both levels of government, and excellent service to South Australians.

"We think it might be a unique model for purchasing, with state government leadership and local govt ownership. Local government knows the business better and knows how to sell this to their membership, it was a very big advantage." (Libraries Board Member)

"South Australia has a history of cooperation, so it hasn't been as difficult as it might be elsewhere, we've been a convert to central purchasing and collaboration and 1LMS has shown that it can work for social services." (Libraries Board Member)

"The LGA has to be recognised for how willingly it picked it up. It didn't take long to achieve critical mass, then councils all came in and said 'let's do it'." (Libraries Board Member)

The success of the 1LMS and the consortium has created a platform for further development of software as a service, and of collaborative projects and purchasing arrangements. Within the public library network, 1LMS has paved the way for:

- Greater digitisation of assets
- Different use of library space

- Evidence based strategy (e.g. selection and acquisitions)
- Better transportation efficiencies
- New local government (and state/local) consortia projects
- Department of Education and Child Development (DECD) integration via school libraries

"The LMS consortia represents a powerful, professional community. Increasingly staff and leaders in the education sector will recognise how valuable the One Card network is, and how fortunate school community libraries are to be able to participate equally and actively in it." (Library Manager, Karcultaby)

The process of development with the vendor has enabled South Australia to be instrumental in designing a system that is receiving international recognition.

"PLS is one of SirsiDynix's Top 10 public library consortia, and in their Top 20 customers in the world, which has led to a strong developmental partnership and the collaborative improvement of software platforms. SirsiDynix see this as an advantage as they have a large consortium involved in development and design. We have credibility. Our IP solutions are influencing product development, so it works better for us and helps the vendor. In the past, the software products have let libraries down because they were not consortium-friendly. This has been overcome with the 1LMS project. Because we are one of their top customers, there is a strong developmental partnership in which the SA consortium influences SirsiDynix's future software development." (PLS Staff)

"Professional guidance, training and encouragement from all staff at Public Library Services has been greatly appreciated, and is critical to the success of the One Card network. Their expertise has been most valuable to library staff, particularly in isolated remote, rural areas." (Library Manager, Karcultaby)

Summary of performance against the Business Case

This summary provides an overview of the 1LMS performance against the Business Case. Information is sourced from the section *Detailed Findings against Business Case*.

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 the end of September 2014).
- 1LMS has not achieved the requirements of the Business Case.

Business Case item	1LMS performance
Financial benefit	
Reduction in implementation costs due to central support, consortium pricing and ability to use a consistent implementation support team that can leverage knowledge gained over multiple implementations	<ul style="list-style-type: none"> ● The 10 year flat price for maintenance has saved the network an estimated \$750,000. ● There are cost savings to Councils by reducing the number of LMS servers to one for the entire Network. ● Savings in library time and cost for tendering and selection of the supplier (one rural library estimated savings of 1,000 hours).
Reduced risk of systems implementation overruns and cost blowouts	<ul style="list-style-type: none"> ● The implementation was achieved 18 months ahead of schedule and \$3.5m under the Business Case consultants' original estimate and at least \$0.7m less than the 'Business as Usual' cost of all libraries continuing to run their own library management systems.
Reduced risk of operational cost blowouts	<ul style="list-style-type: none"> ● The cost of transit of items was four times previous costs, 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 blowouts resulting from the implementation of the 1LMS.

Business Case item	1LMS performance
Reduction in staff time needed to manage and support a local LMS system	<ul style="list-style-type: none"> ● 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, this will be resolved as all libraries come onto the system, and refresher training is provided.
Ability to leverage the consortia platform for add-on technologies that may not have been affordable individually	<ul style="list-style-type: none"> ● A standardised platform, the buying power of the network, and the procurement/partnership arrangement between PLS and the 1LMS supplier enables the 1LMS to support add on technologies that most individual libraries would be incapable of resourcing or commissioning.
Reduction in costs of running local LMS servers, or cost savings through accessing a larger “software as a service” model	<ul style="list-style-type: none"> ● 79% of libraries noted council cost savings (not all savings were retained by libraries).
Saving through shared training and development of staff	<ul style="list-style-type: none"> ● PLS provided standardised and personalised 1LMS training for all library staff (costs that would otherwise have been met by councils).
A reduction in lost library materials, with delinquent borrowers not able to target multiple libraries	<ul style="list-style-type: none"> ● One Card limits libraries' exposure to debt. ● A shared (cross-council) payment system is still in development.
Improved allocation of funds for resource acquisition through use of a consolidated inventory (shared titles mean less need be bought in total)	<ul style="list-style-type: none"> ● 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.

Business Case item	1LMS performance
Efficiency benefits	
Efficiencies to be gained from the improved workflows and efficient practices available in a modern LMS	<ul style="list-style-type: none"> 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. ILL staff processing costs for the volume of 1LMS items transited each month would be approximately \$1.5m, compared to \$385k in 1LMS processing time.
Avoidance of double handling of selection and Inter Library Loans once P2 functionality is integrated with the LMS	<ul style="list-style-type: none"> A new web-based e-procurement module to replace P2 will be available in 2016.
Efficiencies from standardisation of work practices and business processes across councils, with learning about efficiencies shared with all libraries	<ul style="list-style-type: none"> The consortium has increased communication across libraries, and a significant amount of peer-support (self help) training and development occurs.
Ability to share staff or develop a shared pool of casual staff who are familiar with LMS operations	<ul style="list-style-type: none"> 98% of survey respondents said that staff already trained on 1LMS could 'work on our LMS straight away' or could do so 'with a small amount of training'.
Consolidated regional cataloguing for "local purchase" materials	<ul style="list-style-type: none"> 89% of libraries answered 'agree' or 'strongly agree' to the statement "Cataloguing our local purchase materials is now easier".
Single borrower registration available for use in all libraries eliminating the need to re-register borrowers	<ul style="list-style-type: none"> Single borrower registration is an efficient and successful element of the 1LMS model, and is well regarded by staff and customers.
High quality and timely analytical reporting to support business decisions	<ul style="list-style-type: none"> The Directors Station reporting tool is to be replaced. PLS has the ability to influence the supplier to provide a module that satisfies the needs of the network.
Ongoing software upgraded and managed centrally for all libraries ensuring the	<ul style="list-style-type: none"> Libraries regard software upgrades as a seamless (often

Business Case item	1LMS performance
advantages of technologies are shared promptly and provided to all users	<p>unseen) service provided by PLS as part of 1LMS management.</p> <ul style="list-style-type: none"> Libraries reported that the code used for Enterprise should be standard compliant to enable easy service pack upgrades and cross browser compatibility⁴.
Local LMS troubleshooting helpdesk available to support libraries	<ul style="list-style-type: none"> 97% of survey feedback about PLS help desk was positive. 32% of help requests were resolved on the same day, 59% within one week.
Vendor support across the State will be more coordinated and accountable through dealing with a single entity	<ul style="list-style-type: none"> Enormous time savings were delivered through a centralised PLS help desk, compared to each library seeking help directly from diverse vendors. Collated PLS help data assisted with the further development of the software.
Ability to use profile ordering will create efficiencies including reduced acquisition time at each site	<ul style="list-style-type: none"> Libraries are keen to use profile ordering. This feature is under development within the new e-procurement system.

Business Case item	1LMS performance
Quality benefits	
Ability for smaller libraries to gain access to a 'tier one' LMS which they otherwise could not afford	<ul style="list-style-type: none"> By the end of September 2014, all libraries will be on a web-based catalogue and management system. Previously 53 libraries did not have online catalogue services. The 1LMS has given small libraries (and small councils) unprecedented access to a high level service which otherwise would have been completely outside their budgets.

⁴ This is considered a minor issue in determining the business case result, and has therefore been scored as 'criteria met' in the *Conclusions* section.

Business Case item	1LMS performance
	<ul style="list-style-type: none"> ● All libraries now have SMS and email notification systems. ● All libraries now have a digital repository, prior to 1LMS, none had this facility. ● All libraries now have BookMyne, a mobile customer access App. ● Libraries will soon have eResource Central to integrate e-resources with the catalogue and allow these materials to be downloaded directly. ● The system has delivered 24/7 access for customers, and the enthusiastic take-up augers well for the continued development of additional plug-in modules.
Improved job satisfaction for library staff	<ul style="list-style-type: none"> ● 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.
Ability to share collections, allowing for greater diversity in what is purchased and for specialist collections to be expanded and/or deepened	<ul style="list-style-type: none"> ● 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.

Business Case item	1LMS performance
Customer Service benefits	
Access to the complete collections of all public libraries in the State (over 3.8 million items)	<ul style="list-style-type: none"> ● Every One Card library member has access to the complete public collections of all libraries. ● Previously hidden collections (e.g. items not on P2, resources held by schools in Joint Use Libraries) are now visible to all members, and borrowing can be arranged directly with the owning library.
A single membership card which allows access to all public libraries in the state	<ul style="list-style-type: none"> ● Library members are successfully transitioning to a single membership card (One Card). ● Minor exceptions (e.g. toy library borrowing⁵).
Access to online resources available via SLISA digitisation projects such as articles, pictures etc from the State and National Libraries, as well as from other sources	<ul style="list-style-type: none"> ● Local history collections are in the process of being digitised (although uptake depends on the capability of local volunteers). ● 64% of survey respondents thought that viewing items on the State Library catalogue was a priority for further development. Work is underway on this feature.⁶
24/7 access to online services	<ul style="list-style-type: none"> ● All respondents reported 24/7 access to online library services.
Satisfaction with new system from point of view of customers who use the catalogue*	<ul style="list-style-type: none"> ● Customer feedback was not required for this review, however libraries reported overwhelmingly positive feedback from customers.
Shorter waiting times for holds* [* not in the original business case but suggested as additional criteria]	<ul style="list-style-type: none"> ● 44% of holds are delivered within two months. ● Anecdotally customers are positive about waiting times, except in the case of high demand items. Data needs to be monitored

⁵ A separate, temporary toy library membership card is used by some libraries, these cards will be de-duplicated as part of the process of finalising 1LMS implementation.

⁶ Please refer Footnote #4

Business Case item	1LMS performance
	to deliver responsive purchasing strategies. ⁷
Return on Investment	
Benefit to community based on additional circulation of materials*	<ul style="list-style-type: none"> ● On all anecdotal and proxy measures identified by this review (e.g. access to 3.8 million items), the additional accessibility provided by 1LMS has delivered benefit to community. ● The Victorian experience has been that on average there was a saving of 30% in operational costs (the figures were between 6% and 80%), system monitoring and backups were no longer performed at a local level, capacity requirements were addressed, savings were realised through consortium purchases and the implementation of a single bibliographic database greatly improved the information provided to patrons⁸. ● The review investigated a number of indicators for establishing a ROI figure, but found that at this stage, there is insufficient data to provide a specific ROI figure.

⁷ Please refer Footnote #4

⁸ Swift NSW Library Consortia initiative report (2 February 2010) provided by PLS

Other outcomes

Outcomes additional to those set out in the Business Case are as follows:

1. Library materials held by consortium members are much less geographically confined. The system has freed the nexus between library users and material.
2. International recognition via SirsiDynix, stemming from a strong developmental partnership in which the SA consortium now influences SirsiDynix's future LMS software development.
3. Inclusion of 'non traditional' digitised assets such as local history collections.
4. Availability of the 'hidden collection': prior to 1LMS only the two million items that were on P2 were visible for Inter Library Loans. With 1LMS, library staff and customers can see the entire 3.8m items - including local history collections and school sets.
5. New, contemporary plastic cards have been adopted by many libraries and some libraries have taken the opportunity to feature imagery with special significance to their local communities.
6. For many libraries, Enterprise (the public search and hold facility) is the first foray into a 24/7 web presence. In addition to displaying the library catalogue, these web sites can also be used to upload local history records as well as create web pages to communicate and promote key information including contact details, opening hours and library services.
7. Establishing the consortium has helped foster local relationships, leading to other sectors coming onto the network. Examples include TAFE at Berri and Glossop High School and schools at Penola, Kalangadoo and Nangwarry joining via the Wattle Range Community Library. There is now the potential for the system to help with resource sharing, for example non-school community library schools sharing block book sets.
8. The Department for Education and Child Development may benefit from increased local partnering between Joint Use Library schools, or potentially to move toward full 1LMS integration with all public school libraries.
9. The 1LMS is making it possible for library depots (traditionally locations that only provide return and collection services) to become '1LMS capable' where items can be checked in and out by library customers, and their collections are visible across the state.
10. Public Library Services on behalf of the consortium is currently developing 'P2 replacement' procurement software with SirsiDynix. This project represents the second stage of 1LMS and will have long term benefits for the Public Library Network.
11. Improvement in accuracy of membership numbers is beginning to be achieved through consolidation of memberships to one per customer, leading to a reduction in membership numbers. The standard measure of library membership (in Australia and overseas) is based on the sum of library memberships across libraries in that region. This is prone to inaccuracy as there is no simple way to de-duplicate multiple memberships held by individual customers across a number of libraries. As the development of the SA consortium has led to library customers no longer requiring multiple



Photo: Dragan Radocaj

memberships, the 1LMS will create a more accurate measure of membership numbers and a reliable benchmark for future monitoring of library membership levels.

12. 1LMS saves on local cataloguing, decreases back office work and frees staff to provide better customer services.
13. Prior to the 1LMS being established, a centrally purchased community language collection was shared amongst libraries using a manual bi-annual rotation process. The 1LMS and its public access catalogue Enterprise has allowed South Australian customers to search for and obtain for loan, not only items in this central collection but also other locally purchased community language materials held across the state. Overall, this new system allows for community language stock to be shared in a far more customer driven manner.
14. Prior to the 1LMS, an audiobook collection was centrally purchased and managed by PLS. Now locally purchased audiobooks can be easily shared between libraries, thus making the central audiobook collection obsolete, freeing up \$60k per annum. The funds released in this way have been put towards purchasing materials for the SA Public Library Network's new OverDrive collection, which includes downloadable audiobooks.
15. Collection strategies are changing as a result of more accurate data tracking which was not previously possible. Analysis of statewide collection movements will provide an opportunity to better inform library materials purchasing decisions to maximise local level collection management strategies.
16. Library network ownership of the 1LMS.

"PLS' change strategy allowed time to inform those who needed to be 'brought along', including them in the decision-making even if they had not signed up to implement. PLS had to get a minimum of 60% of the State population for financial viability, and we used the "resistant" group of libraries in the decision-making and selection process. This was a purposeful strategy, involving 80 people for two days, and was a very efficient process. The library network chose the vendor (PLS staff were not involved in the scoring), so they understood that "this is our system, we've chosen it" and a lot of the objection melted away. While the system chosen isn't perfect, they understood it was the best available in the market at the time." (PLS Staff)

17. It has made people think more like a network, and reduced gatekeeping.
18. Establishing the consortium has provided an opportunity to encourage South Australia's public libraries to exploit other opportunities to share information and collaborate to achieve the best outcomes for local communities. For example, where libraries are more aware of each other's strategic plans then opportunities to collaborate on activities with mutually beneficial processes and outcomes will become more apparent (e.g. where a number of libraries are planning to procure the same type of capital equipment).
19. Many libraries reported improved staff motivation because customers are so excited about the size of the collection they can access.

"I was helping out on the desk this morning and had one customer who was thrilled to receive a book out of print. This demonstrates the granular effect of the system and how it serves our customer base in a better way than our previous arrangements could." (Salisbury Libraries staff member)

Future Measuring and Monitoring

The 1LMS review focused on the measures established in the Business Case, while using the opportunity provided by a review to cast more widely for measures that will be useful to track the effect and effectiveness of the 1LMS over time. This section of the report first addresses the applicability of the Business Case measures, and then recommends a set of measures that will support future monitoring.

Applicability of the Business Case Measures

In the main, the Business Case measures were relevant and insightful - however not all have endured as useful during the implementation process. The applicability of the measures as a longitudinal indicator is summarised below.

Business Case item	Future applicability
Financial benefit	
Reduction in implementation costs due to central support, consortium pricing and ability to use a consistent implementation support team that can leverage knowledge gained over multiple implementations	Implementation only, not relevant for future
Reduced risk of systems implementation overruns and cost blowouts	Implementation only, not relevant for future
Reduced risk of operational cost blowouts	Monitor operational costs (periodic survey)
Reduction in staff time needed to manage and support a local LMS system	Monitor system admin time (periodic survey)
Ability to leverage the consortia platform for add-on technologies that may not have been affordable individually	Cost/benefit of new technologies (mini business cases, compared to individual library development)
Reduction in costs of running local LMS servers, or cost savings through accessing a larger "software as a service" model	Implementation only, not relevant for future
Saving through shared training and development of staff	Monitor PLS-provided training (demand and takeup), also informal peer-to-peer support (periodic survey)
A reduction in lost library materials, with delinquent borrowers not able to target multiple libraries	It was difficult to measure lost materials, however fines can be used as a measure, although this requires the development of a shared payment system
Improved allocation of funds for resource acquisition through use of a consolidated inventory	Develop reporting for profile ordering, inventory and funding allocation, and track longitudinally

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Business Case item	Future applicability
Efficiency benefits	
Efficiencies to be gained from the improved workflows and efficient practices available in a modern LMS	Monitor Workflows/practices (periodic survey)
Avoidance of double handling of selection and Inter Library Loans once P2 functionality is integrated with the LMS	ILL resolved by 1LMS Selection measures attached to new e-procurement system
Efficiencies from standardisation of work practices and business processes across councils, with learning about efficiencies shared with all libraries	Efficiencies reported (periodic survey) <i>see also workflow efficiencies</i>
Ability to share staff or develop a shared pool of casual staff who are familiar with LMS operations	Monitor sharing of staff (periodic survey)
Consolidated regional cataloguing for "local purchase" materials	See <i>Resource acquisition</i>
Single borrower registration available for use in all libraries eliminating the need to re-register borrowers	Delivered, monitor exceptions
High quality and timely analytical reporting to support business decisions	Standardised network-wide reporting, plus flexible local report generation
Ongoing software upgraded and managed centrally for all libraries ensuring the advantages of technologies are shared promptly and provided to all users	Delivered, monitor demand for adaptation/development
Local LMS troubleshooting helpdesk available to support libraries	Response time data as provided to this review carried forward and monitored longitudinally
Vendor support across the State will be more coordinated and accountable through dealing with a single entity	Implementation only, monitor to ensure is retained
Ability to use profile ordering will create efficiencies including reduced acquisition time at each site	Ability to be expanded, including baseline and comparative measures
Business Case item	Future applicability
Quality benefits	
Ability for smaller libraries to gain access to a	Delivered, no further monitoring

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Business Case item	Future applicability
'tier one' LMS which they otherwise could not afford.	
Improved job satisfaction for library staff	Monitoring job satisfaction (periodic survey)
Ability to share collections, allowing for greater diversity in what is purchased and for specialist collections to be expanded and/or deepened	Delivered, monitor purchasing (see also <i>Profile ordering, Resource acquisition</i>)

Business Case item	Future applicability
Customer Service benefits	
Access to the complete collections of all public libraries in the State (over 3.8 million items)	Delivered, monitor exceptions
A single membership card which allows access to all public libraries in the state	Delivered, monitor exceptions
Access to online resources available via SLISA digitisation projects	To be developed, monitor access
24/7 access to online services	Delivered, monitor exceptions
Satisfaction with new system from point of view of customers who use the catalogue	Assumed (anecdotal) Implement longitudinal customer satisfaction survey
Shorter waiting times for holds	Monitor as per data provided to this review

Business Case item	Future applicability
Return on Investment	Annual cost (investment to run 1LMS) Development of a single effectiveness index that can be tracked over time
Benefit to community based on additional circulation of materials	A wealth of literature supports the benefits of libraries to communities. The 1LMS has delivered a 4,328% increase in the number of items delivered to customers from other libraries (i.e. from Inter Library Loans to 1LMS transits).

Recommended Measures and Reporting

The categories of measures set out in the Business Case are relevant for future monitoring and will require input via PLS/1LMS data, monitoring of exceptions, periodic surveys, and specific measures associated with downstream projects such as the P2 replacement.

Additional measures have been proposed, and are presented here together with measures to be continued from the original Business Case:

Financial benefits

1. Operational costs
2. System administration time
3. Cost/benefit of new technologies (mini business case)
4. Fines (proxy for lost items)
5. Inventory and funding for resource acquisition (profile ordering)
6. Loan levels

Efficiency benefits

1. Workflow/work practices efficiencies
2. Measures to be developed for the new web-based e-procurement module to replace P2
3. Sharing of staff
4. Standardised and flexible local analytical reporting
5. Demand for software upgrades/development
6. Help desk response time data

Quality benefits

1. Job satisfaction
2. PLS-provided training
3. Peer-to-peer support
4. Size of and diversity of statewide collection

Customer service benefits

1. Hold waiting times
2. Collection effectiveness (the proportion of items 'in use' against the number not held in the collection but requested for purchase)
3. Customer satisfaction with statewide catalogue
4. Access to online resources SLISA

5. Satisfaction of library customers with functionality of statewide catalogue
6. Hits/traffic to Enterprise catalogue
7. Percentage of library users accessing the Enterprise catalogue

ROI

1. The annual cost (investment) to run 1LMS
2. Development of a single effectiveness index that tracks performance over time
3. Monitoring of consortium service efficiencies

Dashboard Reporting

The measures that were established in the 1LMS Business Case were appropriate for a 'transition to new state' evaluation. However with 1LMS now almost in place, the bulk of those introductory measures are now not relevant. Post-implementation measures should reflect the performance of the network against key indicators, and it is recommended that a dashboard, or infographics style format is used.

A separate summary report has been produced by PLS based on the findings of this review.

Conclusions

The 1LMS Review used an extensive range of feedback methods to establish the extent to which the 1LMS met the requirements of the Business Case, and to provide information on other outcomes that were not anticipated in the initial planning.

The key conclusion from this review is that the 1LMS has delivered against the Business Case, and in some aspects (particularly the volume of materials available and 'on hold' that demonstrate that people are using the system; the speed of implementation; and library staff endorsement of the system) the 1LMS has well and truly exceeded expectations.

The Business Case predicted that the cost of purchasing a new system, implementing the project and increasing capacity (telecommunications, staff etc) over the first four years would be approximately \$11.9m. The actual purchase, project management and operational cost of the system (including increased courier costs) will be \$8.4m: \$3.5m below the Business Case consultants' original estimate and at least \$0.7m below the base case 'Business as Usual' costing estimate (i.e. the scenario where South Australia's public libraries continued to operate separate library management systems).

Of the 27 criteria set out in the Business Case⁹, the 1LMS has met or exceeded 20, has partially met 5 and has not achieved 2. The criteria that have not been achieved were "reduced risk of operational cost blowouts" as a result of high cost of transportation and logistics; and the delivery of a "shared (cross-council) payment system", which is still in development.

In addition, there are 19 other outcomes that were not described in the Business Case that have also been met, some of which (e.g. the consortium's influence on software development) resulting in national and international recognition.

The 1LMS delivers a robust, high quality system that Local Government would not otherwise have been able to afford. While the development and implementation of the 1LMS used the State Government's CPI grant increase that would normally be passed onto the libraries, the cost to individual libraries was significantly less than would be the case if they were each commissioning their own LMS - particularly for small libraries. At the same time, the purchasing power of the consortium delivered a more powerful system that would not have been possible without a statewide approach.

The unexpectedly high cost of transport, while not a desirable outcome, provides good evidence of the level of customer use of the statewide catalogue. However even with these cost increases, total costs are still lower than original projections.

A new improved reporting module is soon to be implemented, and hence fine-grained quantitative data will be available.

Libraries are reporting positive customer feedback for most aspects of the 1LMS, with the main exception being the inability to provide a record of prior borrowing, and to a lesser degree the ability to generate notifications about new acquisitions. The task of analysing the data could be significant, and PLS is looking at undertaking collections analysis to assist the network with interpretation and information to aid decision-making.

⁹ ROI was not included in the original business case and is not addressed in this total

Customers who like to browse in their library are reporting that there are fewer new books on the shelves, supporting the data which shows that new items are in strong demand and may therefore be away from the owning library for many months after the 90 day new acquisition period unless local customers reserve a copy.

Many libraries have seen greater activity by customers who were previously disengaged from libraries, in particular people who speak languages other than English (particularly in rural areas which had very small community language collections); from rural males, who now search and place holds from home - whereas previously they relied on their partners to select items for them; from senior high school research students, who are accessing print-based materials in larger numbers; from younger adults to complement their studies; and from teachers who have discovered resources in other schools and are making contact through their libraries to arrange access to these materials.

One Card is well regarded by customers, except perhaps those who were using multiple cards to avoid paying fines or returning overdue items. Libraries report that having One Card is limiting their exposure to new debt risk, but until the inter-library (or perhaps inter-council) payment system is developed, the overall level of debt is difficult to track.

Staff work practices have changed in most libraries, with the most significant being the amount of time needed to process the transit 'black boxes'. Many libraries have found the time allocated to this task to be comparable to the processing of substantially fewer Inter Library Loans, however for others, black box processing is a large and ongoing task that has required some adjustment. Similarly, the deduplication and cleaning of the database is an onerous and frustratingly large task, one that will need on-going staff training, particularly in smaller libraries, to overcome. Library staff also expressed frustration with the reporting module, and PLS is working with the vendor to address this issue so that up-to-date data and reports can better assist with collection management. Once good data is available, and with all libraries 'live' on the 1LMS, the network will be in a better position to implement evidence-based collection and acquisition strategies.

The network has reported positively on the training provided by PLS for implementation of the 1LMS, although there have been a number of requests for refresher training, particularly for small libraries - and PLS is addressing this. The online survey found that 98% of libraries felt that staff from other libraries could transfer within the network with little or no 1LMS training, creating substantial savings in local induction and training, and providing a more mobile workforce with better career transferability.

Perhaps the most important outcome of the 1LMS is the way it contributed to the capacity of the public library network. Libraries consistently reported improved communication, informal support, and active involvement in sharing of information and efficient practices. As a model for government procurement, the consortium is an excellent mechanism for engagement of local councils and demonstrates the strength of the network in procuring a system with vastly improved capacity at a much lower cost than could be achieved by individual libraries or even clusters of councils.

The 1LMS has provided a sound platform for further development of public library services in South Australia.

PART TWO: DETAILED FINDINGS

Detailed results against the Business Case

This section of the report sets out the review findings against the benefits stated in the Business Case. It is presented under the key business case headings (financial benefits, efficiency benefits, quality benefits, customer service benefits, additional customer benefits, and return on investment), and addresses the detailed criteria within each of these headings.

The key findings are drawn from all relevant sources, some of which (e.g. Library Board commentary) are simply summarised in the Methodology section, and others (e.g. Survey and Focus Group findings) are presented in their entirety.

Financial benefits

1. *Reduction in implementation costs*

Reduction in implementation costs due to central support, consortium pricing and ability to use a consistent implementation support team that can leverage knowledge gained over multiple implementations.

Review methods

- Interviews with PLS management and 1LMS team
- PLS data
- Changeover cost projections provided by PLS
- Focus groups

Key findings

1. "The original business case was based on a number of assumptions related to technology, library performance and customer behaviour. These assumptions were drawn together to inform the business case. Inevitably some of these assumptions proved not to be 100% accurate, however on aggregate, with 'overs' and 'unders' taken into account, the project has been delivered with a net lower cost to the State than was originally forecast.

An example of the 'unders' include an expectation that the delivery of the LMS software would require a \$2.76m increase in telecommunications costs over a six year period. Given the configuration of the software did not require significantly increased bandwidth and telecommunication unit costs continue to fall the saving in this area is in the vicinity of \$2.2m.

An example of the 'overs' is that the project did not attempt to measure any increase in courier costs, as this was quite unpredictable, and based on take up rates and customer behaviour. The reality is that courier costs have risen significantly partly driven by significantly increased volume of material transported, 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 and is expected to reduce over time.

Regarding the total project predicted costs compared to actual costs, the reality is as follows: The project business case predicted that the cost of purchasing a new system, implementing the project and increasing capacity (telecommunications, staff etc) over the first four years would be approximately \$11.9m. The actual purchase, project management and 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 and at least \$0.7m below the base case 'Business as Usual' costing estimate (i.e. the scenario where SA's public libraries would have continued to operate separate library management systems." (PLS Staff)

2. *"There are cost savings to Councils for annual maintenance. In the past each Library needed to operate with multiple servers, now a single server for the entire Network meets their needs. The 10 year flat price for maintenance has saved \$750,000 for the network. The 1LMS saves on system administration, IT support and local troubleshooting costs."* (PLS Staff)
3. PLS provided cost analyses (*Supporting Tables and Figures: Table 5*) for individual libraries (only two are included in this report) that demonstrated savings - sometimes substantial - for all libraries examined.
4. Libraries involved in the focus groups reported:
 - Savings in council IT costs (particularly hardware support) varied, although the majority of comments indicated cost savings.
 - *"The 1LMS has saved so much time in tendering and selection, it's saved us 1,000 man hours and PLS did it for us and had better lobbying capacity."*
5. *"The Victorian experience has been that on average there was a saving of 30% in operational costs (the figures were between 6% and 80%), system monitoring and backups that were no longer performed at a local level. Capacity requirements were addressed, savings were realised through consortium purchases and the implementation of a single bibliographic database greatly improved the information provided to patrons."* (Strathfield Council NSW, Council Meeting Report, Feb 2nd, 2010, p12.1)

Conclusion

The 1LMS or One Card project has generated significant savings across the network and particularly for small councils in the procurement, development and management of their library management systems. Larger councils report transition costs associated with data base maintenance, but this is expected to reduce over time as all libraries come onto the system and records are gradually cleaned. Savings were identified by most libraries, however many councils retained these savings as consolidated revenue.

2. *Reduced risk of systems implementation overruns and cost blowouts*

Review methods

- Interviews with PLS management and 1LMS team
- Focus groups

Key findings

1. PLS reported that the cost of implementation was \$3.5m under budget and was completed within 30 months instead of the projected 48.
2. *"We know the effort so far has been to get libraries safely on board and to cover the bases, the next step is to move with the benefits" and "It's been an amazing effort by PLS team, they have done a really fabulous job." (Focus group comments)*

Conclusion

For the majority of libraries, implementation was smooth and occurred within the scheduled time and resourcing. The cost of implementation was substantially lower than projected, delivering a savings of \$3.5m.

3. *Reduced risk of operational cost blowouts*

Review methods

- Interviews with PLS management and 1LMS team
- Focus groups

Key findings

1. Apart from two issues discussed below, the 1LMS implementation was conducted without major operational cost blowouts.
2. The cost of logistics (transportation of black boxes) was not identified in the mhm Business Case. Subsequent modelling anticipated a logistics cost that has to date been four times the projected amount. PLS commissioned Deloitte Australia to undertake a logistics review, which resulted in the following recommendations to reduce logistics costs:
 1. Better educate patrons to minimise behaviour which results in transit leakage
 2. Change search result order to prioritise pickup library, local network and zones
 3. Process all returns prior to quicklist generation
 4. Reduce frequency of picks to allow more appropriate holds within the system
 5. Investigate options for improving the 1LMS hold management functionality
 6. Increase focus on de-duplication of item records and database management
 7. Investigate a floating collection
 8. Perform cost benefit analysis on local courier functions
3. Focus group discussion identified some issues with the rapid implementation, mainly relating to:
 - The ability to continue development concurrently with implementation. A minority of libraries felt that a staged approach would have allowed better resolution of design 'bugs'. The majority felt that the disruption caused by new libraries joining the consortium was better 'out of the way' so that issues could be resolved with everyone on the 1LMS platform.
 - The investment of staff resources in cleaning the database to ensure accurate and deduplicated records. For larger libraries in particular, this has created unexpectedly high staffing costs.

Conclusion

With the exception of logistics and database cleaning, there were few operational cost blowouts resulting from the implementation of the 1LMS. Consortium members committed to substantial investment in staff time during the transition to the 1LMS, but there were no reports of significant cost blowouts associated with the transition apart from the changes in handling procedures for black boxes, and the time taken to clean the database (larger libraries appear to have invested proportionally more time in database management).

4. Reduction in staff time needed to manage and support a local LMS system

Review methods

- Library survey
- Focus groups

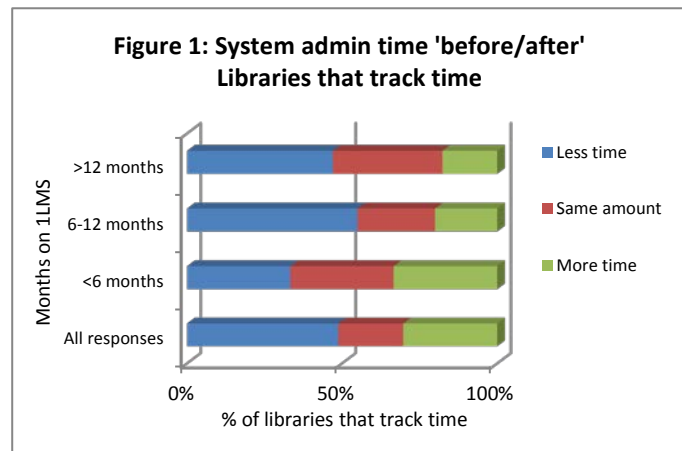
Key findings

1. Half (49%) of the libraries that responded to the survey and that track time spent on system administration, reported spending less time on systems administration as a result of the implementation of 1LMS (*Figure 1*).
2. There was also a consistent reduction over time in the number of libraries reporting that they spend *more time* on system administration: 33% of the 'less than six months on 1LMS' group; 20% of the '6-12 months' group; and 17.6% of the 'more than 12 months' group. Nine libraries (15%) spend the same time on system admin as they did prior to implementation of the 1LMS.

Note that this question addressed system administration from a libraries perspective, in retrospect it should have asked about 'library and council time on LMS administration', which would have resulted in much greater time savings, as illustrated by focus group comments.
3. Some libraries reported a considerable investment in the management of the database, which is expected to reduce as all libraries go live on 1LMS, and refresher training is provided.
4. Focus group comments consistently identified savings to libraries and councils in systems administration time (and cost):
 - A direct benefit to council IT, particularly in savings on hardware support.
 - The relationship with council has improved as IT services no longer need to understand and support the library management system.
 - More space in councils' server rooms.
 - Council IT help is still needed for online Enterprise development, resources, backups, staff training - but not for the library management system.

Conclusion

The 1LMS has achieved a reduction in staff time to manage a LMS, and greater reductions are expected as the transition period is completed.



5. *Ability to leverage the consortia platform for add-on technologies that may not have been affordable individually*

Review methods

- Interviews with PLS management and 1LMS team
- Focus groups

Key findings

1. Many of the library management systems in place prior to the 1LMS consortium were very basic and could not have supported add on technologies.
2. Three pieces of technology have already been added:
 - The digital asset management system "Portfolio"
 - Cover pictures in Enterprise - coming from Chilifresh and Syndetics
 - BookMyne

Further functionality through eResource Central and MobileCirc will be delivered in 2014.

3. The Outreach module is in development (further work is required) to create efficiencies and better service housebound customers.
4. The planned shared payment system will assist in collection of debt and fines, and will contribute to the range of cross-council service arrangements based on the success of the 1LMS:

"We need a product to allow payment of fines, lost charges, etc. so that customers who legitimately want to use the library and are willing to pay can move forward." (Survey response)

5. The integration of Overdrive in the searchable collection would have been an expensive and challenging activity for individual libraries prior to 1LMS.
6. The Directors Station reporting tool is under review. PLS has the ability to influence the supplier to provide a module that satisfies the needs of the network. Had individual libraries invested in a module that was proving to be inadequate for the task, the cost of replacement (contract management, procurement, development, training, implementation) would be prohibitive.
7. Further development of technologies such as a mobile app (which is already in place but has limited functionality) and automated book club services, will expand the reach of library services and create service efficiencies:

"The system should allow anyone who wants to form a book discussion group to register and search or browse "book discussion group" collections, put collections on hold, bring in other relevant ad hoc materials, and advertise meeting times." (Focus group comment)

8. Not specifically a 'technology', but the 1LMS has also demonstrated it can provide an interface between school libraries and the public library system, and has the potential to provide cost-effective integrated services to the Department of Education and Child Development.

Conclusion

A standardised platform, plus 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. This is a significant benefit delivered by the 1LMS.

6. *Reduction in costs of running local LMS servers, or cost savings through accessing a larger “software as a service” model*

PLS modelling of the savings for libraries using legacy library management systems shows that savings ranged from \$8,000 to \$189,000 (refer *Supporting Table and Figures, Table 5*). However this finding overlooks the fact that prior to 1LMS, none of the public libraries in South Australia were running SAAS (Software as a Service - also known as cloud-based services), which generate ongoing savings from not having to run servers: purchasing, maintenance and replacement, call-out costs, and electricity and cooling systems. SAAS also provides speedier transitions from old to new hardware when updates are needed; lower costs that result from a shared or multi-user environment; and simplified scalability.

79% of libraries provided comments that indicated they had gained savings from 1LMS. Many of these also commented that the savings had been retained by councils, and not passed on to library budgets.

7. *Saving through shared training and development of staff*

also from the *Efficiency Benefits* section of the Business Case:

Efficiencies from standardisation of work practices and business processes across councils, with learning about efficiencies shared with all libraries

and

Ability to share staff or develop a shared pool of casual staff who are familiar with LMS operations

Review methods

- Library survey
- Focus groups

Key findings

1. It is too early in the implementation process to determine the cost savings associated with improved efficiencies, some of which are still to be realised. There is the potential to achieve significant efficiency gains.
2. "Forty four percent (44%) of libraries that responded to the survey said that staff already trained on 1LMS in other libraries could 'work on our LMS straight away'. The remainder (54%) said staff would only need a small amount of training."
(Library survey)
3. The opportunities for staff development based on a standardised system were identified in the focus groups:
 - "It allows for a pool of trained casuals who are ready to work across the network."
 - "We should be looking into secondments to give staff experience in different library systems. This would be very useful to build the skills of country library staff."
 - "More and more library staff are not needed at work - they can work on portfolios and digital assets anywhere, they don't have to sit in the library."
4. The consortium has increased communication across libraries, and a significant amount of peer-support (self help) training and develop occurs. The network expressed support for the implementation of rural-metro mentoring arrangements to assist staff in smaller libraries to access knowledge about specific 1LMS issues, as well as more general information about services and systems in place in larger libraries, reflected in these focus group comments:
 - "Some staff have done extensive training and are available to help others in their region, it just needs to be organised - hub specialists."
 - "We spend more money on training and development, council supports our involvement in meetings and pays for a replacement at work."

- *"It's been a fantastic chance to meet people across the project, to understand the enormity of the work, the scope of the project, it's been of enormous value to my professional development."*
- *"The network is collaborative, we share knowledge and are not precious. You only have to say "so and so is doing this" and there's a flood of phone calls to that library to find out more."*
- *"One of the benefits of the middle management staff being so actively involved in the development of the 1LMS is that they are driving it within the library, and are the 'go to' person for enquiries. This creates good peer education within the library, and is a nice feel for the team."*

Conclusion

The 1LMS has provided the means for consistent training across the network, for the development of online training tools (webex) that expedite access to training for all library staff, and the ability to achieve economies of scale in developing and commissioning training.

Libraries spoke positively about PLS training and made a number of suggestions about additional training that is required (a reflection on their experience of the training).

It is encouraging to see the level of peer-support/self-help within the network, with libraries actively taking responsibility for organising professional development for library staff across the network.

The 1LMS has created an opportunity for shared or pooled staffing that has the potential in future to expedite career development, back-up or temporary staffing, and possibly even the establishment (or commissioning) of an agency that manages recruitment or preliminary screening of applicants on behalf of the public library network.

8. *A reduction in lost library materials, with delinquent borrowers not able to target multiple libraries*

Review methods

- PLS data
- Library survey
- Focus groups

Key findings

1. It is too soon in the implementation process for reductions to be seen, however policies are expected to deliver the desired outcomes.
2. Focus groups reported positively on the implementation of One Card and the reduced exposure to debt:
 - "The One Card system has caught multiple memberships, and reduced our debt risk. It's good for us, but the customers who used the old system to avoid payment don't like it."
 - "It's good that we all have the same message regarding debt and One Card, it presents a cohesive face to the customer."
 - "One Card hasn't reduced our debt (yet), but we are not taking on new risk associated with people with 'history'. It's too soon to know whether it will change our debt levels."
3. Both focus groups and survey respondents commented on the need for a simple payment system:

"An integrated approach to debt collection across the whole network is needed. Also facilitating payment of fees owed to other libraries as some customers have difficulty making payment of fines of insignificant amounts."

Conclusion

Libraries reported positively on the ability of One Card to limit exposure to debt, but, because of the variety of local rules and council accounting systems, the net value of the implementation of One Card is not known. Reliable data on outstanding fees, fines and debt has not yet been developed, although it is possible that this data can be used in future. The planned introduction of a shared payment system is expected to generate data that will help track debt levels.

9. *Improved allocation of funds for resource acquisition through use of a consolidated inventory (shared titles mean less need be bought in total)*

and, from the Efficiency Benefits section of the Business Case:

High quality and timely analytical reporting to support business decisions

Review methods

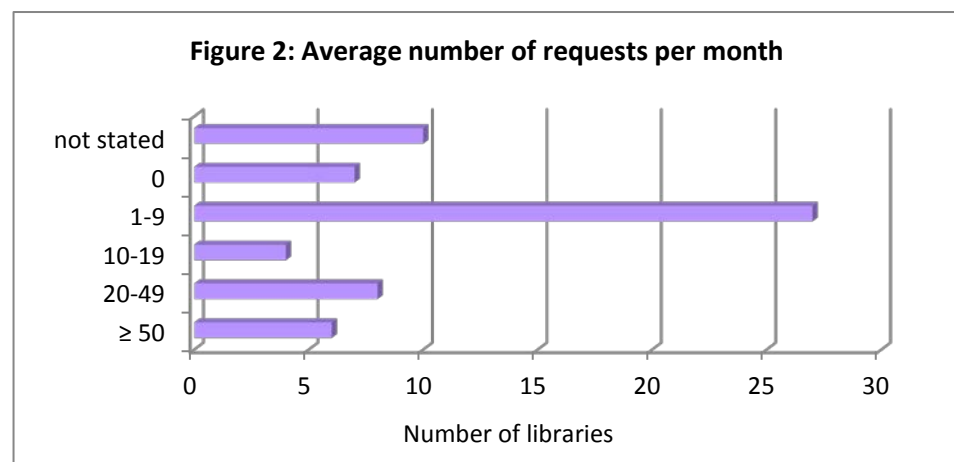
- Library survey
- Focus groups

Key findings

1. It is too early in the implementation process to generate the data to enable resource acquisition decisions. A dedicated collections development specialist is needed to provide libraries with analysis and interpretation of data.
2. There is anecdotal evidence that some libraries are no longer buying multiple copies, relying on the statewide collection to service local demand, as illustrated by the following focus group comments:
 - "We are not buying duplicates of popular items, there is no point it just disappears into the ether. We know we can get extra copies from another branch."
 - "I use to run a report on the number of holds and when it got to five, I would buy a new copy, I can't do this now."
 - "It will be much easier to develop a well rounded collection, e.g. a series of graphic novels, because 'everyone's got my back'."
3. However, 42% of survey respondents said that the 1LMS has encouraged them to review the number of copies purchased, some comments:
 - "We are tiny so now feel much more justified only buying single copies because I know patrons can still get from elsewhere."
 - "We not having to purchase as many multiple copies for some collections which has allowed us to have a greater breadth of collection by choosing titles we may not have considered in the past due to lack of funds."
 - "We still focus on purchasing bestsellers and new releases and stock which is the most suited to our local community."
 - "Our customers expect a broad, high interest browsing collection. Extremely niche items that would not attract most borrowers can now often be borrowed from elsewhere freeing up funds for high demand titles."
 - "We can reduce the number of copies particularly for fiction, but still need to have some copies to meet demand."
 - "We can now look at purchases that we might not otherwise have considered before our Consortium membership. Perhaps more expensive and unique titles."

4. Twenty nine percent of libraries in the survey said that they now allocate more funds to niche materials.
5. The majority of libraries (69% of survey respondents) reported that the number of special requests for purchase of items had reduced:
 - "Our requests for purchases has decreased dramatically as we can now satisfy most from the 1LMS."
 - "We are also seeing fewer customer requests for titles that have been out for a number of years."
 - "We can find 95% of the items on the system, but still purchase if needed for our collection. DVDs are being found for movie buffs that are no longer available for purchase, Bollywood DVDs are popular as well. It has also helped us change our purchasing for the gaps in our collection by reviewing what items customers are requesting."

Figure 2 provides a breakdown of the average number of requests and shows that the majority of libraries receive less than ten requests per month.



6. The inclusion of the 'hidden collection' (e.g. school resource sets¹⁰) has made these materials more widely available, generating savings for schools:

"Teachers are finding school sets and when they locate them, we give them the school's phone number and they ring and arrange it and the set comes through to us." (Focus group comment)
7. The large number of holds on some titles in high demand (e.g. 1,075 holds on *The Book Thief*) suggests that monitoring is needed to ensure timely availability of popular items. One focus group participant suggested a floating collection (or perhaps located at Toll) for very popular titles. Another suggested:

"We need the capacity to see what other libraries are selecting, especially libraries like us. I used to like to look at what others have selected, it saved time. We need 'Collection HQ' so that we can see statewide how the collection is performing."

¹⁰ Prior to 1LMS, only items on P2 were visible, 1LMS has made the entire collection visible.

Similarly, statewide monitoring of the collection can provide data about purchasing trends over time, and should be considered as part of the strategy for monitoring the use and relevance of the collection.

8. Related to the issue of purchasing is the feedback on the reporting tools. Both focus group and survey respondents were critical of Directors Station, which is currently under review:

"I'm not doing many reports yet, it is my weakest area. The reports and Directors Station are hard, in the old system I had all my reports set up, but I haven't had time to set these up yet. PLS has done the basics, but it's confusing I need more training and time because it's still really new." (Focus group comment)

Conclusion

One of the basic principles of the consortium was that individual libraries could continue to make their own decisions (within the local purchasing budget and any supplementary council funds) about the materials they acquire. The responses to the focus group and survey indicate that this principle is working well, with libraries purchasing both niche and mainstream topics according to the needs of their community - but at the same time using the statewide collection to cover any gaps in their own collections.

The issue of monitoring of demand, and the responsibility for purchasing multiple copies of very popular items, was raised and debated, and suggests that further analysis of demand and supply for popular items is warranted to ensure there are sufficient copies in the system to allow a reasonable response to hold requests.

Libraries were critical of Directors Station, however this is currently being resolved by SirsiDynix, which is moving to a new reporting system at no additional cost to the consortium.

Efficiency benefits

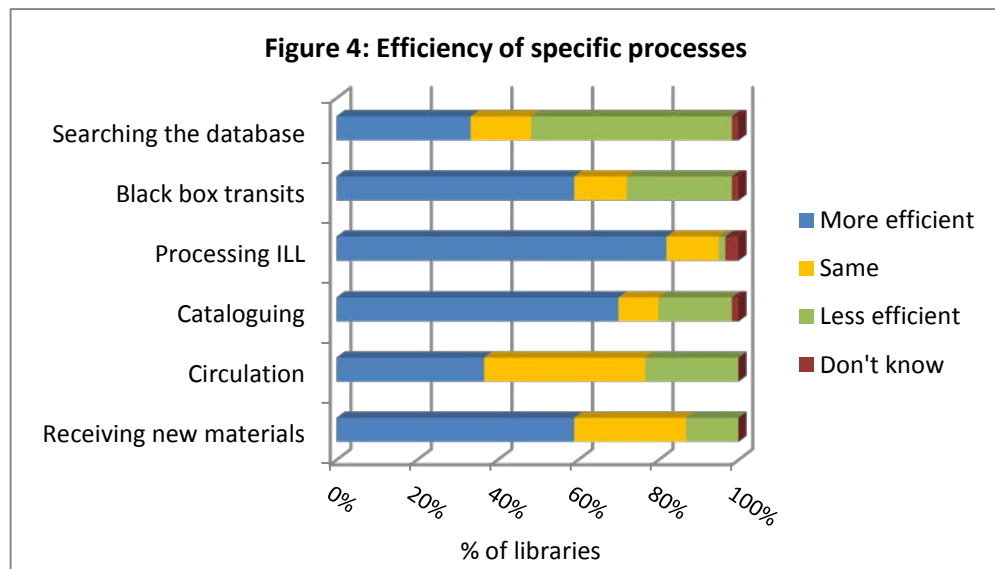
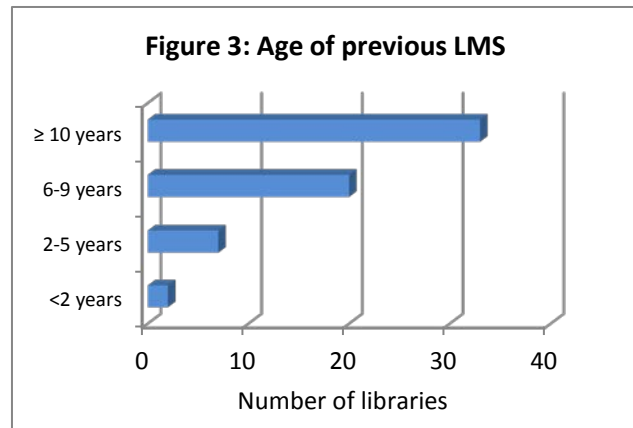
1. *Efficiencies to be gained from the improved workflows and efficient practices available in a modern LMS*

Review methods

- PLS Data
- Library survey
- Focus groups

Key findings

1. The majority of libraries responding to the survey (85%) had library management systems that were more than five years old and therefore due for replacement. Libraries with newer systems were under no obligation to join the consortium until the end of the roll-out period, thus ensuring there was no requirement to replace a relatively new existing system. PLS reported that it appears that some survey respondents have reported the age of their old LMS on the basis of the last upgrade, rather than when it was first installed (this would account for the <2 years category).
2. The survey examined specific process efficiencies (*Figure 4*):



- Nearly two thirds of survey respondents (59%) felt that the 1LMS process for receiving new materials was more efficient.

- A third (37%) thought that there were greater efficiencies in circulation - although the low percentage reflects the problems created by duplicate and incomplete records, which is expected to resolve over time.
 - 70% felt that cataloguing was more efficient.
 - 82% felt that the new method for Inter Library Loans was more efficient, with nearly all of these (89% of those who said the ILL process was more efficient) rating it as 'significantly more efficient'.
 - 59% said that inter library (black box) transits were more efficient, although a quarter (26%) said they were less efficient - with comments mainly relating to the volume of materials in transit.
 - Only a third (33%) said that searching the database was more efficient, and half (50%) said it was less efficient. Many comments compared Workflows unfavourably to the customer interface Enterprise, however PLS recommends that libraries use Enterprise as the default search tool.
3. PLS provided data which showed that, using staff time as a measure, ILL processing of the 6,964 monthly ILL transits prior to the introduction of the 1LMS cost \$34,820. In comparison, 1LMS processing of the current average of 308,371 items transited each month cost \$385,464, a 10-times increase in cost for a 4,328% increase in volume. Similarly, using ILL methods, the number of 1LMS transits each month (308,371) would cost an estimated \$1,541,855 in staff processing time, compared to 1LMS staff processing time of \$385,464.

Conclusion

Overall, 57% libraries rated the new systems and processes as more efficient than their old LMS, 20% said the level of efficiency had not changed or was less efficient (22%), largely due to some specific inefficiencies such as database and searching.

The outstanding success of 1LMS is the change in efficiency in processing interlibrary loans, as expressed by one focus group participant "Compared to the time it took us to process one ILL, we now do 10 boxes - huge savings".

Using a measure of staff time for ILLs/transits, the 1LMS has delivered a nine-times increase in cost for a 4,428% increase in volume.

2. Consolidated regional cataloguing for “local purchase” materials

This item in the Business Case sought to identify whether cataloguing is occurring for local purchase materials that saves effort for other libraries.

Review methods

- Library survey

Key findings

1. The vast majority (89%) of survey respondents answered 'agree' or 'strongly agree' to the statement "Cataloguing our local purchase materials is now easier".
2. Three key themes were evident in the survey comments: the usefulness of SmartPort, problems with multiple records, and ease of adding local collections, as illustrated by these comments:
 - "One of the strengths of SirsiDynix Workflows is how easy it is to add local purchase material."
 - "The records for our local purchase items are wonderful now compared with the brief record we had on our previous management system."
 - "Wow yes - brilliant."
 - "We have to agree, as there are more bib records - so it is easier, but not more efficient - significantly more time is spent on identifying the right copy, cleaning the database and transferring the records (any time gained due to readily available records is lost due to a messy database and time required in identifying the correct record)."

Conclusion

Apart from the aforementioned issues with incorrect entries on the database, the cataloguing of local purchase items appears to be a smooth and efficient process.

3. Single borrower registration available for use in all libraries eliminating the need to re-register borrowers

and from the Customer Service Benefits section of the Business Case

A single membership card which allows access to all public libraries in the state

Review methods

- Library survey
- Focus group

Key findings

"They can keep their original library card when they move and we just update the address, it's a lot quicker than processing a new enrolment and its more welcoming."
(Focus group comment)

1. It is simple to lend to borrowers from other libraries:

"It's amazing, people come through when they're travelling and drop off books they collected in other parts of the state. They use the Internet, get coffee and get books "We're part of the One Card, so we can use your Internet now". They always could but now they are more aware of it." (Focus group comment)

2. Focus group participants also reported some transitional issues:

- *"There are still people with multiple cards and we still have lots of cleaning up to do - some were members of every library that they'd used via ILL. We wiped all borrowers and started afresh, others just wiped ILL."*
- *"Convincing customers to give up their multiple cards is an issue, people are attached to their cards."*

3. Both focus group and survey respondents identified further development opportunities for the One Card concept, including:

- *"One card, one password, one entry to all systems in across all Councils."* (Survey comment)
- *"One card for all library transactions, including centralised fines/fees so that it is a true One Card system an interlibrary cash card."* (Survey comment)

Conclusion

Single borrower registration is an efficient and successful element of the 1LMS model, one that is well regarded by customers: *"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 and return from anywhere."* (Focus group comment)

Libraries identified further development opportunities for the One Card concept, based on the success of the introduction of 1LMS.

4. Ongoing software upgraded and managed centrally for all libraries ensuring the advantages of technologies are shared promptly and provided to all users

Review methods

- Focus group

Key findings

1. Most comments about the software upgrades came from one focus group participant:
 - "The code used to build Enterprise is out of date. It should be using standard compliant code that provides cross browser compatibility."
 - "When the service pack upgrades occur, there are big changes without any supporting documentation, it creates a lot of work for us when we are customising Enterprise, so we've stopped doing it. The goalposts keep shifting."
 - "It takes more than five hours to rewrite and debug the code every time there's a service pack upgrade. If Enterprise were in line with best practice it would allow more ways to pull and manipulate the data."
 - "Enterprise has the potential for customer interaction, e.g. the acquisitions module where customers can drive selections more visibly than they do now."
2. The lack of commentary from other libraries indicates that software upgrades are not a major issue at this stage of the implementation process.

Conclusion

Libraries regard software upgrades as a seamless (often unseen) service provided by PLS as part of the management of the 1LMS. The comments about coding are worth noting.

5. *Local LMS troubleshooting helpdesk available to support libraries*

Review methods

- Interviews with PLS management and 1LMS team
- Library survey
- Focus group
- PLS data

Key findings

1. The 1LMS Help Desk Team provided statistics on the speed of resolution of issues (*Table 7*), 32% of enquiries were resolved on the same day, and 59% within a week. The largest volume of help enquiries related to Enterprise and 1LMS administration.
2. The survey delivered almost universal positive feedback about PLS help desk (97% positive), with only one library stating that they were 'dissatisfied' with the service provided. The reasons given for the level of satisfaction are summarised as: very good staff and responsiveness.

However, even the satisfied survey responses provided feedback about issues with receiving help:

- "Can be a bit of a wait for resolution of non critical enquiries."
 - "Most of the time very satisfied but logs take longer for a response (than with our previous LMS) which leads to frustrations."
 - "I realise that helpdesk is extremely busy but can wait 2,3,4 weeks for a response. Query not urgent but within a week would be good."
 - "Do not like the way the helpdesk jobs are often answered and closed simultaneously without waiting to see if the customer is satisfied with the response. Sometimes the problem has not been rectified. Seems to be an emphasis on help desk staff completing the task to meet KPIs without ensuring the customer is happy or that the problem has been resolved."
3. Focus group participants echoed these comments, with the addition of:
 - "I sent an email stating the problem, why it was occurring, what I suggested as a fix and the rationale, I asked "will this work?". The answer was just "no".
 - "The helpdesk is very stretched and they're not able to provide the level of support we need. Phone is better than email, but if they're busy or are working part time, we can play phone tag for a long time before making contact."
 4. Focus group participants also spoke highly of the support provided by PLS generally for implementation of the 1LMS:
 - "We owe PLS credit for the amazing job the staff have done, this needs to be acknowledged."
 - "Open communication with PLS is a strength, we can say what we feel."

- *"Public Libraries staff have done an amazing job, we don't acknowledge this enough, it's fantastic."*

Conclusion

The assessment of the help desk considered two separate factors: 1) the response to direct questions about the help service, and 2) general feedback about how libraries managed issues, particularly during the initial transition period.

In terms of the response to direct questions about help, the vast majority of responses were positive, and recognised that the help desk staff were under enormous pressure as the number of new consortium members grew more rapidly than expected. There were many casual mentions of "Oh I just rang help and it was sorted" in the context of other discussions, which indicates that the lack of help was not restricting library services.

PLS were notified of 1LMS and help desk issues as the review unfolded, and actioned a number of these issues immediately - it is expected that solutions to the remaining issues are being developed.

6. *Vendor support across the State will be more coordinated and accountable through dealing with a single entity*

Review methods

- Interviews with PLS management and 1LMS team
- Library survey
- Focus group

Key findings

1. Despite a small number of calls for direct contact with the vendor (e.g. "We would like PLS to have direct access to 'Tier 2' SirsiDynix support. We miss having a direct relationship with the vendor and some simple issues take longer to resolve because we are not able to action them ourselves.") the majority of libraries were very happy with 'their own' help service.
2. Some libraries questioned whether the vendor is collating enquiries and providing information back to PLS help desk to enable staff to answer more questions locally. PLS reported that it is undertaking local aggregation to identify trends in help desk logs.
3. The ethos of peer support should also be considered in determining the success of this business case element, as consortium members demonstrated a high level of self-help, in itself a positive outcome of the focus on a consortium approach.

Conclusion

The savings in individual library time in seeking help through an informed team at PLS who then refer more difficult issues to the vendor is enormous, and results in a higher quality service as the local PLS help team is highly conversant with the operational context of the South Australian public libraries.

Issues with receiving help in a timely manner appear largely to result from the volume of libraries joining the consortium, and most library staff felt that help staff provided a very good service under difficult conditions over a long period of time.

Monitoring vendor performance, and enforcing compliance with standards, is much easier under a single powerful buying consortium than would be the case with many smaller contractual arrangements. PLS has implemented multiple processes to hold the vendor accountable, including monthly contract meetings (which would not be possible if individual councils were contracting with suppliers), and a monthly teleconference with the SirsiDynix CEO and senior staff on strategic issues - the vendor only does this with three customers in the southern hemisphere.

7. *Ability to use profile ordering will create efficiencies including reduced acquisition time at each site*

Review methods

- Interviews with PLS management and 1LMS team
- Library survey
- Focus group

Key findings

1. Libraries are already using Directors Station to review the number of holds on items (not necessarily at their library) and through visual monitoring of the materials going in and out via black boxes.
2. Forecast improvements in reporting are expected to make profiling more effective, as many libraries are keen to use reporting to provide better intelligence, but are hindered at present by the difficulty in use of Directors Station and the limited number of licences.
3. Fully functioning profile ordering will be available when P2 is replaced by the new e-procurement system.

Conclusion

Profile ordering will be a significant benefit of the new e-procurement system.

Quality benefits

1. Ability for smaller libraries to gain access to a 'tier one' LMS which they otherwise could not afford.

This includes having a web based catalogue available to borrowers 24/7, additional services such as SMS messages for reserved items (saving postage), additional plug-ins to enhance the user experience.

Review methods

- Interviews with PLS management and 1LMS team
- Library survey
- Focus groups

Key findings

1. All libraries have received a Tier 1 LMS:
 - 53 of the 93 libraries did not have a web accessible catalogue, now *all* libraries have this feature, so that customers can search the catalogue, place holds from home, and extend their loans (as well as a number of other features). This created a huge difference in amenity and profile.
 - The web-based catalogue provides a genuine web presence where libraries can add information about opening hours, contact details, events, etc..
 - The functionality of the staff software (Workflows) is at least equal to the functionality of the pre-1LMS software of the top 40 libraries and is an entirely new facility for the 53 libraries without a web-based catalogue.
 - All libraries now have features such as SMS service for reminders of holds. Also they have the facility to provide a free email service for three day 'pre-overdue' messages to customers.
 - All libraries now have Portfolio (a digital repository), allowing libraries to digitise and make accessible in their catalogue collections such as local history photos. Prior to 1LMS, no library had this facility.
 - All libraries now have BookMyne, a mobile App that allows customers to use the catalogue from smart phones.
 - Libraries will soon have eResource Central – software which will integrate e-resources such as e-books with the catalogue, and allow for these materials to be downloaded directly from the public Enterprise catalogue. This is a leading-edge development in public library services.
2. Smaller libraries were very appreciative of the opportunity provided by the 1LMS consortium:

"We couldn't have done this ourselves, the 1LMS has saved so much time in tendering and selection, it's saved us 1,000 man hours and PLS did it for us and had better lobbying capacity." (Focus group comment)

- "Council put forward extra money for the 1LMS without hesitation, PLS did well to get the LGA onside and influential. It was interesting to see that once the decision had been made, cooperation happened without too much work - lots of councils were keen to say 'yes'." (Focus group comment)
 - "It's very hard to be a specialist in small libraries/SCLs, we get huge benefits from sharing across the state." (Focus group comment)
 - "We have access to items we couldn't previously afford or have enough room to store." (Survey comment)
 - "While we strive to provide our community with a range of new and interesting resources, as a stand alone library service we were limited by our financial budgets, population, remoteness, etc.. Our community members are now linked to a statewide network and they can independently pursue their individual reading, viewing or listening interests. The range of collections is fantastic for our remote, rural community." (Survey comment)
3. Other aspects of functionality have been achieved:
- "We've reduced the amount of work involved in advising ILLs and overdue by using voice, text - very few require print, and it's a huge saving." (Focus group comment)
 - "1LMS has increased the number of people who accept text notices, and it's a huge reduction in labour not sending letters." (Focus group comment)
 - "Notifications of holds process has changed from phoning each of the customer to sms, email or voice freeing up the cost per phone call. There is only a minimal amount of print letter sent out for overdue." (Survey comment)
4. Some plug-ins have been delivered (e.g. Outreach module, although on-going development is required), libraries suggested a focus on the development of:
- Automated book club/discussion group processes
 - Collections monitoring (resources needed by PLS)
 - Mobile app (BookMyne) is in place but needs further development
 - Library cash card
 - E-book integration - eResource Central is scheduled for October 2014
 - Browse, list and suggestions on Enterprise (some of these are already possible)

Conclusion

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.

2. *Improved job satisfaction for library staff*

Review methods

- Interviews with PLS management and 1LMS team
- Focus groups

Key findings

1. The level of staff job satisfaction was somewhat influenced by timing of the implementation process: many staff were very anxious during the preparation period; were less anxious but still not in their 'comfort zone' during the transition; and became more satisfied as the new system settled in.
2. Library managers spoke of a difficult adjustment for some staff (focus groups):
 - "It's a control thing, some people had to learn to let go. We have people who won't take on the changed role, it causes issues but we recognise it's a performance management issue."
 - "It's not all rosy, especially for people who liked the old LMS, but there's a commitment to make it work."
 - "I foresaw the potential of the 1LMS and was able to prepare staff that things were about to change, and would be better and they needed to think about making decisions about the collection. This really helped keep an open mind about the potential created by 1LMS."
3. Some library jobs have changed significantly (focus group comments):
 - "Staff roles have changed. We used to have one interlibrary loans officer and now all people do the black boxes. There has been a change in duties, but it's not a big problem. For some it was a shift and there was a fear factor, but now the people who were the interlibrary loan offices are taking ownership of the black boxes and it's not a bad thing."
 - "Initially there was a lot of negativity towards change. People were unsure and the ILL role had to change a lot."
 - "There is more manual handling, but we have developed systems, changed our workrooms, then changed them again. We had some things that didn't work, for example printing receipts in the work room, it didn't work and we changed it."
 - "There's a change in the way we provide customer service, it's hard to confront people about multiple cards, and to be able to answer questions about why other libraries aren't doing it the same as we are. We feel threatened when we can't give them an answer. There's not enough work done across the consortium about how to 'sell' the new service - we can't say with confidence that others are doing it this way."
 - "Staff are complaining that they are doing checkout work, rather than providing a reader advisory service, they're too busy doing transit work and want to get back onto the floor."

4. Many staff relished a more expanded customer service role (assisting customers navigate the much-increased level of choice) - focus group comments:
 - *"I have staff who are more motivated. These days our Part Timers jump for joy when they're asked to work because they're excited that they have the capacity to do things for customers that they couldn't do before."*
 - *"Staff are more interested and prepared to learn, and are stretching their skills."*
 - *"More and more library staff are not needed to be in libraries - they can work on portfolios and digital assets anywhere, not at the library."*
 - *"A lot of functions have been streamlined and we can push staff on to the floor to interact with customers, people are mainly ok with that. We now have a floor walker floating around, we figured that people have to be out on the shelves pulling and shelving so they can help people while they're out there."*
5. Forward-thinking managers spoke of the value of the changes brought about by 1LMS to prepare their staff for even bigger changes in the future as the digital era evolves (focus group):
 - *"If in future we lose books and have more digital, what will we do with the space? People can come in and use it differently, we can have groups, playtime, activities, online games - it can be a community, social and recreation space associated with knowledge. In the old days, the Institute was the centre of town, they had lectures and meetings, libraries can reinvent themselves with fewer books but more engagement with ideas."*
 - *"Libraries are now digital hubs, but they won't be in ten years because everyone will be digital, so what's the next thing for libraries? They were early adopters of IT (computers, free internet), not sure what the next step is - perhaps 3D printers?"*
 - *"Libraries need to be designed for openness, for flexible use of space without expense. Mt Gambier library is like a party, they watch cricket, have coffee, even markets, it's a brilliant space. There are less books but lots of other cool things."*

Conclusion

Library managers report a generally positive reaction to the changes resulting from the introduction of the 1LMS, with increased job satisfaction for most staff. However, there were challenges for some staff who did not want to change, or did not like the new roles, but these appear to have been best managed when approached from a team development perspective.

It is interesting to see how some libraries are leveraging the 1LMS changes as the beginning of another evolution in library services, to ensure libraries remain relevant in the digital age.

3. *Ability to share collections, allowing for greater diversity in what is purchased and for specialist collections to be expanded and/or deepened*

and from the Customer Service benefits section of the Business Case

Access to the complete collections of all public libraries in the State (over 3.8 million items)

Review methods

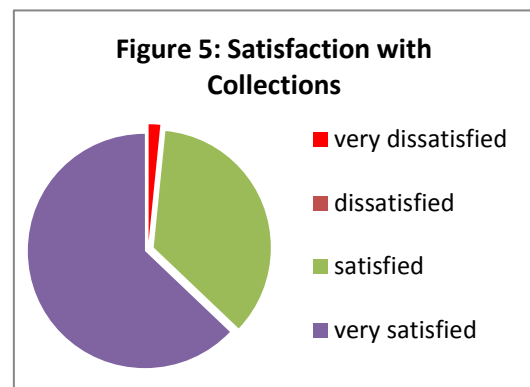
- Interviews with PLS management and 1LMS team
- Library survey
- Focus groups
- Follow-up interviews

Key findings

1. PLS reports that every customer now has access to over 3.8 million items.

2. Survey respondents reported an overwhelming level of satisfaction (98% satisfied) with the collections that are now available to their customers, as can be seen in *Figure 5* and these comments:

- "Easier for patrons to borrow from home. Local library does not need to have all the collections on site."
- "Huge range of items available. It is wonderful to look online and find what you want so easily."
- "Our customers have been able to find most things they have been looking for either from home or in the library with our support."
- "Our customers have been very appreciative of the wider variety of items now available to them and we have seen a huge increase in holds as a result, and customers have more general control of their Library Membership."



3. The key benefits of the shared collection were identified by survey respondents as:

- Ease of searching/borrowing/returns
- Range of materials
- Better access for customers of small libraries
- No need for staff mediation, customers have control of their borrowing
- Speed of delivery

4. Libraries (as reported under *Financial Benefits Point 9* above) have been able to dedicate their local purchase budget to specialist collections and items that

respond to local demand, thus expanding the breadth of the collection, whilst still allowing customers easy access to 'mainstream' items.

5. A number of new client groups have been attracted by the expanded catalogue and local deliveries, including rural males, teachers and people from non English speaking backgrounds (especially in rural areas where there are limited Community Language collections). School Community Libraries are reporting an increase in student loans, because of easier access to printed material that was previously slow and difficult to obtain.
6. Some Toy Libraries provide a separate membership card for borrowing toys. These cards require the payment of an annual membership fee and toys can only be borrowed at the issuing library and must be returned to that library. Toy Library staff are working with PLS to shift to One Card.

"Toy library members pay a one off annual fee for their membership which logs them onto a profile. The membership only lasts a year so the privilege to borrow toys only lasts 12 months. However we now have a link on the screen that prompts for renewal and adds the fee to their card. It comes up in any library they use." (Toy Library Officer, Mt Barker Community Library)

"It's a really popular service, we have mothers groups come in with newborn babies and we talk to them about the benefits of playing and they start in the toy library and then they move onto picture books and it goes from there. Mt Barker is such a growth area with young families and it's an important service to our community. We've set quite a low fee for the toy library so that it's affordable for anyone, that's something that council has decided, to make it accessible." (Toy Library Officer, Mt Barker Community Library)

Conclusion

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.

The expanded collection has reportedly increased patron satisfaction¹¹ - with the exception of a minority of 'priority' borrowers in some libraries who had first pick of new material and have largely lost that privilege.

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.

¹¹ This review did not require direct customer feedback apart from a small number of case studies for illustrative purposes.

Customer service benefits

The following elements of Customer Service Benefits have been addressed in the previous discussion of benefits:

<i>Access to the complete collections of all public libraries in the State (over 3.8 million items)</i>	please refer <i>Quality Benefits 3</i>
<i>A single membership card which allows access to all public libraries in the state</i>	please refer <i>Efficiency Benefits 3</i>
<i>24/7 access to online services</i>	please refer <i>Quality Benefits 1</i>

1. Access to online resources available via SLSA digitisation projects such as articles, pictures etc from the State and National Libraries, as well as from other sources

Review methods

- Interviews with PLS management and 1LMS team
- Library survey
- Focus groups

Key findings

1. Some local history collections are in the process of being digitalised, and are searchable via Enterprise. Most libraries were keen for this to proceed, but identified issues with available time and the digital literacy of volunteers - as discussed at the focus groups:
 - "There is enormous potential for digital assets, but no time to develop these."
 - "Local history will really engage the community, and bring new people into the library. Enterprise can cover photographs, libraries are more than just books, but only a handful of libraries have the time and resources to add images."
 - "The portfolio of local history images is the next big thing to be addressed, but finding time and resources to do it is the problem. Our history groups have poor digital literacy. The separate history collections are 'owned' by the local history groups, who believe that ours is theirs and don't do anything in the library except on 'their' collection. They also think that if we ask them to do things with other items/collections, that those things are theirs as well, 'if they're involved, it's theirs'."
- 59% of libraries that participated in the survey felt that the ability to view images and articles via Enterprise was a priority for further development.
2. 64% of survey respondents thought that viewing items on the State Library catalogue was a priority for further development.

Conclusion

Libraries reported that they were happy with the direction mooted for digital assets, but recognised that it was important to complete the 1LMS rollout and address some of the functional issues (e.g. database) as a priority.

2. Shorter waiting times for holds

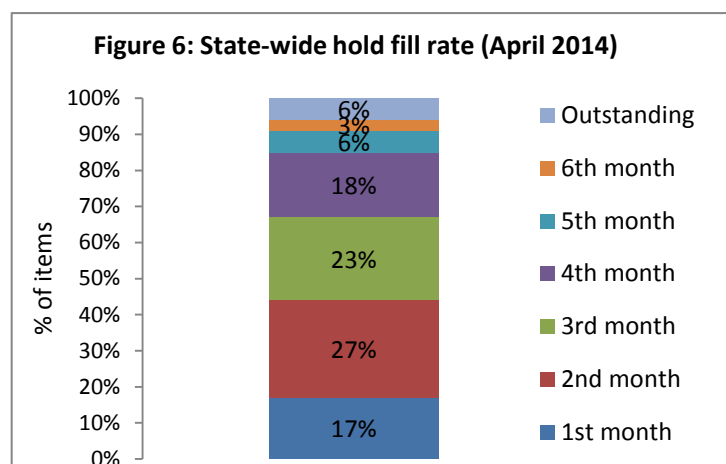
Review methods

- Library survey
- Focus groups
- PLS data

Key findings

1. "1,932 ILL requests were raised between 1/3/2012 and 30/4/2012. The average number of days from the date of request to the date another library confirms they have the title and will send it was 10.5 days. With the new statewide online catalogue, the process for a library customer or staff member to search for an item and place a hold can take only seconds. From there, there is an automated process to generate request and transit slips to commence the transit process. Further, the staff time required to fulfil these inter-library loan requests is significantly reduced." (PLS)
2. PLS data (Figure 6) indicates¹² that 17% of holds are delivered within the first month, and 44% within two months. Reportedly this is a substantially shorter waiting time than Inter Library Loans, which often took several days to be processed and then the items could take several weeks to arrive.

"From my experience in libraries, being able to fill 67% of all requests within 3 months is a very high success rate. It also gives us some preliminary information when talking to customers about the sorts of waiting times that they can expect - on average at least." (PLS Blog post 28/4/14)



¹² Because hold data is dynamic - an item can shift up and down the hold queue as a result of a number of factors - these data are not absolute, and should be considered a broad indicator of performance

3. Libraries report that for new material in high demand (e.g. best sellers), there can be a longer waiting period. Some libraries address this by purchasing extra copies (which are available to their own members for the first 90 days).
4. Many libraries suggested that centralised purchasing of high demand items may be a viable strategy once the 1LMS is fully implemented and holds data reflects all members.

Conclusion

The time taken to secure a hold has been shortened exponentially.

1LMS provides shorter waiting times for holds compared to the Inter Library Loans process, with low demand items often being delivered to the pickup library within a week of the hold being placed.

Data on hold times for high demand items will be monitored, and the findings used to develop management strategies that might include central purchasing, limiting the period of borrowing for high demand items, or protocols for local purchase.

1LMS Effectiveness Indicator

There was much discussion during the review about a method of calculating Return on Investment (ROI) for the 1LMS. A single measure was not identified, partly because the data for the 1LMS will not be available until fully implemented across all sites. The question that sits at the heart of this review is "what value has been generated as a result of the implementation of the 1LMS?". This is not the same question as "what values do libraries deliver?", rather it seeks to quantify:

1. Additional customer choice (i.e. ILL versus Enterprise hold system), taking into account the time to process ILLs against the time to place electronic holds and process black boxes, and the cost of delivery of items transferred from other libraries, and
2. A single library management system purchase for the entire consortium, against the cost of individual library purchases - taking into account the expanded capability of the group purchase approach.

A number of measures were tested (see *Effectiveness Model A* and *B*), but there is still more work to be done to determine a sound on-going effectiveness indicator.

Effectiveness Model A

$\frac{\text{circulation used/circulated}}{\text{total collection}}$		x	$\frac{1}{\text{cost man handling per unit}}$	x	$\frac{1}{\text{cost transport per unit}}$
Nominal baseline			93		11.47
Test 1	lower circulation		55.19		8.6
Test 2	lower circulation	higher cost	29.80		4.64
Test 3	lower circulation	higher cost	37.53		5.85

1LMS REVIEW: Final Report

PART 2: DETAILED FINDINGS

DETAILED RESULTS AGAINST BUSINESS CASE

Test 4	lower circulation	lower cost	105.56	16.45
Test 5	higher circulation	lower cost	68.84	25.22
Test 6	higher circulation	higher cost	13.22	4.84
Test 7	higher circulation		36.00	13.19

Effectiveness Model B

Collection Used	x	Handling/transportation costs	x	Collection effectiveness*
size of collection				

* Collection effectiveness is the proportion of items 'in use' against the number not held in the collection but requested for purchase.

Nominal baseline		93
Test 1	higher circulation	123
Test 2	lower circulation	52
Test 3	orig values, higher costs	158
Test 4	orig values, lower costs	67
Test 5	higher circ, higher costs	529
Test 6	higher circ, lower costs	85
Test 7	lower circ, higher costs	225
Test 8	lower circ, lower costs	96

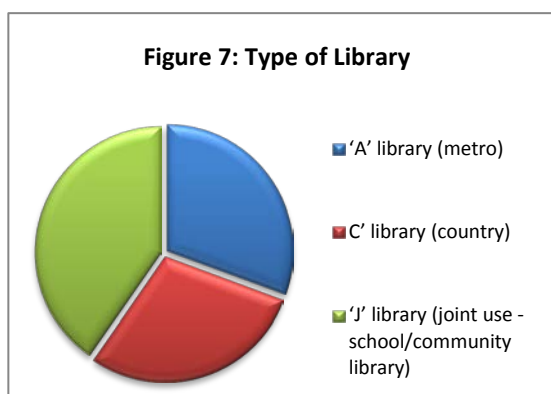
Online Survey Findings

This section provides the full findings of the online survey of Library Managers, conducted March 3rd to April 3rd 2014.

Participating Libraries

Sixty two library services participated in the survey (*Table 1*), representing 86% of South Australian public library services that were 'live' on the 1LMS as of 3rd March 2014.

Responses were reasonably evenly spread between metro, country and joint use, see *Figure 7*.



Most respondents have been live on 1LMS for less than 12 months (*Figure 8*), which reflects the schedule of roll-out.

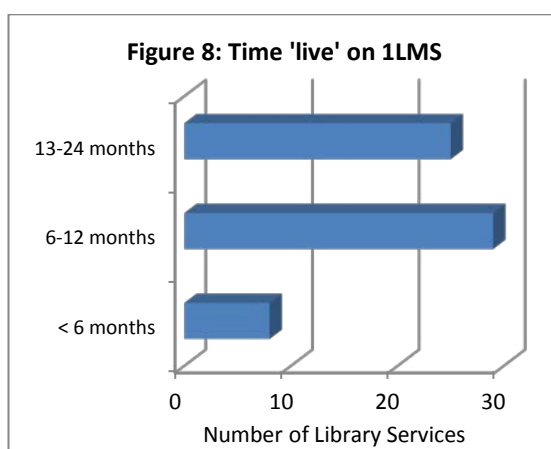


Table 1: Responding Library Services

Adelaide City Libraries
Adelaide Hills Library Service
Alexandrina Council
Andamooka Primary School Community Library
Ardrossan School Community Library
Barossa
Berri Library & Information Centre
Bordertown Public Library
Burnside Library
C.Y.P. Community Library
Campbelltown Public Library
Ceduna School Community Library
City of Charles Sturt Library Service
City of Marion
City of Onkaparinga Libraries
City of Tea Tree Gully Library
Clare and Gilbert Valleys Library Service
Cleve School Community Library
Coober Pedy School Community Library
Copper Coast Libraries - Kadina & Wallaroo
Cummins School Community Library
Flinders Mobile Library
Gawler Public Library
Hawker School Community Library
Holdfast Bay
Jamestown School Community Library
Karcultaby School Community Library
Karoonda School Community Library
Keith Community
Kimba School Community Library
Kingston Community School Library
Lameroo School Community Library
Leigh Creek Area School Community Library
Lock School Community Library
Loxton Public Library
Millicent Public Library
Minlaton School Community Library
Mitcham Library Service
Moonta Community Library
Morgan Library (Mid-Murray Council)
Mount Barker Community Library
Mount Gambier Library
Murray Bridge Library
Naracoorte Public Library
Norwood Payneham & St Peters Libraries
Orroroo Community
Penola School Community Library
Peterborough School and Community Library
Pinnaroo School Community Library
Port Adelaide Enfield Public Library Service
Port Augusta Public Library
Port Pirie Regional Library Service
Prospect Library
Quorn School Community Library
Roxby Downs Community Library
Salisbury Library Service
Unley Libraries
Waikerie Public Library
Walkerville Library
West Torrens
Wudinna School Community Library
Yorke town school Community library

The majority of respondents were small library services (less than five Full Time Equivalent staff), see *Figure 9*, with 37 surveys completed. There were 16 responses from medium sized libraries and nine responses from large libraries.

Previous Library Management System

For the vast majority of libraries (86%), the 1LMS replaced an existing library management system that was more than five years old (*Figure 10*).

For these libraries, a scheduled replacement of their library management system was either due (for those whose existing systems had been in place 10 years or more) or would have been due within two or three years, and the 1LMS provided a cost effective upgrade to a much more sophisticated and powerful system.

Libraries whose previous library management system was five years old or less, were a mix of large and small libraries: three large city library services, one large rural centre, and four smaller rural centres (none were school community or joint use libraries). PLS suggested that the libraries that reported less than two years were referring to software upgrades, not completely new library management systems.

System administration time

One of the premises set out in the Business Case was that libraries and Council IT units would spend less time on system administration under a single library management systems. System administration time was defined as time spent "configuring the Library Management System and maintaining/trouble shooting areas such as server, firewall and OPAC access".

As can be seen in *Figure 11*, the amount of time spent on system admin was greater for libraries who had joined the consortium more recently (although the low number of responses for this group mean that these findings should be treated with caution). The expected pattern of reduction in time spent (i.e. 'less time') did not accrue with time, as libraries that had been live for between six to twelve months were most likely to report

Figure 9: Size of Library

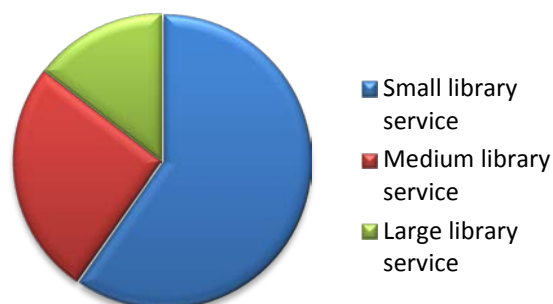
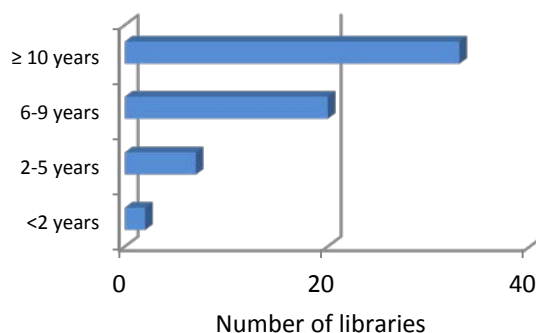
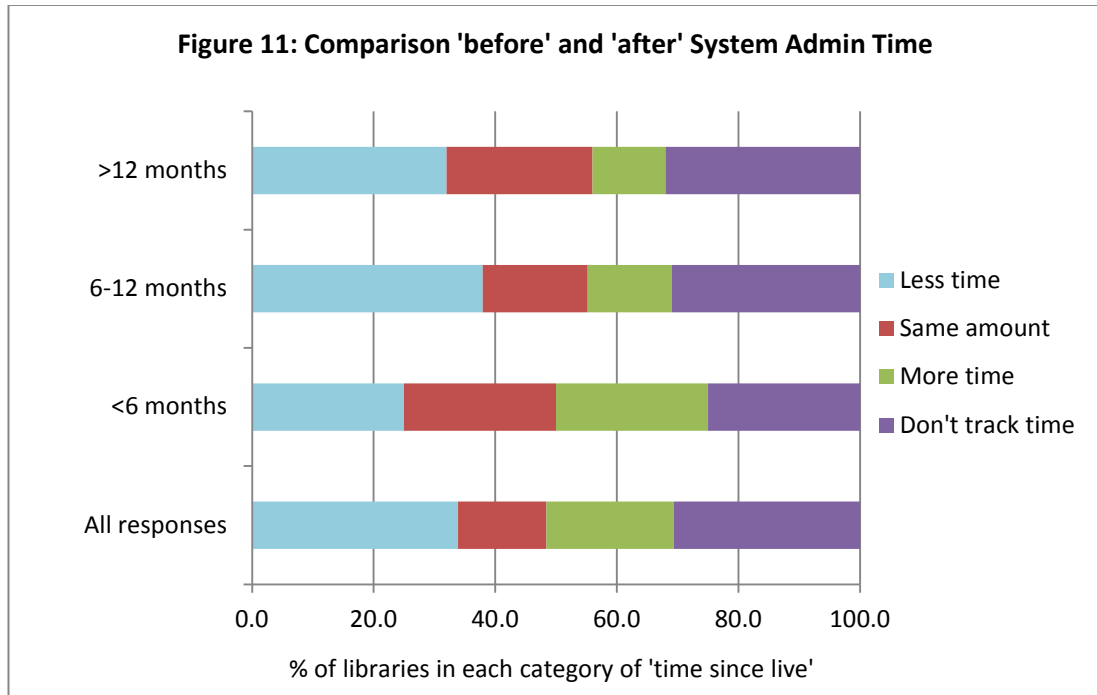


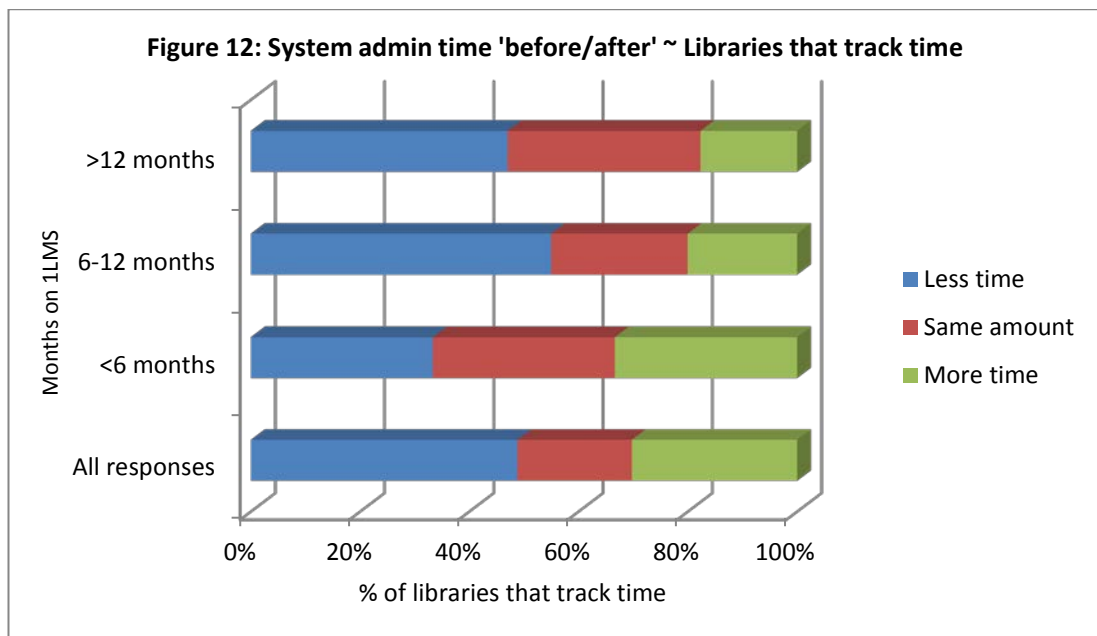
Figure 10: Age of previous LMS



a reduction in system administration time. Reasons for the different experiences were explored in the focus groups (*see Focus Group Findings*).



When libraries that did not track system administration time were removed (*Figure 12, n=43 libraries*), approximately half (49%) spent less time on system administration.



As with the previous analysis, the pattern of reduction in system administration time (less time on system admin) did not reduce consistently in correlation with time since 'live'. However there was a consistent reduction over time in the number of libraries

1LMS REVIEW: Final Report

PART 2: DETAILED FINDINGS ONLINE SURVEY FINDINGS

that reported that they spend *more time* on system administration, reported by 33% of the 'less than six months' group, 20% of the '6-12 months' group, and 17.6% of the 'more than 12 months' group.

Thirty seven libraries provided 'before' and 'after' system administration times (hours per week). Table 2 shows these libraries in order of the time saved (Gain).

Table 2: System Admin Time	Months live	Sys Admin time before	Sys Admin time after	Gain
Unley Libraries	13	20	12.5	7.5
C.Y.P. Community Library	9	12	6	6
City of Marion	22	10	5	5
City of Tea Tree Gully Library	21	8	5	3
Minlaton School Community Library	8	4	1	3
Murray Bridge Library	1	5	2	3
City of Charles Sturt Library Service	6	4	2	2
Lameroo School Community Library	19	4	2	2
Salisbury Library Service	21	3	1	2
Yorke town School Community library	9	4	2	2
Barossa Library	9	2	0.5	1.5
Berri Library & Information Centre	5	2	0.5	1.5
Flinders Mobile Library	16	2	0.5	1.5
Adelaide City Libraries	15	2	1	1
Coober Pedy School Community Library	10	1	0	1
Karcultaby School Community Library	8	5	4	1
Millicent Public Library	18	2	1	1
Waikerie Public Library	9	2	1	1
Keith Community Library	18	1.5	1	0.5
Adelaide Hills Library Service	9	5	5	0
Ardrossan School Community Library	8	2	2	0
Copper Coast Libraries - Kadina & Wallaroo	10	2	2	0
Hawker School Community Library	10	3	3	0
Holdfast Bay Library Service	12	0.5	0.5	0
Kingston Community School Library	15	0.2	0.2	0
Mount Gambier Library	8	2	2	0
Orroroo Community Library	5	1	1	0
Port Adelaide Enfield Public Library Service	21	20	20	0
Cummins School Community Library	7	1	2	-1
West Torrens Library	5.5	4	5	-1
Moonta Community Library	11	0.5	2	-1.5
Karoonda School Community Library	19	2	4	-2
Morgan Library (Mid-Murray Council)	6	3	5	-2
Ceduna School Community Library	12	1	4	-3
City of Onkaparinga Libraries	21	19	25	-6
Loxton Public Library	5	2	8	-6
Campbelltown Public Library	18	0	10	-10
TOTAL	n/a	161.7	148.7	13

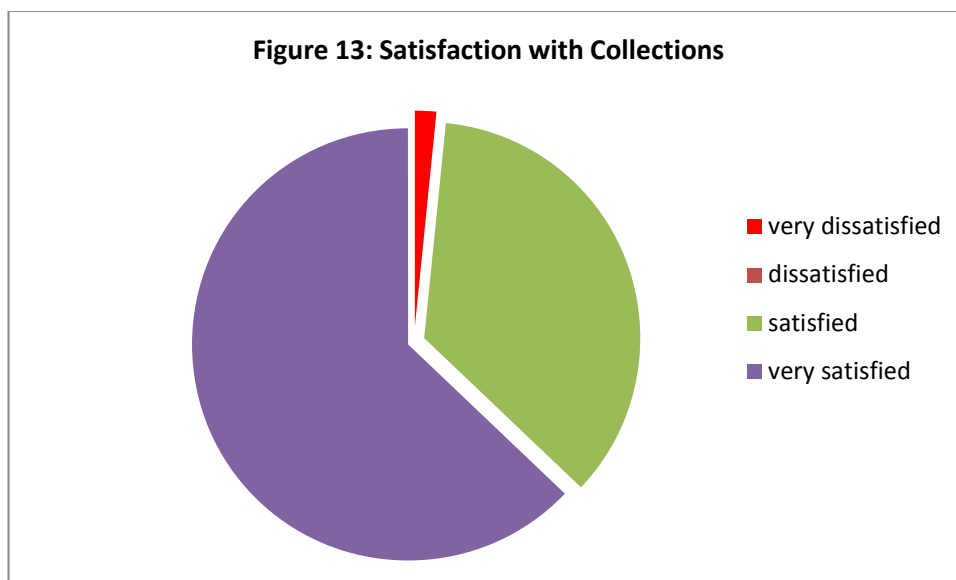
Further analysis of the features of the libraries in each of the 'less time' (+ gain), 'same' (0 gain), and 'more time' (- gain) shows that the 'less time' group had been live slightly longer (average 12.5 months) than the 'same' (10.9 months) or 'more time' (11.6 months). Apart from the City of Port Adelaide Enfield and City of Onkaparinga libraries,

larger library services all reported that the 1LMS resulted in less system administration time.

The Campbelltown Library's reported gain in system administration time has been confirmed to have resulted from their previous membership of the SWAP network, which involved a joint payment arrangement for system admin staff. This cost has not been factored into the 'before' time in Campbelltown's response to this survey question.

Satisfaction with collections

Ninety eight percent of libraries were satisfied or very satisfied with the collections that are now available to their customers.



The one library that selected 'very dissatisfied' did not provide a comment as to the reasons for their dissatisfaction (another had ticked 'very dissatisfied' but their comments were very positive, indicating that they had selected 'dissatisfied' in error and have therefore been included in the 'very satisfied' group).

Very Satisfied

The comments from libraries that selected 'very satisfied' are shown here - grouped according to content:

Ease of search/borrowing/returns (9 comments)

- Easier for patrons to borrow from home. Local library does not need to have all the collections on site.
- Huge range of items available. Customers can find things easily.
- It is wonderful to look online and find what you want so easily.

- Large number of items available, variety, extra copies for each title; it's an open networked catalogue that is available for customers to see (unlike previous ILL P2 system), they can place their own holds so it has reduced formal ILL requests.
- Our customers have been able to find most things they have been looking for either from home or in the library with our support.
- Our customers have been very appreciative of the wider variety of items now available to them and we have seen a huge increase in holds as a result.
- Our Customers now have a much wider choice of titles/Authors. The Customers can now put their own holds on items at their leisure and also have more general control of their Library Membership
- Think it is a fantastic shared resource. Easy for patrons and staff to select items, see availability etc
- We have had excellent feedback from our patrons about the wide range of resources now available to them and the ease with which they are able to place holds and borrow and return items.

Range of materials (6 comments)

- Access to ALL materials purchased with Libraries Board funding - not just the items that were catalogued on P2.
- Greater range of titles now available.
- Massively increased variety and availability of resources.
- Much wider selection of resources.
- The diversity of items available is great and our customers seem to really enjoy it.
- Wider range of collections available.

Better access for small libraries (4 comments)

- Access to items we couldn't previously afford or have enough room to store.
- Customers have access to a much wider range of material than we would have the budget or space to provide.
- Have access to items that we are unable to afford and don't have room to keep. Our readers can read out an author by getting earlier copies from other libraries.
- While we strive to provide our community with a range of new and interesting resources, as a stand alone library service we were limited by our financial budgets, population, remoteness, etc. Our community members are now linked to a statewide network and they can independently pursue their individual reading, viewing or listening interests. The range of collections is fantastic for our remote, rural community.

Customer feedback (3 comments)

- Community satisfaction is anecdotal
- Customers report a wide range of materials now available to them
- Really happy with the choice that our customers have and the way they have embraced the Statewide Consortium based library system.

No need for staff mediation (2 comments)

- Access to collections has increased without mediation by staff. Some dissatisfaction with the condition of material especially from country libraries (understandable with relation to their limited budgets).
- We now have more variety and the customers themselves have ability to source items we do not own ourselves, instead of staff being intermediaries.

Speed of delivery/access to resources (2 comments)

- They usually arrive within 2-4 days if on the shelf.
- The students don't wait as long to read popular books; they're finding new authors - BUT our new ones are going out on ILL this is especially problematic with AF.

Volume of holds (1 comment)

- Increased black box traffic is evidence of customer satisfaction.

Suggestions (1 comment)

- This could be improved by opening up loan restrictions some J libraries have on general school purchased stock (I am not referring to textbook and teacher resources here).

Satisfied

Range of materials (6 comments)

- A wider range of resources, some of which we would never purchase (i.e. duplicates of items lost or special collections i.e. Blu-rays). Would be 'very satisfied' were it not for JULA records showing up in searches which customers can't borrow (i.e. they get excited then quite disappointed) and the ongoing process of de-dupe and multiple records onto which a user can place a hold.
- Bit early for us to tell, but we seem to have access to a much larger range of items.
- Broader range of materials, however it appears our customers are waiting longer for NEW requested material due to the fact the loan period for popular materials is not reduced until there are 80 holds or more on an item.
- It is really the same collection that we could access via P2.
- Obviously, a much greater collection available. But still concerns about the awareness for our customers. We ARE trying to spread the word, but some more central resources would help.
- Our customers now have a wider choice of material to choose from.

Ease of search/borrowing/returns (4 comments)

- Community customers are now more in control of their own borrowings and outside of the physical boundaries of the library, which we were not utilising before. They are very happy with that and I believe they get a more accurate result. Some customers we still need to do this for of course.
- Customers who are computer literate are more quickly satisfied through interlibrary and ebook loans. I could not afford ebook subscriptions without the consortium.
- Much easier access.

- Timely access to wider collections. "Holds" arrive quicker than old "ILLS".

Suggestions/concerns (6 comments)

- It is good to be able to see textbook collections, However it has been very unclear how to loan these to libraries. We have just found out about global modification in the last week however this cannot be applied to libraries not on One Card.
- The area of concern is the age and condition of some materials circulating from libraries, which are of an unacceptable standard to our customers upon arrival.
- Satisfied with the range and depth of collections but the quality of some items (physical condition and accuracy - e.g. 18 year old travel guides) is very poor. Items not always readily available due to the messiness of the database.
- There is more items that the customer can choose, however the quality of the items vary, with some arrive quite damaged and should have been discarded some time ago
- We still have problems with the material our customers want to borrow i.e. popular material not being available (except to place on hold) as it is always away at another library.
- Would be very satisfied if all materials were available from the outset and not restricted by the 90 day rule.

Funds for niche collections

The survey sought to understand whether the 1LMS had changed the way libraries purchased materials: "As part of the consortium, my library now allocates more funds into niche lending material rather than the spending materials budgets on items that will be serviced well by the shared, statewide catalogue".

More funds into niche lending material

Eighteen of the 62 respondents (29%) agreed that they now allocate more funds into niche materials. Their comments are shown below, and indicate a range of different rationales and approaches to niche material, however some libraries also commented on continued purchase of popular items (a different perspective was seen in the focus groups, please refer to *Focus Group Findings*).

- As a library with a smaller community we are able to make selections with their specific needs in mind.
- For a small library such as ours with limited budget this is a great advantage.
- I can see that this may well happen. As a fairly new member, I am unable to give an accurate or informed answer as yet.
- I don't buy titles that are second and third books in a series, new books in a series, LP books, audiobooks. I can buy craft, travel, agriculture, school topics.
- On the P2 selection list we do vary some purchases particularly in non fiction to other similar titles when a lot of libraries have selected an item. Popular items are still important for a small library to own.
- The interests of our community tend to be mainstream, popular materials. While I do consider what may be available through the consortium when purchasing resources,

I don't feel as if I purchase those classified as niche. I do, I guess, target purchases more specifically for our community, but only slightly more than before.

- There is still a need to have a balanced collection available at the local level but the consortium does mean that we can diversify or specialise collections more.
- This is a yes and no answer as we've had to buy more copies of popular items.
- This is still evolving as we gain more confidence in our members' ability to access the wider collection.
- We can now look at purchases that we might not otherwise have considered before our Consortium membership. Perhaps more expensive and unique titles.
- We have not got to this stage yet but I can see that there is the opportunity to expand certain areas of our collection.
- Yes I am spending money in the area we are teaching in Australian Curriculum.

Less or no change in the use of funds for niche collections

The majority (44 or 71%) either disagreed (40) or strongly disagreed (4) with the statement "As part of the consortium, my library now allocates more funds into niche lending material rather than the spending materials budgets on items that will be serviced well by the shared, statewide catalogue".

Two libraries that 'strongly disagreed' commented:

- We believe in purchasing what our borrowers want to borrow not what we think they should borrow. Ours is a popular collection with a few local strength areas.
- We still focus on purchasing bestsellers and new releases and stock which is the most suited to our local community.

Those that 'disagreed' comments are set out below and show a fairly even number of comments about 'too soon to tell', 'continue to service high demand areas', 'continue to purchase in the same way as previously':

- 90 day rule and home library prioritising means that we still need to spend the same on popular items in order to satisfy local demand.
- Although the allocation of this budget is to be reviewed in the near future. Our customers also expect a broad, high interest browsing collection. Extremely niche items that would not attract most borrowers can now often be borrowed from elsewhere freeing up funds for high demand titles.
- I don't think we have changed our spending habits.
- In the past 13 months, the spending of our materials budget has followed traditional lines, however this may change in future.
- It is too soon for us to make any changes with expenditure.
- My selection process has not changed - I am still selecting what is of interest and relevant to my community - regardless of whether it is available elsewhere or not.
- Not to date.
- Only now starting to see changes and trends, however it has impacted on our local purchase funding this financial year.
- Our material selection hasn't changed.
- Restrictions on reservations e.g. 90 day rule plus owning library bumping up own reservations results in our having to purchase general materials.

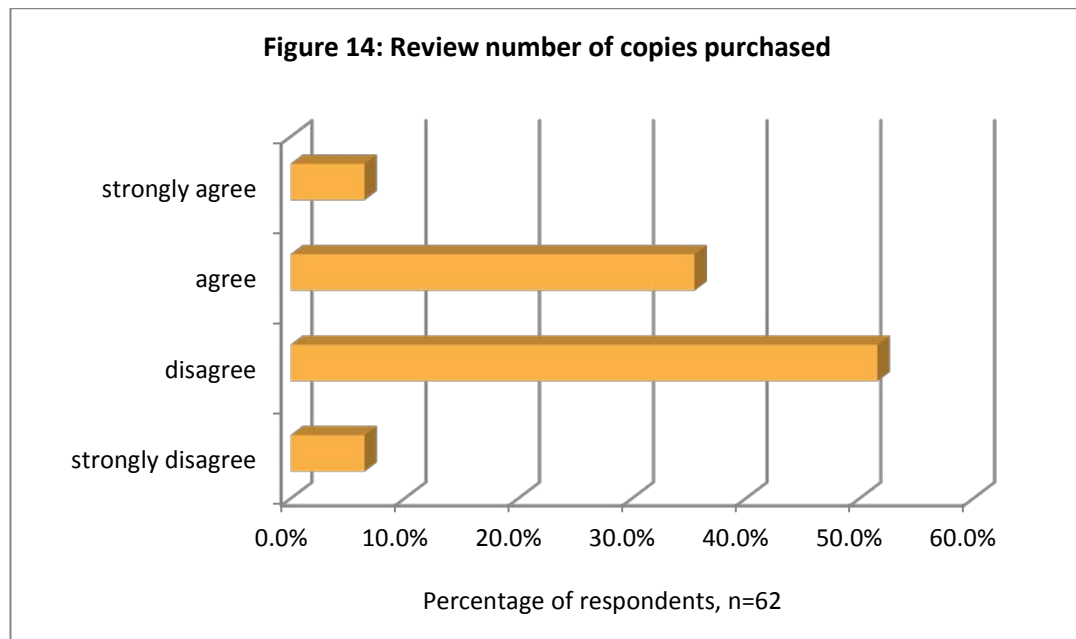
- Same amount of money, no more into niche lending material.
- Spending similar concentrating on doing some collections well. Now no longer have to re-buy lost items as they are readily available through the consortium.
- Still early days for us.
- There is obviously still high demand for popular fiction and new items. To keep up to date we still put money into high demand areas first.
- We allocate the same amount to the same areas as before.
- We are allocating funds to similar resources as previously so that we can service our own community.
- We are continuing to select according to our community's needs, and that meant we were building niche collections prior to the 1LMS, and still continue to build them now. We purchase as if we were a standalone Library Service - and even did so when we were a part of the SWAP Library Network.
- We are still working on our library collection reports in order to assist this type of decision making.
- We have a wide range of material across a lot of topics which can be shared statewide.
- We have not dramatically changed our budget allocations, but we are planning to in the future; hopefully the 90 day rule will be abolished and will assist in the process of allocating more funds into niche lending material.
- We're not there yet and would not say that this is strongly the case as yet our community have access to a wider range of materials we still need to buy popular, bestsellers etc.

Number of copies purchased

The survey asked libraries to rate their response to the statement "Joining the consortium has encouraged us to review the number of copies we buy of certain titles/genres (i.e. if we can see that particular titles/genres are well served by the wider Network, we may buy fewer copies for our own library)", the results are shown in *Figure 14*.

PLS noted that it is too soon to obtain adequate data to inform a purchasing strategy, and that a collection development specialist is needed to undertake a critical analysis that will assist libraries to make good purchasing decisions.

Forty two percent of libraries said that 1LMS has encouraged them to review the number of copies they buy, while 58% have not changed purchasing patterns as a result of membership of the consortium. Their comments are shown below.



Agree (have reviewed number of copies)

Libraries that agreed that they have reviewed the number of copies they purchase mainly mentioned changes in reduced purchasing for multiple copies (five comments). Other comments related to use of the old LMS to identify the need for multiple copies based on the number of holds (one comment), rethinking purchases of class sets (one comment), and the need to ensure that customers don't wait too long for new titles (one comment).

- Old LMS it was easy to get a report of titles with holds and we would purchase a second copy once the hold list reached five.
- There is still a balance that needs to be maintained to ensure that customers don't wait too long for new titles.
- We are rethinking how many class sets we purchase as we know that we may be able to get them from other J libraries.
- We are tiny so now feel much more justified only buying single copies because I know patrons can still get from elsewhere.
- We not having to purchase as many multiple copies for some collections which has allowed us to have a greater breadth of collection by choosing titles we may not have considered in the past due to lack of funds.
- We rarely bought multiple copies. As a very small library, we would only do this where authors have a local connection, or for joint-use school materials.
- We used to buy a lot of multiple copies of very popular items including new release DVD's but don't anymore.
- Yes we can reduce the number of copies particularly for fiction, but still need to have some copies to meet demand.

Disagree (have not reviewed number of copies)

The reasons libraries provided for not reviewing the number of copies have been grouped, with the largest number of comments from small libraries that only ever bought one copy (and this has not changed) - 17 libraries (27% of all responses).

Four libraries said that their priority of maintaining a strong browsable/base collection has not changed, three were concerned about waiting times and bought extra copies to provide access to titles in a timely manner, two mentioned that their purchasing has not changed as a result of 1LMS, and two were concerned that the 90 day rule causes them to purchase additional copies (presumably as they cannot access other libraries' collection until after 90 days, but possibly also because their own copies leave as soon as the 90 day period has expired and they need to purchase extra to cover local demand - this topic was explored in more detail in the focus groups).

Small library (previously only bought minimal copies)

- As a country library we are restricted by budget anyway - so am still buying same number of copies as previously.
- As a JU library we only bought one copy before.
- As a smaller library customer expectation is still that we should have best sellers and popular materials. We rarely purchase multiple copies.
- Being a small library service we have never been in a position to buy multiple copies.
- Being a smaller library we have never been in a position to purchase multiple copies. However, now that we are part of the consortium, we have better access to multiple copies.
- Being small we would only ever have single copies anyway.
- No we only ever buy one copy.
- Not relevant to us. We would have only purchased one copy in the past, and still do so.
- Only ever bought one of anything.
- We can only ever afford one copy!
- We only buy one copy.
- We only ever bought one copy, however, we did have to get up to six copies of each Harry Potter title.
- We only ever buy one copy of each title.
- We only have single copies anyway.
- We rarely bought more than one copy of any title, too small a budget.
- We have not had a policy of buying multiple copies in the past as the library is not big enough to justify this. This has not changed.
- With our budget we have only one copy and will continue to do so.

Maintaining base/browsable collection

- I was going to answer agree but that would probably be misleading - we are actually buying additional copies of popular titles to try and keep a browsable collection,

particularly in DVDs and popular fiction titles due to number of written and verbal complaints from customers.

- We do not purchase multiples of a title but we do purchase multiples in a genre and will continue to do so for our patrons that shelf browse. We need to still maintain a base collection.
- We would still like to make sure that new items are available to as many of our clients as possible in a timely fashion.
- We still purchase according to our own community's needs and have standards for popular items / authors with regards to how many copies our libraries should hold. This has not changed since joining the 1LMS.

Longer loan/wait periods

- No in some cases we have had to buy extra copies as items are moving through hold lists more slowly due to longer loan periods.
- We generally purchase the same amount of copies (if not more) due to the fact customers have to wait longer for new library items.
- We started purchasing less but found as per above that customers were generally dissatisfied with waiting time for reservations

No need to change - although customers have more choice

- So far our selection has not varied very much, but our borrowers are becoming more aware of the wider selection they have access to.
- We do not base our collection development on the strengths of other libraries, but rather on what our local community demands (e.g. new releases and popular genres). Their requests however maybe met from other libraries within the consortium who also have a copy due to the timing of the item being available and when their hold on the item becomes available.

90 Day rule

- 90 day rule and home library prioritising means that we still need to spend the same on popular items in order to satisfy local demand.
- 90 day rule is preventing us from doing so.

Expanded choice within budget

The survey asked libraries to rate their response to the statement "As part of the consortium, our customers now have significantly expanded choice with little or no increase in expenditure from our materials budget". All agreed (45% 'agree', and 55% 'strongly agree'). Their comments are shown below and illustrate the benefits of access to the statewide collection:

- Agree but still inhibited by 90 day rule and home library prioritising.
- Am bound by my expenditure budget so have no additional funds to use anyway!
- Customers are definitely taking advantage of this.
- Customers do have a wider choice but this is also tempered with an expectation that they will access new/on order items. Virtually created a mediated selection list.
- Fantastic selection/range/formats.

- Number of titles and items is impressive, and not just for customers.
- Our customers do have an expanded choice. There is also a reduced amount of browsing the shelves in the Library due to item being loaned out more.
- The range is greater.
- This is a big advantage for our library service.
- This is the big benefit.
- With over three million items we can usually find what they want.
- Yes. Customers can see the materials available and make their own choice.

Council savings

Libraries were asked to rate their response to the statement "Joining the consortium has freed up funds in our council budget that can be spent in other areas of need in the library".

In retrospect, this question should have asked about savings to Councils, as some libraries reported that Councils had 'taken' the funds released by conversion to the 1LMS. Clearly this is a good outcome for local government, but may not have generated direct financial benefit to libraries. For this reason, the findings for this question should be read with caution, particularly as nearly three quarters (73%) disagreed with the statement "Joining the consortium has freed up funds in our council budget that can be spent in other areas of need in the library" (58% 'disagreed', and 15% 'strongly disagreed').

The analysis of comments for this question shows that despite a large 'disagree' rating, only 13 libraries (21%) spoke about a negative funding outcome as a result of the 1LMS.

More flexible funding

Libraries that answered 'agree' or 'strongly agree' comments are shown below, and indicate that funding flexibility may not directly result in more funds to the library, or to materials:

- Costs of our system licence will significantly reduce over the years.
- I bought a DVD repair machine that I might not otherwise been able to afford.
- I still see our core business as providing reading material but the opportunity now exists if this [spending on other items] was something I needed to do.
- Once again, am unable to accurately answer this as yet. We will always need this budget to try to keep up with hardware, furniture etc. We did not use this budget extensively for stock. I am not sure how the budget will keep up with expensive collections like Print Disability. We have a need for these, but not the budget - unsure if stock rotations will suffice in the long term.
- Some of these freed up funds were absorbed into general council revenue.
- The new LMS is cheaper but not as good as our old LMS. The library has not benefited from the savings in funds though.

- We have not changed our budget plan since joining the consortium but will review it in the future.
- With less reader's requests, we can re-allocate to other areas, e.g. digital collections.

Less flexibility in funding

Comments by libraries that 'disagreed' or 'strongly disagreed' with the statement that "Joining the consortium has freed up funds in our council budget that can be spent in other areas of need in the library" have been grouped. It is interesting that not all comments reflect a negative funding outcome, and therefore libraries 'disagreed' with this statement for range of reasons.

The most common comment was that there was no change in budget/funding (18% of respondents).

Eight libraries reported that funds released by introduction of the 1LMS have been absorbed by councils and not allocated back to libraries (e.g. where the savings were achieved by council IT departments). Five libraries reported that costs have increased - three relating to the cost of introduction of the 1LMS, and two for other reasons (e.g. expanded service, additional costs servicing aged population that is not IT literate).

Three libraries stated that they are now spending in different ways, and three described cost savings (strictly speaking, these six responses should be categorised as 'agree', but have been left as they were reported).

No change (11 comments)

- Council only contributes minimum amount.
- No funds have been freed up in our council budget
- No I still tend to purchase with our user needs in mind and like to have items available immediately for them from our library service.
- Not a lot has changed budget wise
- Not as yet as materials are capital the rest is operational.
- Our materials budget has remained the same and will continue to be committed to materials!
- Same amount of purchasing is done as before
- Too early to tell.
- We are unable to use our materials funding for anything other than stock.
- We have a very small budget anyway.
- We still only receive a relatively small collection development contribution from Council (as far as I am aware, I am still learning about budget/allocations having only been the manager for a few months).

Net library budgets reduced by councils (8 comments)

Note that savings by councils (whether passed to libraries) support the intent of the 1LMS

- Any savings went into general Council funds not library
- I can't see this happening in the near future as we are feeling the repercussions of the funding cuts and our 'local' borrowers still expect books on shelves.
- If anything, the council looks at the Library budget with more a view of cutting back, because of 1 LMS.
- In joining the 1LMS our IS team absorbed all budgets relating to the Libraries which were previously held as a part of the SWAP Library Network expenditure. Therefore, any savings identified were not redirected back to the Libraries, but reported as ongoing savings to be committed to.
- Previously funds spent on LMS were held within the IT budget. Now the funds for maintenance come from our operational grant, this has resulted in an increase in council contribution for the operation, which is a cost shift and not other areas of need.
- The cost of One Card is less than our previous system - but budget savings were redistributed across Council rather than for library projects.
- The ongoing maintenance for 1 LMS now comes from the "Library board grants" instead of Council contribution. It has allowed council to reduce their budget for system maintenance.
- We are only now seeing the impact of the system on funds and collections.

Costs have increased (5 comments)

- For our particular situation, costs have increased as we now offer a much wider service to the other two towns in our council area.
- From the operating perspective we have had to find more money as the ongoing LMS cost is greater than the previous maintenance agreement with SirsiDynix. The benefits have been positive for our Information Technology department.
- Funds for LMS was not factored into the budget.
- Still get the same amount of council contributions as before and we have an 'aged' population that are not grasping technology at a fast rate.
- We have had to spend significant funds replacing other functions that were tied into the previous LMS. Most notably we had to get a new self check and PC bookings systems. We may see savings in the long term however I cannot speculate on this.

Spending differently (3 comments)

- As a smaller library it has made us focus on what we spend and how we select. The on order requests from our customers have focused our funds to ensure we purchase copies for our customers.
- Now spending in other areas - such as multiple items above, purchasing more RFID tags, staff costs, unexpected costs for migrating photographic collection and maintaining infrastructure, costs to change other third party systems to access new system.
- This has to do with how our administration allocates budgets - our collections money is capital expenditure and our ICT budgets are operational, for instance. We cannot redirect money that may be saved in collections to operational resourcing or vice versa. We have been able to allocate some funds to other resources in the ICT area - some has been used to enable our RFID implementation to move forward in a favourable way. It has had no impact on collections budgets.

Cost savings (3 comments)

- Notifications of holds process has changed from phoning each of the customer to sms, email or voice freeing up the cost per phone call. There is only a minimal amount of print letter sent out for overdues.
- Our resources or materials budget is still that and can only be spent on materials, however when it comes to titles that are part of a series, there is now less pressure to ensure we buy each new series title as we know we can get it from the rest of the network if necessary.
- Still early days for us, but there is clear potential in this area.

Customer special requests

Libraries were asked to rate the statement "As part of the consortium, we are seeing fewer customer special requests (e.g. my library doesn't buy rare titles requested by customers if they are available at another library in the consortium)". Two thirds (69% 'agreed' or 'strongly agreed' with this statement, 19 (31%) 'disagreed'. None 'strongly disagreed'.

Fewer special requests, because...

- Customer requests have significantly declined, but we still get asked for items which are not found on the system.
- Depends if it is a new title. But we don't buy it if already held by the consortium.
- I still buy items specifically about our area but not other items that are readily available through the consortium.
- Isn't this the value of the consortia?
- Numbers of these have fallen dramatically.
- Our customers are surprised to find most resources they are looking for.
- Our requests for purchases has decreased dramatically as we can now satisfy most from the 1LMS.
- The change of the 'on orders' to SAPL has made a huge difference in customers' ability to place holds on items that we may not have considered to select. We are also seeing less customer requests for titles that have been out for a number of years.
- We are not in the habit of doing this. We have, as a small library, relied heavily on the support of the bigger libraries. I feel that we are now able to contribute more to general circulation.
- We can find 95% of the items on the system. We still purchase if needed for our collection. DVDs are being found for movie buffs that are no longer available for purchase, Bollywood DVDs are popular as well. It has also helped us change our purchasing for the gaps in our collection by reviewing what items customers are requesting. J libraries have great teen collections and this has highlighted some popular series we had missed purchasing. Teaching materials in J libraries has also highlighted the need for more of these in a public library collection as they are often not for loan.

Same or more special requests

- 90 day rule does not help and not all of our customers check the catalogue in any case.
- Borrowers are seeing items available at other libraries and if they can't put a hold on them (e.g. no SAPL record) they are placing requests for them. Also if the hold queue is long at another library and we know our library hasn't bought a copy (through running reports) we would still often purchase a copy otherwise they may be in for a very long wait.
- Cannot quantify - however we have always purchased special requests as a part of our customer input/feedback to library collections, and this has not changed in practice with the introduction of the 1LMS. A significant portion of our purchasing is done through customer requests for both P2 and LP expenditure.
- No/few customer requests not done previously.
- Other libraries often do not hold what our customers are requesting.
- People still ask for particular items to be included in our collections.
- We always take customers' requests into consideration when buying items for the library.
- We did not receive many purchase requests.
- We do buy titles that are requested by the customer. Once the customer hears about either a new title/author they are keen to read. The customer is not keen to wait the 90 days for a hold to arrive from another Library. Our housebound customers also request very specific titles/authors on some occasions.
- We have few customer requests that we have not already ordered. Budget too small to purchase one off expensive requests, have always used the system for these requests.
- We still purchase customer requests using our local purchase funds.

Volume of customer requests

Libraries were asked to provide the "average number of customer requests per month for titles **not on the statewide catalogue**" (*Figure 15*). More than half of the libraries (55%) had less than 10 requests per month - including those with no requests.

Libraries with the largest number of requests for titles not on the statewide catalogue are shown in *Table 3*, with Adelaide City and Alexandrina having the highest average number of customer requests.

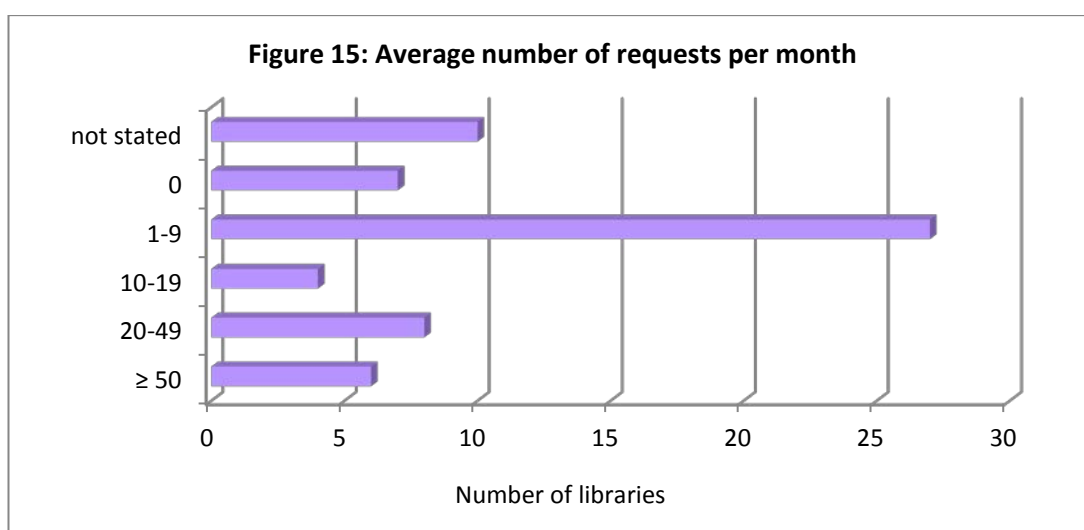


Table 3: Libraries with the most customer requests per month for items not on the 1LMS catalogue

Adelaide City Libraries	65
Alexandrina Council	65
City of Marion	60
City of Onkaparinga Libraries	60
City of Tea Tree Gully Library	50
Clare and Gilbert Valleys Library Service	50
Port Adelaide Enfield Public Library Service	40
West Torrens Library	36
City of Charles Sturt Library Service	35
Salisbury Library Service	35
Mount Gambier Library	25
Adelaide Hills Library Service	20
Millicent Public Library	20
Port Augusta Public Library	20

Ease of cataloguing

The vast majority (89%) answered 'agree' or 'strongly agree' to the statement "Cataloguing our local purchase materials is now easier". Four libraries 'disagreed' (none 'strongly disagreed'). The 'disagreed' comments are shown below.

Three key themes emerged in both the 'disagree' and 'agree' groups: the usefulness of SmartPort, problems with multiple records, and ease of adding local collections.

- Always found it easy
- It will get easier when more staff become more familiar with the process.
- SmartPort is fantastic. Issues: Quality, Upgrading records, Transferring, Reporting.
- Too many multiple bib records for items as a result of poor cataloguing decisions in other libraries or merging not done correctly when new libraries joining the consortia. As a result this makes cataloguing time consuming. Libraries need to be far more rigorous in sticking to one single record on the system. AV materials are also problematic for the same reasons - need to have one approach for the consortium.

Positive comments re cataloguing

- A huge benefit.
- Although it is time consuming as merging titles takes time.
- Although learning a new system has its challenges it is a fairly easy process especially if there is already a record on the system. Some concern over duplication of records. Clarification re cataloguing practices and library responsibilities to take on some of this 'tidying' necessary.
- As long as there is a record and there is only one record!
- Cataloguing of both local purchases and school purchases is now made easier.
- Generally less use of Libraries Australia and less original cataloguing.
- However, Community Language material is harder to catalogue as SmartPorting makes it hard to find records.
- Needed to set up new templates and processes and provide training first.
- Often adding a holding is all that is needed - much faster. Although multiple records is a bit of a problem, but this is improving as merging takes place.
- On the whole, I agree with the statement but there are still some items not on the system. I find the allocation of subject headings very "clunky" to deal with when original cataloguing. I need to make sure I do a subject search before I start cataloguing as there is no intuitive searching terms that come up as used to in our previous system (AMLIB).
- One of the strengths of SirsiDynix workflows is how easy it is to add local purchase material.
- Only if they are already on system. Cataloguing very complicated if not on system.
- RDA templates and SmartPort has streamlined the process.
- SmartPort has significantly improved this task. With items not found on the system it is very easy to add copy to existing records if the item is already on the system.

- Some records however are a bit lean so we are having to maintain them. Also having to transfer items is an issue. SmartPort is fantastic.
- Staff inform me that it is easier cataloguing local purchase items.
- The records for our local purchase items are wonderful now compared with the brief record we had on our previous management system.
- We have always downloaded records from Libraries Australia when not available on state wide catalogue. Still have titles which do not have records on system.
- We have no local purchase, however we get a large number of high quality donations. Many are already in Symphony and SmartPort makes most of the remainder very easy.
- We have to agree, as there are more bib records - so it is easier, but not more efficient - significantly more time is spent on identifying the right copy, cleaning the database and transferring the records (any time gained due to readily available records is immediately lost due to a messy database and time required in identifying the correct record).
- Wow yes - brilliant.
- Yes it is. We have not as yet mastered SmartPort, but this is partly a learning thing, and partly difficulties with local connection. I find I do not need to use it extensively anyway.
- Yes, the process is easier but it can be tricky sometimes to find a suitable record to add the item too.

Efficiencies

The survey contained a set of questions relating to process efficiencies as a result of 1LMS. A summary of findings is shown in *Figures 16 and 17*. Libraries were provided with a generic 'comments' section at the end of this combined question, and comments that can be attributed to a specific process have been included in the explanation.

Figure 16: Process efficiencies

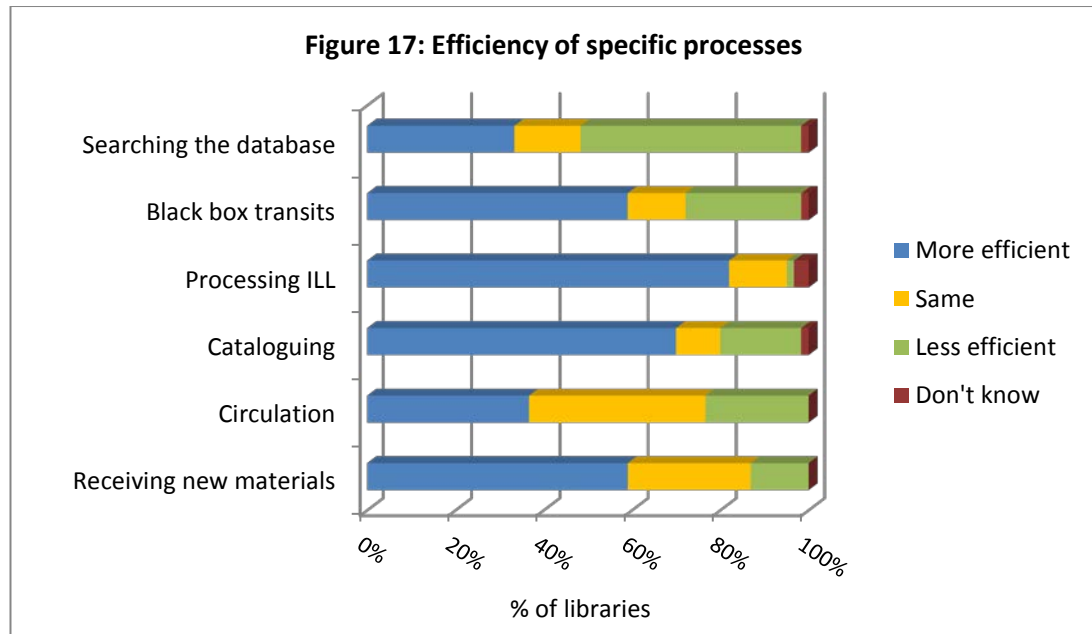


Receiving new materials

Nearly two thirds (59%) felt that the 1LMS process for receiving new materials was more efficient, although the comments identified problems during the implementation phase:

- Receiving new materials will be totally more efficient once the acquisition module is up and running.

- Cataloguing and receiving in new material are in some ways slightly easier but as there are often multiple records that need merging/transferring this can take significant time to tidy up.
- Merging/transferring records can be time consuming, RFID initialising and sticking on tags to new/transit items from other libraries.



Circulation

Forty percent of libraries felt that the circulation efficiency had not changed. More (37%) regarded circulation as efficient, compared to 23% who felt it is now less efficient. Their comments were:

- Circulation is less efficient due to too many duplicate patron records and the confusion this creates for the customer
- Circulation - the increase in the number of transits and holds has increased which is significant change in process. For our service RFID has made this process more efficient, not the LMS.
- Circulation: multiple borrower records can be an issue.
- Circulation for community borrowers is great, if they have their card! Borrowing for large class groups for school borrowing seems more time consuming. Partly this is due to the recommended barcode reader we purchased, which is not cordless and consistently picks up ISBN barcodes. Hopefully this will get better over time, as barcodes are placed away from them.
- Database searching and circulation efficiency should improve as staff receive further training and as remaining database conversion issues are resolved.
- We find the circulation screen frustrating that we cannot see all of the information without scrolling.
- With circulation system we prefer more 'hot key / toggle' less mouse driven functionality. We compared inter-library transits with SWAP Network when

answering this question - when we received them the holds were identifiable from the returns.

Cataloguing

The majority (70%) felt that cataloguing was more efficient. Comments related to multiple items, the learning process, and technical details (subject headings and cataloguing magazines):

- Cataloguing less efficient due to a large number of items of the same title (searching takes more time).
- Technical Services staff are still getting used to cataloguing in workflows and sorting through and merging titles is complicated.
- Original cataloguing is made more difficult due to the subject heading issue. Also the serial control for cataloguing magazines is a very convoluted process.

Processing Inter Library Loans

Eighty two percent of libraries felt that the new method for Inter Library Loans was more efficient, with nearly all of these (89% of those who said the ILL process was more efficient) rating it as 'significantly more efficient'.

- I have taken efficiency to mean the time taken to complete a single task, not the time spent on each activity. For example, we spend more time processing ILL and doing Transits and handling Black Boxes because we have higher numbers. The time for a single process is more efficient though. We could not handle the workload using previous systems with the volumes we now handle.
- ILL process itself is much the same (Libraries Australia mainly, which was previously used for items not on network) but the volume of requests for total ILL is dramatically different as the Transit system took over all P2 requests early on.
- Interlibrary loan process is more efficient but for our library the time we spend doing this has increased significantly. From 5-15 books per week to 100+ items /week.
- Processing ILLS - yes this has improved, as no longer need to add records to the system and the customer searches themselves.
- Processing inter library loans has dropped to virtually nothing other than State library and interstate libraries. We no longer have a dedicated position and the role has changed.
- Still have to receive on P2 Interlibrary loans easier but significantly more going out.
- We do not consider items as interlibrary loans anymore, we think in terms of transits.

Black box transits

Fifty nine percent said that Interlibrary (Black box) transits were more efficient, while a quarter (26%) said they were less efficient. As would be expected, most comments related to the volume of materials in transit.

- As the number of ILL loans has dramatically increased it has taken so much more of our time in retrieving and processing for transit. Whereas before we had one box

twice a week, we now have at least 2 boxes (sometimes 3) twice a week and we are also having to pack up boxes when there isn't enough room in the boxes.

- Black Box processing is more efficient, although the volume is more, as all items just need to be checked in via the LMS.
- Black boxes - a large number of interlibrary transits that have to be redistributed through our internal courier system to our other branches.
- Black boxes - titles are being sent from other libraries when we have the stock, but out for other customers, results in increase in stock moving. There are not enough black boxes in the system, when we request more there is a delay between 2-5 days. We do not have the storage capacity for stock to be put somewhere waiting for boxes. Manual handling is increased because we are handling the stock twice, once when initially returned, and the next to pack in boxes.
- Black boxes are slightly less efficient because we are sending and receiving more.
- Increase in incoming and returning materials via crates that have problems e.g. damaged, parts missing, incorrect location etc.
- Interlibrary transits - this one is difficult to answer. Yes we are receiving much, much more black boxes daily but it is a different function if you compare it to pre One Card. It is more labour intensive by staff and has increased manual handling concerns.
- Sorting through boxes for multi-branch services for internal courier can be time consuming.
- There is more work involved due to volume of items in and out but the process is far easier and user friendly.
- Wasn't sure how to answer black boxes. The process is more efficient but the quantity is sometimes overwhelming!
- We are averaging more black boxes on delivery days. Increasing the receiving in process.

Searching the database

Half (50%) said that searching the database was less efficient, and only a third (33%) felt it was more efficient - although 60% (12) of those who thought it was more efficient stated that it was 'significantly more efficient'.

- Searching the database - can be slower for results to display for the customer, and too many bibs for same item is a frustration point.
- Both staff and patrons have found that the database may be difficult to search.
- I find Enterprise very frustrating to use, and workflows is my staff 'go to' option.
- In regards to searching - staff have commented they continue to feel incompetent in front of borrowers when searching for items at the front counter due to the time and complexity of process, additional training has not solved this problem.
- Our last LMS was much easier for patrons to search. Our students don't really bother as it is way too complicated to waste lesson time searching so they expect us to do it for them.
- Screens are very 'busy' and mistakes can easily be made. Not all library services adhere to the consortium 'rules' - some processes/procedures are not clear.
- Searching on the database is extremely frustrating. Search by ISBN only sometimes brings up an item, even if there is an ISBN. This is the same with author searches.

- Searching the database - struggle with customers wanting to know books by an author which are on the shelf - need to go into each title before can see if they are available. I find it is quicker to use Enterprise for these queries as I don't have to wait for each page to load for each title etc.
- Searching the database is still problematic. With the varying indexes and other wizards, there is some searching problems by staff.
- Searching the database for staff is very inefficient.
- Searching the database is challenging, especially when helping customers, Enterprise site is preferred.
- Searching the database is still inefficient due to the large number of duplicate records particularly for DVDs.
- Searching the database is unfortunately difficult due to the duplicates of both items and patrons - but we are anticipating improvement in this area as we move toward solutions.
- Searching the database still remains unwieldy, and we find Enterprise far easier to utilise for searching than Workflows.
- Some searches aren't accurate.
- Spydus provided the cover image when searching the database which is very helpful. It would be great for the staff search function to be similar to the Enterprise search. We have Enterprise open as well as the staff search and swap between both.
- Staff searching is challenging and very clunky.
- The database doesn't always find items that we know we have in the collection.
- We are still learning about searching the database but this will become easier in time and will improve with the de-duplication process.
- We still find the search parameters in WorkFlows quite restricted compared to searching Enterprise.

Other comments re efficiencies

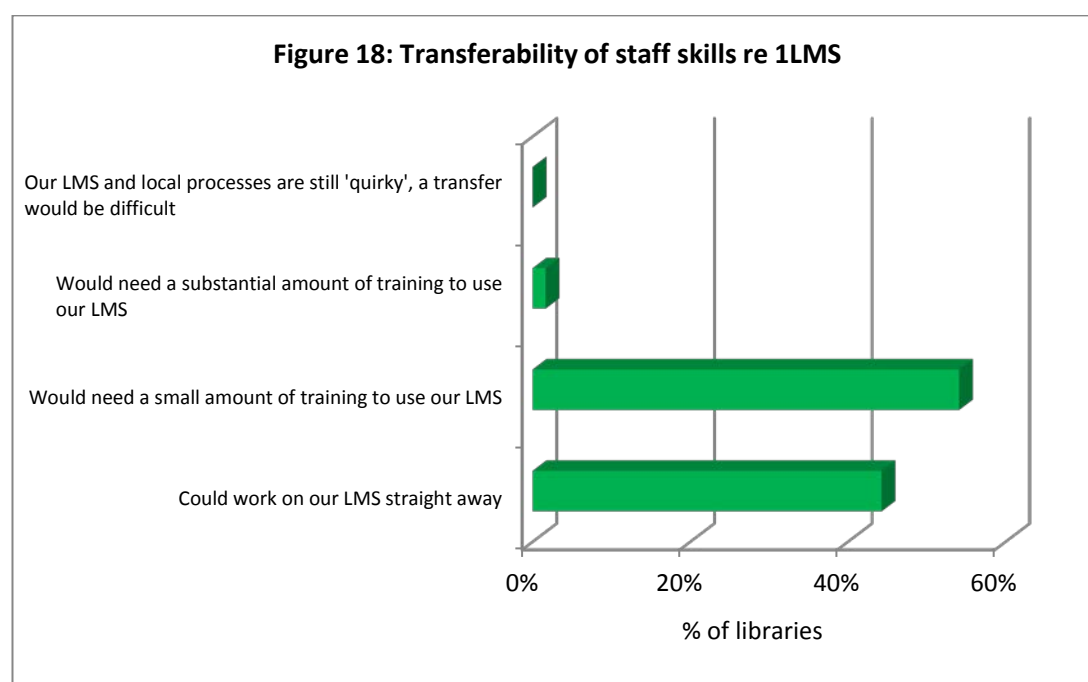
- Customers love the new system and so do staff.
- Have noticed that since joining the new system, there seems to be a decrease with the level of care taken to transport materials such as CDs and DVDs.
- I believe these areas will become more efficient as we learn more about the system.
- Love the whole system!
- The major issue affecting the efficiency of these activities is the significant amount of duplicate records (even for new records) that exist in the system. Transferring these records takes a substantial amount of staff time. Searching the database with these duplicate records makes searching for a particular item at a particular library extremely difficult. With the duplicate records issue resolved, all of these activities (apart from processing ILL) would improve the score to "significantly more efficient"
- There is a general consensus amongst staff at my site that the staff client, Workflows is significantly deficient in some areas. Searching particular item types and holds (dealing with follow through for cancelled holds and missing or unfilled holds), the way the system displays multiple copies of a particular title in our library, the amount of borrower information displayed at certain times during some processes etc. I think that a more detailed survey needs to be done with professional library staff on the

functionality of Workflows to determine the level of satisfaction with it and to come up with suggestions for enhancements that would make life easier on the ground. I especially feel that the process of Onshelf Item Holds needs to be improved to suit the Consortium - there needs to be an automatic notification sent to customers whose holds cannot be filled because an item is missing. There also needs to be an alternative title option button or similar for customers to select (in Enterprise) when undertaking the actual hold and this could flow through to the Onshelf Items Holds list in Workflows, so that staff can assign an alternative title (or copy) when necessary.

- Whereas before we would just fix the problem locally now there is a lot more communication involved. This is frustrating when not everyone is following the agreed processes. Workload with record clean-up and transferring has increased.

Transferability of staff skills

Libraries were asked to rate their response to the question "How confident do you feel that staff from other library services could easily use your library's system? (e.g. where staff move employment from another library to yours)" (*Figure 18*).



Forty four percent of libraries said that staff already trained on 1LMS in other libraries could 'work on our LMS straight away'. The remainder (54%) said staff would only need a small amount of training. Their comments have been grouped according to ease of transition:

Start straight away

- If staff have worked with Workflows and symphony they should have no problems, just need to show log on details.

- 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.
- If they come from another public library service.
- If using 1LMS of course!
- Only small amount of training, mainly just for where things are, etc. has been needed for casuals we have hired who currently work for other libraries.
- Only would need local call numbers and locations information.
- This question is not straight forward. If you mean that a staff member who uses Workflows in another library, then little or no training would be required. However, if the staff member was new to Workflows, then the effort and time needed to train the person would be greater.
- Where possible we have conformed to the Consortia guidelines to ensure seamless transition. As a user of the system I'd feel confident to use anyone else's as well!

Just induction training

- Consortium guidelines are followed in general - local parameters around collections and fines would be the only differences.
- Each library may have a few different rules and processes - which over time will hopefully become standard to allow greater staff movement.
- However with local variations.
- I assume this would be the case if all libraries have been set up the same. The only differences should be what we call the home locations.
- It depends where they have worked before. The basic circulation system would be easy to pick up. Some refreshers would be needed for more complex tasks.
- Just some different practices around the front desk but Symphony is much the same.
- Just to learn local rules.
- Mainly around our local policies and procedures and in particular with our joint use branches.
- New staff would just need to be familiar with local workflows and collections in the system.
- No training on the system would be required. The only training required would relate to location of collections and local rules regarding the overdue fine system.
- Reading shelf locations would need some training to follow our placement of items.
- Staff would need to become familiar with our codes etc.
- The management system should be the same - it would be more the 'housekeeping' tasks and local processes new staff would need to learn.
- They would need training in local policy and rules and other systems (e.g. PC Booking) but the library management system itself would require no special training.
- Training would mainly involve site specific systems and processes etc
- Would need some training in our 'inhouse procedures' but as far as using the LMS it should be the same.

More comprehensive training

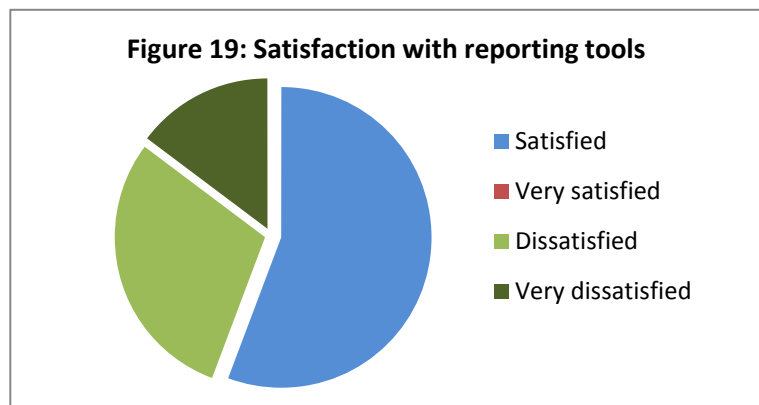
- Depends on prior knowledge in other library and what they are expected to undertake e.g. desk duty could be achieved with a small amount of training whereas cataloguing is a different story.
- For circulation and cataloguing significant local training would be needed.
- Logins for instance would need to be taught/remembered. We don't have lots of local processes - mainly the toy library process which would need training. That's specifically for SYSTEM; obviously there are a number of other processes and systems (PC booking, event bookings, print management systems and facility management systems, for instance) that would need training and these, together with Wi-Fi and PC use support, are where our customer service staff spend the majority of their time when on desk.

Satisfaction with reporting tools

Fifty six percent were 'satisfied' with 1LMS reporting tools. None were 'very satisfied' (Figure 19).

Thirty percent were 'dissatisfied' and 15% were 'very dissatisfied'.

Only one library (City of Tea Tree Gully) gave unqualified support for the 1LMS reporting: "Easy to use and level of detail is great".



Reasons for dissatisfaction with reporting tools

The majority of comments related to difficulties with Directors Station.

- Can't get into Directors Station. We only know how to do overdue and lost reports - no statistical reports. Have we missed training?
- Directors Station is almost impossible to access during business hours. Once you are in the product it is however OK. Web reporter is inefficient that we need to construct the report, but then get PLS to put it into production, however we do understand that open access may cause significant issues.
- Directors Station is cumbersome and difficult to get access to. Reports - having templates would improve this area.
- Directors Station is disappointing and reports are slow to develop.
- Hard to use within Workflows and not confident I can trust the data for reporting to Council, Directors Station nearly always in use so having to use after hours.
- Have not been able to have training so we are only using them at the basic level so would like to have training to be able to use them to their full potential. Some reporting tools seem too complex for SCLs.

- Having a small number of licences for Directors Station makes it difficult to login when you need information quickly. Miss the SQL-style access - notices are difficult to customise.
- I just don't know it well enough to get the data out that I require.
- I need more knowledge in order to create localised reports. It frustrates me to have to rely on someone else and their interpretation of what they think I need.
- I think all of the reporting tools are there by using Directors Station but I still need training on knowing which reports will give me what I want. The online training is very difficult with the accent of the presenter being a real barrier in getting the information and they aren't that interactive.
- In our situation it is more complex as Bookmark was a very simple tool to use for the reports that we needed to generate.
- Initial setting up was difficult.
- More training needed I think - we still need help with basic overdues.
- Need to set up many more reports yet.
- Output quality in notices and item lists is poor. Margins and spacing issues cannot be resolved to local needs. The reporting interface is clunky and difficult to understand - working out how to get a custom report can be a bit trial and error. When producing item lists, e.g. for weeding, the output is either unworkable or provides data on all copies of an item.
- Struggling to maintain statistics - with small staffing number difficult to spend time working out/creating reports. Reports often contain information not required/difficult to get what actually want; e.g. heavily reserved items report essentially useless
- Student overdue reports are still extremely time consuming. Each class is a separate report which has to be opened, then the actual name of the class put on then a whole heap of non essential information deleted before printing, loads of paper wasted by huge margins on pages.
- The reporting tools are complex, software is dated and there are not enough licences.
- Way too complicated. School/community libraries not really taken into consideration for what they need to report on.
- We are still to learn how to create and use reports effectively. At the moment we are trying to find a suitable format for our school class overdues. We are looking forward to creating reports for our statistics.
- We need far more training to generated appropriate reports. They are difficult to read and have a great deal of superfluous information.

Comments by libraries that scored 'satisfied' with 1LMS reporting tools

Even libraries that reported that they were satisfied with the 1LMS reporting tools noted difficulties:

- A tricky one; Directors Station - satisfied but would be better if we had some deeper understanding on the attributes (and maybe more logins); Symphony - dissatisfied; Web Reporter is a good tool however.
- Built in Symphony reports are limited. Directors Station is very good but lack of licences and the inability to access is frustrating.

- But need more training - had training when we first went on the system when we didn't really understand what we'd need to know and were still trying to get our heads around just using and learning the system. I think now is the time for PLS to be organising some refresher courses !!
- Would like training on reports other than overdues/holds.
- Can find most things, but haven't really spent a lot of time with it yet. Tech services staff find most of the things needed. Limited login to Directors Station is a bit limiting at peak reporting times. With Swift each service paid for a licence which allowed everyone access - I think large libraries would be willing to do this. A workshop on reporting and directors station and all the things you can do might be worth while once everyone is on One Card.
- Directors Station is tricky to get onto sometimes - but great.
- More training may be required for some staff. Also the fact that Directors Station has limited concurrent users which can be frustrating when you have set aside time to work on it and can't get in.
- I don't feel confident in accessing or utilising this aspect of the system.
- I know it works well - I am still awaiting training on how to use reporting and Directors Station.
- It is still not the most intuitive system and the lack of licences can be frustrating during key reporting periods.
- It took a while to set up reports and we are still working on this aspect of the LMS.
- Once you have some extra training and are able to practice on the reporting tools regularly.
- There isn't the autonomy that we once had pre-1LMS with the timeliness of when reports are run (i.e. readying a report for the RFID wand). Processing of reports (i.e. Claims Returned) and what happens after.
- This is hard to answer. The reports we have that were set up for us in Work Flow are fine. Over time, we are gaining confidence in managing those reports and manipulating them for our purposes. If you are referring to other report tools we have not had the staffing time to allocate to doing the necessary training so that we can even contemplate the possibilities. We do what we have to to provide a service and to be functional and that is that.
- We do need help from PLS staff to assist us with Reports - our staff require more training to be confident and efficient in setting up our own Reports.
- Would be very satisfied if we were able to freely access Directors Station - licence limitations are very frustrating.

A number of 'satisfied' libraries commented that they were not using the reporting:

- Barely used to date.
- Have not used them much yet.
- Haven't had reports training at this stage.
- Only limited use made of tools so far.
- Unsure.

Satisfaction with the 1LMS Help Desk

Libraries were asked to rate their response to the question "How satisfied are you with PLS central helpdesk for 1LMS ENQUIRIES? (this is for 1LMS enquiries only)". Ninety seven percent of libraries were 'satisfied' or 'very satisfied' with the 1LMS Help Desk.

The one library that answered 'dissatisfied' gave their reason as: "Urgent queries answered ok - others seem to take quite a while to answer."

Reasons for satisfaction with the Help Desk

Comments have been grouped, with comments about the quality of Help Desk staff being most frequent. Despite rating the Help Desk experience as 'satisfactory', eight libraries commented about problems relating to receiving help - most consistently relating to the timeliness of resolution of non-urgent issues.

Staff are very good (14 comments)

- All PLS staff are brilliant.
- Excellent service - well done to all!
- Have not used it a lot yet but it has been most helpful when we have.
- Kathy Haese is great and explains issues very well. She keeps trying until she resolves the issues.
- PLS support is always quick and very helpful.
- Quick response time, caring staff, good ongoing communication if a complicated task.
- Satisfied with personal contact and assistance and follow up offered. Some queries are answered quickly. Other times their workload translates to a slower response.
- Staff are usually very polite and patient when explaining issues, solutions etc. As a librarian in a SCL I do not have as much knowledge and expertise as city libraries so I appreciate my inquiries being treated with respect.
- Staff on PLS central help desk are always friendly and willing to help
- The help desk have been extremely helpful and respond quickly. Their expertise is appreciated.
- The help desk have been very helpful and extremely patient.
- The team does an excellent job considering the breadth of sites and configurations.
- We have found PLS central help desk staff to be extremely helpful and efficient in assisting us with any problems we have encountered. Thank you to all help desk staff for assisting us.
- Wonderful marvellous patient super people.

Responsiveness : good (4 comments)

- Always respond in a timely and efficient way. We had to learn to prioritise locally and log jobs only if they were proven as consistent or urgent matters to avoid them being overloaded.
- Excellent response time. Staff are willing, helpful, knowledgeable and provide good follow through on issues logged, and raising problems with the system.

- Fairly quick responses and follow up. When we joined One Card there was very little information provided on who to contact. We didn't know the process for some things e.g. system admin. A handout on who to contact for what would be helpful when you start.
- Very timely and helpful.

Responsiveness : poor (3 comments)

- However can be a bit of a wait for resolution of non critical enquiries.
- Most of the time very satisfied but logs take longer for a response (than with our previous LMS) which leads to frustrations here.
- Realise that helpdesk is extremely busy but can wait 2,3,4 weeks for a response. Query not urgent but within a week would be good.

Things that 'satisfied' libraries are not happy about (5 comments)

- Do not like the way the helpdesk jobs are often answered and closed simultaneously without waiting to see if the customer is satisfied with the response. Sometimes the problem has not been rectified. Seems to be an emphasis on help desk staff completing the task to meet KPIs without ensuring the customer is happy or that the problem has been resolved.
- I want to use them more but am hesitant to burden them with the issues we have as they are not vital to us using the system. For example, we did not know the full impact at the time of setting up our circulation map of some responses we gave. We would like to modify those choices now, but we feel we would be placing an unnecessary burden on the help desk if we submitted our requests.
- We don't always get what we think we need so issues are resolved in the negative sometimes.
- We would like PLS to have direct access to 'Tier 2' SirsiDynix support. We miss having a direct relationship with the vendor and some simple issues take longer to resolve because we are not able to action them ourselves.
- When Sysaid allows me to log on.

Customer benefit from 1LMS features

This question covered a range of features associated with the 1LMS, and asked libraries to score the level of customer benefit for each feature on a scale of '1=no benefit at all' to '10=extremely beneficial'. Libraries could also opt for 'not applicable to our library' (see *Table 4* and *Figures 20* and *21*).

The highest 'benefit' ratings were achieved for:

- Customers can return items at 1LMS libraries across SA: 64% of libraries rated at 10
- Customers have easy access to more than 3 million items held by 1LMS libraries: 66% rating 10
- Customers have access to a 24/7 online catalogue where they can look up and reserve items: 60% rating 10, and
- Just over half (53%) of libraries rated 'Customers only need one library card to borrow items at 1LMS libraries across SA' at 10.

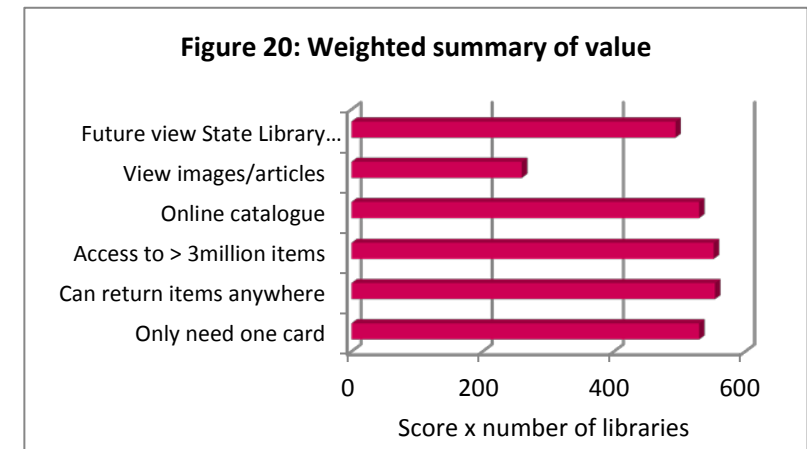
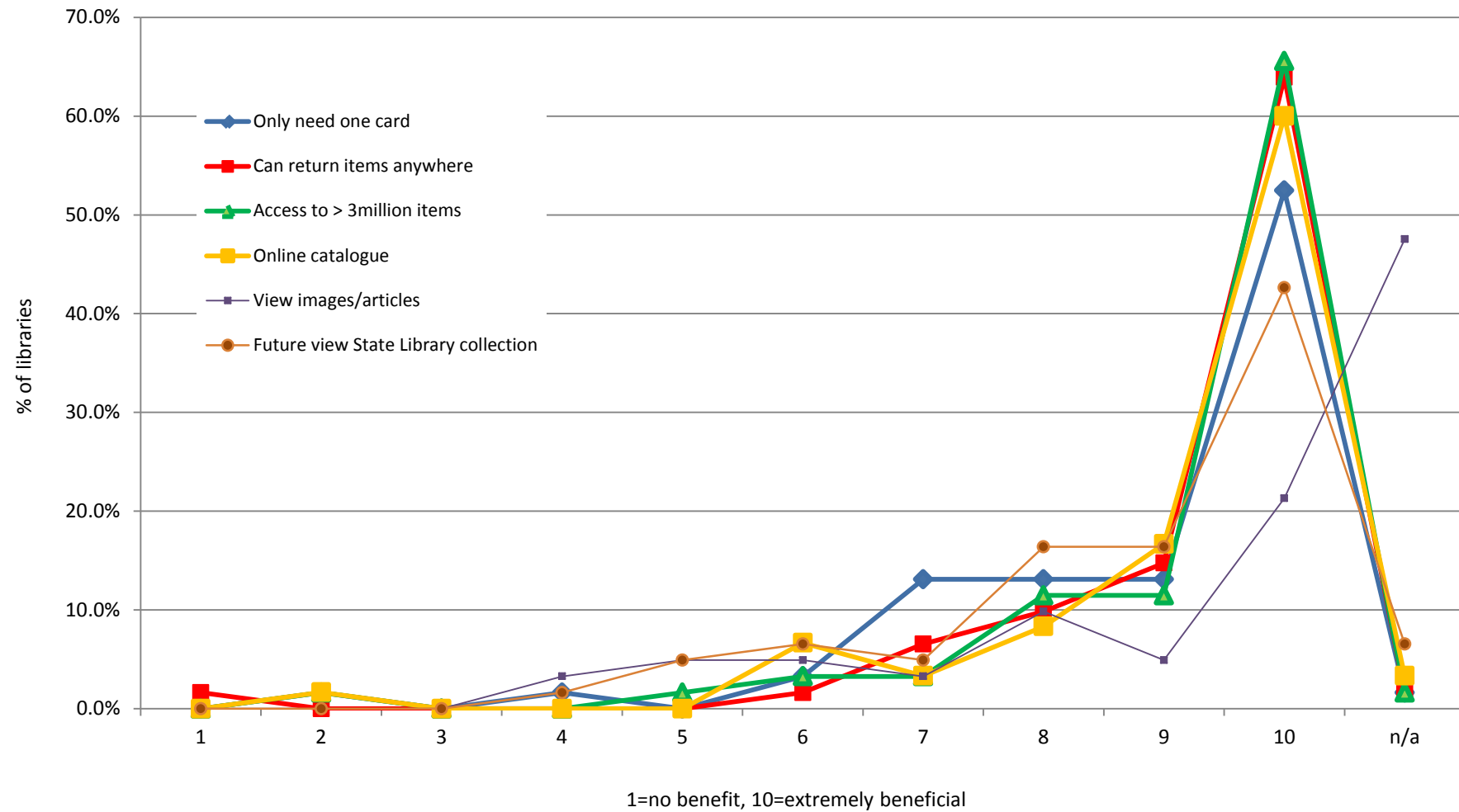


Table 4: Library rating of customer benefit for 1LMS features

RATING	1	2	3	4	5	6	7	8	9	10	n/a
Only need one card	0.0%	1.6%	0.0%	1.6%	0.0%	3.3%	13.1%	13.1%	13.1%	52.5%	1.6%
Can return items anywhere	1.6%	0.0%	0.0%	0.0%	0.0%	1.6%	6.6%	9.8%	14.8%	63.9%	1.6%
Access to > 3million items	0.0%	1.6%	0.0%	0.0%	1.6%	3.3%	3.3%	11.5%	11.5%	65.6%	1.6%
Online catalogue	0.0%	1.7%	0.0%	0.0%	0.0%	6.7%	3.3%	8.3%	16.7%	60.0%	3.3%
View images/articles	0.0%	0.0%	0.0%	3.3%	4.9%	4.9%	3.3%	9.8%	4.9%	21.3%	47.5%
Future view State Library collection	0.0%	0.0%	0.0%	1.6%	4.9%	6.6%	4.9%	16.4%	16.4%	42.6%	6.6%
<i>Average</i>	<i>0.3%</i>	<i>0.8%</i>	<i>0.0%</i>	<i>1.1%</i>	<i>1.9%</i>	<i>4.4%</i>	<i>5.7%</i>	<i>11.5%</i>	<i>12.9%</i>	<i>51.0%</i>	<i>10.4%</i>

Figure 21: Rating of customer benefit



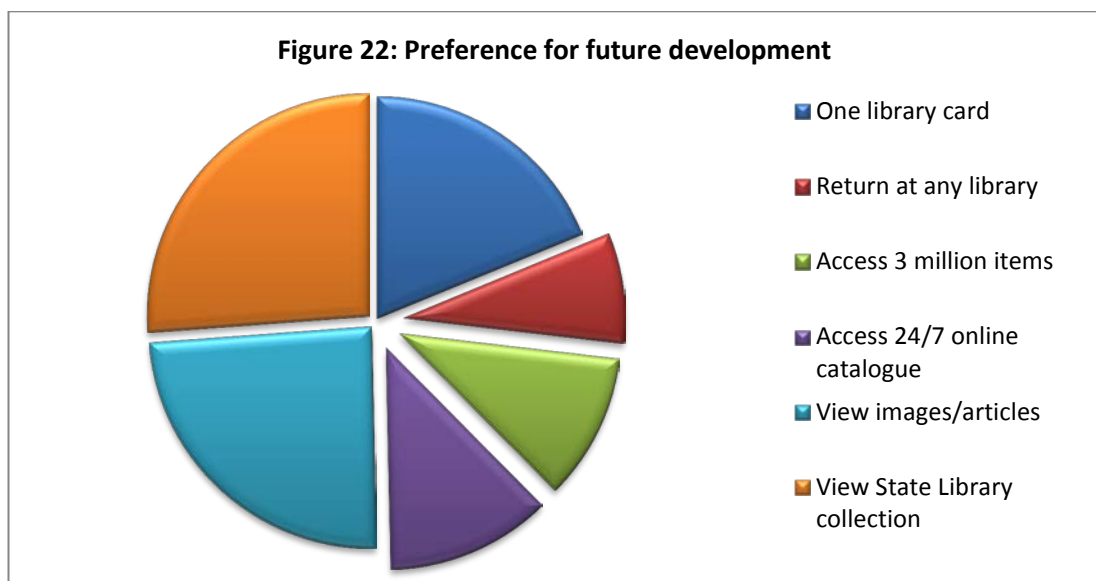
Google Analytics

Twenty eight percent of libraries use Google Analytics to track hits on their Enterprise Catalogues (none answered "don't have a website").

- Eight libraries said they intend to set it up but haven't had time.
- Seven respondents commented "I don't know how" or "I want to learn how to do this".
- Three said they weren't planning to do it yet, but aim "to get their act together".
- Two said they are currently using it "It's brilliant and easy to use/It is interesting to keep track of how many of our borrowers are keen to try the new services on offer".
- One was not aware they were able to use Analytics.

Features for future development

The survey asked libraries to identify which of the key 1LMS features (as presented in the previous topic) they would like to see further developed (*Figure 22*).



The most popular features for development were:

1. Viewing items on the State Library catalogue (64% of respondents)
2. Viewing images/articles - e.g. local history collections (59%), and
3. Customers only need one library card (46%).

Other areas of development

This was an open-ended question that elicited 37 suggestions, which have been grouped (where a number of suggestions were made by the same respondent, these have been split into relevant categories).

The most frequently-mentioned area of development was

- Training (10 comments), followed by
- Reporting (6 comments),
- Clean Records (5 comments),
- Enterprise (5 comments),
- Integration (5 comments),
- Holds (4 comments), and
- Improvement to Workflows (4 comments).

Also mentioned: Specific issues for Joint Use/School Community Libraries, Seamless cross-library customer experience, Black boxes, Third party products, Catalogue display, Mobile aps, Notifications, One Card for all transactions, and RFID.

Training, tools and professional development (10 comments)

- A few workshops about adding extra features into your Enterprise page. HTML lessons, add ins, gadgets you could connect in especially displaying events.
- Basecamp - would be fantastic to have all the documentation you need in a place where it was easy to find, particularly if you are looking for any updated procedures.
- Examples from libraries who are adding more to their sites. Graphic design advice about what works well.
- Follow up or refresher training for Library Staff especially in small regional or school libraries.
- Further training and refreshers offered for those libraries like ours which have been using the new LMS for quite some time but have not been trained in any new developments. We feel like we are now "left to our own devices" to work out any changes/updates.
- I would really love some more face to face training, particularly in searching, reports, portfolio. I would like someone to visit us to see if our workstations are configured optimally.
- Strongly believe more training on the 1LMS is necessary.
- Training - follow up for sites that have gone live.... there really hasn't been any. Think it would be beneficial to have something a couple of months after you've gone live as we would be asking different questions now that we have used the system.
- Training is also required for staff who have not been fully trained yet but do some work in the library.
- We need more training with Reports and Directors Station (and any other training that is available) - we have tried with telephone hook ups, but find this a very difficult and frustrating way to train. We would like to see hands on training offered at PLS similar to the way we completed our initial training.

Reporting (6 comments)

- Better and/or simplified reporting.
- I would also like to see improvements in list type reports - both in Workflows where the generation of these is cumbersome and can result in data formatted in ways that is useless for analysis using programs like excel and in Directors Station where information in shelf lists doesn't include key fields like item location - not to mention how difficult it can be to log into this.
- I would like to see significant improvements in reports. Most importantly I'd like to see more local control on the content and formatting (line breaks, alignment etc) of notices. Regardless of which program is used to read the results there are alignment and spacing issues that can only be partially resolved without using excessive staff time. Each notice report has to be examined page-by-page to ensure that page breaks don't occur in daft places - e.g. one line only on page 2, and where new notices occur at the start of a page. Better MS Word compatibility would be great - there's no need for a word document to have every end of line defined and page breaks also overcome a lot of the issues.
- More flexibility regarding notices (core layout) though these are affected by system configuration and are naturally tricky for a consortium.
- Reporting function - including easier formatting for notices.
- Reports should be set up for everyone, covering the basic information.

Clean records (5 records)

- Ability to merge in transit bib records, a cleaner database and the merging of duplicate bib records.
- Bibliographic and borrower records cleanup is of high importance at assisting staff and more importantly customers use and satisfaction with the 1LMS.
- Clean up all repeat information: libraries details, borrowers details, title details.
- De-duplication of customers, de-duplication of resources on catalogue.
- Handling of duplicate borrowers.

Enterprise (5 comments)

- Enterprise - availability and stability - too many search and system errors, speed slow.
- Improved code-base for Enterprise, the current model is not in-line with best practice on the web.
- Make borrowing and searching easier and more efficient.
- Making Enterprise more user friendly and simplifying search results so that it would be more beneficial to our students, e.g. shelf details on the first search result not having to go into the next screen for location.
- There is an assumption that managing Enterprise through Portfolio is within the time available and the skill set of library staff in small libraries. Personally, I know that I have the capabilities and skills to make this happen, but if I devote the time and effort, then something else has to give way. Other small libraries may not have staff that feel confident in tackling this area. The above could also be applied other areas of the system, be it reporting tools, digital asset management or some other area. I do not know what the answer to this problem is.

Integration (5 comments)

- Computer management system integration across all Councils (again so it can be only one card that can be used).
- Digital content and access
- E-book integration, wireless system integration (One Card, one password, one entry to all systems in across all Councils).
- Integration of various databases e.g. ebooks (I know they are working on this one) and others so customers have a one stop shop experience.
- Network upgrade as first priority (Pubnets, Wi-Fi, Overdrive access). Integrating eBooks into the collection, ie. eResource Central.

Holds (4 comments)

- Library group priority holds - the system should be able to place priority of holds items for certain libraries e.g. if not available in Tea Tree Gully, then Onkaparinga.
- Review how many items customers can hold - and therefore its impact on stock moving/handling within libraries. If customers are not picking up holds - there are currently no consequences such as an additional fee charge.
- The outreach module - e.g. placing holds.
- Would like to see Holds held for 15 days instead of current 10 days. Reason: We have rural customers who don't get mobile phone coverage so need to be notified of a hold by mail and if an item is received on a Friday the notice isn't generated until Saturday and our library is closed until Tuesday when the letter is posted - if they are lucky they will receive this by the end of the week (7 days in) and by the time they can time it with their next trip into town the hold has been taken off the shelf. The other issue is there is no record of the hold after it has 'disappeared' which makes it difficult to explain to the customer what has occurred.

Improvement to Workflows (4 comments)

- Better search engine in Workflows.
- Circulation - it's not great, too much hopping between windows and never being in the right place at the right time. Searching in Workflows is cumbersome and limited, Enterprise doesn't offer the advanced search options we need.
- Search parameters within Workflows.
- Workflows needs improving! In addition to what I have already mentioned, the Reports area is disappointing - no ability to integrate logos/graphics and lack of proper (and easy) formatting options for letter output to customers is particularly bad. Staff have mentioned the inability to store borrower circulation history as being a major downfall for both customers and staff (they realise this is a network decision taken because of space and bandwidth restrictions and not an omission of the software). It would be great to have this option restored, perhaps by hosting local borrower data at a local or site level? Staff have also said that the Workflows client itself "is too busy and has too many options" and is "not user friendly". A more detailed Workflows satisfaction survey would help narrow down exactly what the areas of concern are! This would then provide the network with a way to rank future enhancement requests with SirsiDynix. Despite these negatives about the staff client, I feel that the 1LMS project is a groundbreaking project for Australian public libraries and is a great benefit to our customers, especially those in SA regional areas.

Joint use/School Community Libraries (3 comments)

- As school library staffing gets squeezed more and more by DECD (through its hesitancy to direct schools or provide staffing benchmarks for libraries) and by school principals who do not see library services to their schools and their communities as a priority.
- Catering to the specific needs of school based material/loans/reports access etc.
- Consistent practices at the circulation and policies areas.

Seamless cross-library customer experience (3 comments)

- An integrated approach to debt collection across the whole network. Also facilitating payment of fees owed to other libraries as some customers have difficulty making payment of fines of insignificant amounts.
- Customers experiencing a seamless service across the state - not too many local rules, but some on special collections (like local history).
- Customers need to be treated consistently across the different library sites - this needs more reinforcement with library staff who create problems by being inconsistent

Black boxes (2 comments)

- The TOLL black box courier system. The volumes of this have caused workflow and resourcing issues within our Service, and have since caused us to budget \$40k in 2014/5 in capital works to amend our loading bay environments to process these.
- There have been occasions where items have gone astray but considering the amount of traffic I think the system is quite good

Third Party products (2 comments)

- Payment of fines and other fees through paypal or alternative integration of eresources, i.e. eResource Central or alternative.
- Third party products access: the payment issue for fines, lost charges, etc. so that customers who legitimately want to use the library and are willing to pay can move forward.

Catalogue display (1 comment)

- Pictures on DVD records- visual format.

Mobile apps (1 comment)

- A working smart phone app and/or mobile format of Enterprise as promised in the tender.

Notifications (1 comment)

- Customer notification of new purchases - previously we were able to set up an email re items newly catalogued for customers in accordance with their interests from which customer could then reserve. We've lost that facility, the primary complaints from our customers are their inability to know where they are on reservations list.

One card to rule them all (1 comment)

- One card for *all* library transactions, including centralised fines/fees so that it is a true 1card system.

RFID (1 comment)

- RFID or self check is vital if we are to see real benefits.

Further contact for interviews

Thirty seven libraries said their library staff would be available for interview for further information. Twenty two libraries could identify customers who would be able to provide good perspectives on the 1LMS.

Focus group findings

Three focus groups were held with library managers and staff: two in regional areas (Port Pirie and Keith) and one in the city at Marion. A set of questions had been developed to explore topics that required a more in-depth understanding than was possible in the online survey. Dr Kristine Peters facilitated the focus groups, which were also attended by PLS staff as observers. The findings from the focus groups are presented in full in this Appendix under the headings of the key topics:

- What difference has the 1LMS made?
- Future opportunities
- Impact on staff
- Impact on customers
- Ability of libraries to service customers
- Use of data for collection planning
- Challenges going forward
- Relationship with Council

Where the results from the three focus groups are similar, the findings are summarised and generally presented in the order of discussion. Where discussion elicited a different response from one or more focus groups, the differences are described.

By themselves, the focus groups were not intended to infer a conclusion about the success of the 1LMS, the body of this report pulls together the findings from all sources to determine whether the 1LMS has delivered the elements identified in the Business Case.

What difference has the 1LMS made?

"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 and return from anywhere."

The comments regarding the difference made by the introduction of the 1LMS were generally positive, although this question also elicited a number of comments about the challenges posed by the introduction of the 1LMS.

Positive

- It's huge, fantastic.
- In a lot of ways nothing has changed, the core business of libraries remains.
- We get lots of positive comments from customers "Wonderful service", "The hold didn't take long", "We're IT savvy and like to do our own holds".

Speed of delivery of items

- Customer access is much better than with inter library loans.
- The younger generation are good at placing holds but they want the item now..

- They don't have to wait as long for items.
- The holds come quickly, most straight away.

Range of materials available

- Customers can access more titles.
- They don't have to put up with another library mediating, we use to hear about librarians not letting titles go out.

PR and marketing

- It's a huge marketing bonus.
- There's a high recognition of the brand One Card.

Access to many libraries

- People feel they have permission to use other libraries.
- It's amazing, people come through when they're travelling and drop off books they collected in other parts of the state. They use the Internet, get coffee and get books "We're part of the One Card, so we can use your Internet now". They always could but now they are more aware of it.
- People are travelling with their One Card ready to go. That card will take them anywhere.
- It's changed the concept of "our library" and made available the use of other facilities.
- We've got people from Tea Tree Gully, Marion, Mount Gambier, people only need one card.

Collections

- It took us by surprise that we were getting books from other libraries that were in our collection. In the past we only had holds on things that were not in our collection. It's good for customer because the customer gets the first available copy.
- As customers draw on other material, it changes our own collection so that it's more specific to our customer demands, rather than us providing material that's scattered across collections. For example, we have increased our collection of materials relating to agriculture (e.g. CSIRO publications).
- We're being more ruthless in how we maintain our collection, more critical about weeding older material that doesn't meet our standards because there's better material out there than has previously existed on our shelves. There's no reason for us to keep it if it's on someone else's shelf.

New members

- There has been an influx of new migrant borrowers, because although we don't keep many other languages in our library, they can borrow items from anywhere.
- The biggest difference is student loans, especially Year 12, but also across the age groups. Students receive materials more quickly than simply relying on our copies. It's given them more of a focus on printed material that was previously slow to obtain, especially for Research Projects, the range and variety open to those students is brilliant.

- The real benefit will be in the next two-to-three years as younger students are more comfortable about getting the material they want.
- There have been changes in who is borrowing. In the past a lot of wives came in and sometimes borrowed for their husbands from browsing the available collection when they were in town. Now the husbands are getting onto the computer and choosing their own material and we've seen a big increase in the number of male borrowers.
- Young people are showing older family members how to place holds. Last week we had a dad join because his daughter had shown him how much she was enjoying the online capability.

New ways of interacting with customers

- We have an i-pad at the front counter so that people can place holds easily. We walk them through it initially, and then they do it themselves. It means that customers aren't using the computers for searching/holds, and they can be released for other purposes. We tell them to 'go home and have a go' and it's not long before we see the holds coming in, so we know they're doing it.
- It's faster than ILL, and customers' wishes don't have to be interpreted by staff, greater freedom for customers.
- There's no ILL folder, just a bookshelf.
- In the past it took so long to get an ILL that people were hesitant to try. But now it's much quicker and they are using the service more.
- People get a kick from borrowing books from so far away. But they also comment on the cost of bringing a book from somewhere else. We tell them we already have a courier service happening.
- One unexpected spin-off is the number of customers who search the catalogue from home and then drive to the owning library to look at the item they found and browse the collection at the same time.

Standard of materials

- Sometimes other libraries send back material if it's not up to their standard. This isn't an issue.

Debt management

- The One Card system has caught multiple memberships, and reduced our debt risk. It's good for us, but the customers who used the old system to avoid payment don't like it.
- It's good that we all have the same message regarding debt and One Card, it presents a cohesive face to the customer.

Loan limits/borrowing patterns

- The loan limit has been embraced by customers, previously some were excessive - we had one home-schooled family that required a whole trolley for their holds.
- Increasing the loan limit has seen some people constantly borrowing nearly 100 items. It's great to see young people using the library to that level.
- Loan statistics haven't gone up, but people are using the system better, getting a broader range of material (e.g. Blue Ray that we hadn't provided in the past).

- Our loans have gone down, but staff feel there is more work managing the materials coming in (black boxes), it's had a huge impact on our work. We think our customers are borrowing fewer extra items, but it's hard to tell, we can't track this.
- There's a higher turnaround on items, and people are getting six items they want rather than taking six off the shelf they don't want.
- People can only read a set number of books and now that they can be selective about what they read they are focusing on that, rather than borrowing off the shelves. It has allowed some people to focus on their obsessions.

Network development

- We are now at a point that the libraries established on 1LMS can provide mentorship or more directed help to small libraries - we should do it as a network.

Challenges

Volume of holds/transits

- The sheer volume of holds.
- There are more black boxes and many more items, but it's more efficient per item and as customers are taking control of their hold processes, the number of items is diminishing.
- The number of black boxes per delivery.

Database cleaning/deduplication

- Deduplication is taking time to come together. When it does, it will be more efficient to process items.
- It's difficult to report on the system because of multiple records for individual items. Customers don't know which ones are out and it's slowing down the holds process. So it's not a great customer experience (the Enterprise view function).
- We have had instances of customers trying to use press display online when working remotely from Queensland, but found they were wiped because they hadn't borrowed in three years. Cleaning up the database will continue to prune customers.
- Cleaning the database is hugely time consuming. We (large city library) calculated that we need two cataloguers full time to merge and clean records - and this appears to be indefinite.
- The database is hugely demoralising, we hear lots of swearing, although we are optimistic that it will all come together in the end. We need to be careful that we are not burning out staff who are cleaning up the database.
- There are new database issues each time a new library comes onto the system. It's a training issue. Small libraries with few staff (or turnover in staff) are creating new records when one already exists, they don't have the time or knowledge and are exacerbating the issue.
- We need a central project to make sure the database is clean. It isn't all about the libraries doing that work, it would be easier for scripts to be run centrally that would identify and resolve these data issues.
- Our collection teams are stretched and the time taken to merge records means that boxes are piling up to the ceiling.

The holds process

- It's frustrating when we see an item coming in that has to go straight out, when we know we have a hold on it from one of our customers. If it's in and ours, our customer should get it. These items are travelling too much.
- People are waiting for holds while we have a copy on our shelves. Sometimes the item comes in from another library when our copy has been returned. The system should shift the hold to our copy.
- It's not the culture of our customers to ask for things, they say they don't want to ask us to help put items on hold: "I will wait until it comes back in", but it can take months for that item to come back onto our shelves. They want to return to browsing the collection. It's not their custom to have things done for them.
- For customers, the 90 day rule is frustrating. They see the item but can't borrow it. Customers travel to the owning library to borrow it - they are working the system well.
- It's made a difference to our community because new stock isn't on the shelves, people want to browse.
- New title holds (SAPLN) are being used as a mediated selection list.
- DVDs are slow to arrive, partly because the loan period has increased (from one to two weeks). It's not just DVDs, any popular item is slower.
- If there's a hold up in processing at one library, we can see that the item is on the shelf but not what's happening to it being processed. Customers are asking "why isn't it here?".
- There was a period of slow transit over Christmas as a result of some libraries closing, but this should be resolved in future.

Collections management

- 90 day new stock is bolting out the door.
- The 90 days rule is important in rural communities or they wouldn't see any new books. The change is that if they don't use the hold system, they now have to wait until all libraries have had the item.
- I no longer have a browsable collection. If people are not computer savvy, they simply don't see a lot of authors.
- I used to buy duplicates, not now, they just go. It is a dilemma.
- I use to run a report on the number of holds and when it got to five, I would buy a new copy, I can't do this now. There should be a statewide system so that when there are 300 holds and two people are waiting, someone automatically buys 50 copies and puts them into the collection.
- The Book Thief had 1075 holds, and I don't know how many copies there were. In the past we monitored holds and bought books as needed, e.g. another 20 copies for big borrowing titles. But this doesn't work in the new system. Large numbers of holds should automatically trigger a central purchase, or maybe a reduced loan period when there are more than 300 holds.
- It's quicker to buy a book at Kmart then on P2. Sometimes people can't be bothered waiting and go and buy their own. [GS: we never intended P2 to be a short order purchasing system, hence the local purchase funds].
- We need the capacity to see what other libraries are selecting, especially libraries like us. I used to like to look at what others have selected, it saved time.

Condition of items

- Sometimes items are falling apart in the black boxes because of the amount of travel they are doing.
- It's good that other libraries are no longer deleting materials without notice if the materials are tatty. They were doing it without notice at first, there was a big rush when 1LMS first started and they were destroying a lot of our books. We got the message to them that it's not polite and it's largely stopped. It should be up to the customer whether they will accept it, not the receiving library, especially if there are no other copies. We didn't know they were destroying our books and sometimes we lost the second in a series. [GS: we could develop a standard slip that says "this book is from another library in the network, if it is not up to your standards, please let us know".]
- Sometimes popular things are out of print and then we want to keep copies even if they are not in a good state of repair.
- We are losing audio visual materials as they are damaged in the black boxes, the sheer volume of it is astounding. It's a problem, every box has smattering of AV crumbs. Can we put them in a box in the black box to keep them safe? The trouble is that Toll separates them again and sorts them so it creates extra work for them. "There are not enough rubber bands in the world to put around everything, so it's a trade off." It's worse if the box is not packed tightly, so the smaller boxes are better, they're not so heavy and we can pack them tighter.

One Card

- Convincing customers to give up their multiple cards is an issue, people are attached to their cards.

Online resources

- Will online resources be picked up by the catalogue (things like databases, e-books, audio books)? They're not seen as active on the system and some libraries cull them.
- In future auto-cull should be done by PLS who will check the record against online resources.
- We need to make sure digital doesn't disadvantage those who don't use the internet.

Network/consortium membership and development

- The structure and agendas of user groups needs to be reviewed. We've identified a series of problems to be resolved, but new people bring in issues that they want sorted straight away. The meeting agenda gets confused and we don't get to work on the big issues.
- There's been a dilution of the understanding of the consortium. Originally we did lots of work about what it meant to be in a consortium, about what people were signing up for. The original consortium members made a lot of compromises, we discussed issues and agreed that for the consortium to work we needed to do things differently or reduce our expectations. But this understanding of compromise has been lost by some newer members who just say "we don't do it that way" and there are now too many exceptions and they're not doing the right thing.
- Not everyone accesses Basecamp, but this is the ideal place to locate FAQs and other information about how to address minor issues that are common across the network.

Local practices

- Some libraries keep student library cards at the library, this creates problems if they unexpectedly need to borrow from another library (they can arrange a duplicate card in advance if they know they will be travelling).
- It was a strained relationship with our depots at first, but we had a timeline and just had to do it. It caused angst because I rejected a fair amount of their teacher resource material as outdated. But I just went in and barcoded everything, and once it was done it has brought about a more relaxed attitude to sharing resources. Although there's still a way to go.

Reporting tools

- Reporting facilities are not good. Directors Station is a nightmare. It's hard to get on with only five licenses.
- Directors Station doesn't have any reporting capability for Category 2 or 3 (genres).

Future opportunities

Transferable staff skills

- People can work in any library in the state, it's a big thing for staff movement.
- It allows for a pool of trained casuals who are ready to work across the network.
- We should be looking into secondments to give staff experience in different library systems. This would be very useful to build the skills of country library staff.
- We recently advertised for library staff and found that a number of applicants were asking whether there is a central agency where applicants can register for work in any SA library.
- I'd like to attach myself to a large city library to mentor me to teach me how to properly organise the library, so that I can go back and train my community.
- Sometimes the right training is available, but the timing is wrong and when you finally get to try it out you can't remember. I need someone telling me over my shoulder. We're happy to pay for training, that's not the issue.

Collections

- It will be much easier to develop a well rounded collection, e.g. a series of graphic novels, because "everyone's got my back".
- A more consistent approach to collections management, with complementary online resources.
- We need 'Collections HQ' so that we can see statewide how the collection is performing.

Reporting

- We need a better reporting system, staff spend too much time doing reports.

Buying power

- The 1LMS has saved so much time in tendering and selection, it's saved us 1,000 man hours and PLS did it for us and had better lobbying capacity.

- We could look at other network projects. 1LMS is a showcase, others can roll out.
- Country libraries are good at sharing, but it's hard to be at the cutting edge, and hard for small library to be the driver. 1LMS hasn't made a big difference to that. It's more about resourcing and reducing duplication. We already know to bring people to get information or support because there are no local resources. PLS doesn't have to drive this, but it is a good umbrella group and creates a hierarchy so we understand who to go to.
- RFID and lots of other programs can be done by the network. It's very hard to be a specialist in small libraries/SCLs, if it were shared across the state we'd get huge benefits.
- Local government needs to be more cooperative with purchase and management of services, e.g. IT and libraries. It's a bit harder with School Community Libraries because there are three key players to coordinate.
- Better buying power for software packages, e.g. RFID, 1LMS has demonstrated that it can be done.
- The network needs to look seriously at e-magazines, you currently have to be a member of that specific library to access these.
- More consistency for purchasing across the network, e.g. Overdrive.
- We should encourage libraries to share their 12 month activity plans so we can see what they are doing (e.g. buying planters or RFID).
- It would be good if PLS could employ digital designers and we pay them to do work for us (e.g. web design). This would be a good way of resource sharing, we can't afford a high skilled people ourselves (no capacity in our staffing mix), and we can't do it ourselves. It's about doing it, we know what we want, we just can't source people with the skills to develop the resources we need. We could potentially cover the salary costs if we shared the resource. It takes us a huge amount of time for us to do, even simply keeping up to date with what you could do takes an enormous amount of time. For example we would like to make our Enterprise page beautiful but it's the time to train and do it. We would like to do things with our local history collections, we could do clever things with community resources, fabulous things, but we don't have the time we need to be able to see what we do, see how we can do it, and see who could do it. If we knew four easy people we could ask to do it for us, that would be great.

Better customer services

- Enabling other services with One Card, for example paying for printing, and an inter-library cash card.
- We can take libraries to customers more using linked social media on Enterprise pages.
- Some libraries are using Google Analytics, but unless you have an IT specialist it's hard to find the time to set up and use it. So our business suffers because if we don't do it, we won't expand.

Transit efficiency

- PLS should be looking at zoning collections (e.g. North/South) so that items are sourced locally before being sought from other regions - this works well in Western Australia.
- There are more dropbacks, mostly at the two bigger towns (Port Augusta, Port Pirie). [GS: We can be thinking of arrangements for direct swaps and minimise the Toll interface].

Outreach module

- Not many people use it, it's just too difficult, takes a long time to set up and modify.
- We've spent a lot of hours on it, but we're not there yet and it's wasting staff resources. We have log everyone on outreach's interests individually.
- Our volunteers don't use it, so we don't. We've just said "it's too hard for us" and we don't use it.
- We feel unsupported. We don't have the skills, it's easier to write the customer name in the back of the book.
- Every time a new library comes on board, it throws it out.
- When it works it will save time, but we're not there yet. We're doing work around.
- In future there will be more older people needing outreach, so this needs to be a streamlined part of 1LMS.

Enterprise coding

- The code used to build Enterprise is out of date. It should be using standard compliant code that provides cross browser compatibility.
- When the service pack upgrades occur, there are big changes without any supporting documentation, it creates a lot of work for us when we are customising Enterprise, so we've stopped doing it. The goalposts keep shifting.
- It takes more than five hours to rewrite and debug the code every time there's a service pack upgrade. If Enterprise were in line with best practice it would allow more ways to pull and manipulate the data.
- Enterprise has the potential for customer interaction, e.g. acquisitions module where customers can drive selections more visibly than they do now.

Digital assets

- There is enormous potential for digital assets, but no time to develop these.
- Local history will really engage the community, and bring new people into the library. Enterprise can cover photographs, libraries are more than just books, but only a handful of libraries have the time and resources to add images.
- The portfolio of local history images is the next big thing to be addressed, but finding time and resources to do it is the problem. Our history groups have poor digital literacy. The separate history collections are 'owned' by the local history groups, who believe that ours is theirs and don't do anything in the library except on 'their' collection. They also think that if we ask them to do things with other items/collections, that those things are theirs as well, "if they're involved, it's theirs".

Tools for book discussion groups

- Book discussion groups are very time consuming to manage, we should be using 1LMS to allow better self-management. We'd prefer our library staff to be doing valuable hands-on work with the community rather than managing book discussion groups.
- The system should allow anyone who wants to form a book discussion group to register and search or browse "book discussion group" collections, put collections on hold, bring in other relevant ad hoc materials, and advertise meeting times.

Cost shifting

- What is scary now that we are on 1LMS is that our councils are going to push for the state to take back the cost of libraries. They belonged to the state originally, and the state government funded 80 percent of library costs, now it's 10 percent.

Impact on staff

Time since implementation

- It depends where you are in the implementation cycle. Our staff think it's a great system, they are over the shock of the black boxes.
- Overall after 12 months all staff generally think it's a good thing.
- Originally staff were apprehensive and had angst, but it fell into place when we converted and they're much happier. Everything works and they're enjoying their jobs more.
- It's a control thing, some people had to learn to let go. We have people who won't take on the changed role, it causes issues but we recognise it's a performance management issue.
- It's not all rosy, especially for people who liked the old LMS, but there's a commitment to make it work.
- I foresaw the potential of the 1LMS and was able to prepare staff that things were about to change, and would be better and they needed to think about making decisions about the collection. This really helped keep an open mind about the potential created by 1LMS.
- The early adopters just needed to "go with it", there were some things we expected, but others were not foreseen, or not well explained. I think PLS should recognise the value of the early adopters.

Motivation

- I have staff who are more motivated. These days our Part Timers jump for joy when they're asked to work because they're excited that they have the capacity to do things for customers that they couldn't do before.
- Staff are more interested and prepared to learn, and are stretching their skills.
- Our staff were just happy to get on with it.

Changed work practices

- There has been a change in work practices but the impact is not as big as we first thought.
- Staff roles have changed. We used to have one interlibrary loans officer and now all people do the black boxes. There has been a change in duties, but it's not a big problem. For some it was a shift and there was a fear factor, but now the people who were the interlibrary loan offices are taking ownership of the black boxes and it's not a bad thing.
- There is more chasing of materials sitting expired hold list shelves - some libraries don't action expired holds and then the system fails us because it doesn't give us that information.

- We used to go straight to the LMS provider if we had a problem, now we go to PLS who goes to SirsiDynix, and it takes much longer. Simple tasks that should take five minutes to resolve take two days (report, get instructions, check, follow up). This doesn't appear to be just 'teething', it will escalate. We had a customer contact SirsiDynix directly and got information we didn't get and an answer before we did.
- ICT is still needed, they're doing other things than direct LMS management - e.g. doing things on Enterprise (online resources, backups, staff training).

Processing black boxes

- We went from a little bit in a box to three boxes. We have extra staff on box days and it works well.
- Initially there was a lot of negativity towards change. People were unsure and the ILL role had to change a lot.
- There is more manual handling, but we have developed systems, changed our workrooms, then changed them again. We had some things that didn't work, for example printing receipts in the work room, it didn't work and we changed it.
- It's mainly an issue of the size and storage of black boxes, especially when they're full, but we have mainly worked it out, although we're still experiencing some bottlenecks around the front counter.
- We started processing books in the workroom but it was four times harder. Now we are doing it at the circulation desk.
- We share the processing of black boxes so there aren't a few people doing all the lifting. The Mobile Library always had lots of manual handling so there has been no change for us.
- Libraries need bigger workrooms to make it easier for 3 - 4 people to get involved at the same time.
- We changed our workstations so that they are better suited to larger volumes. One staff member thought I was crazy ordering more benches, but it works well.

Issues with searching

- There are a lot of issues with searching in Workflows, people are frustrated with that. It looks like not every library is setup the same way, or seeing the same things. It's embarrassing when we can't find things and the customer is standing there.
- We're used to an intuitive search facility using algorithms, Workflows is more boolean, old fashioned and limited.
- Some libraries use Enterprise for searching, with side-by-side windows (needs a larger screen, but they're not expensive).

Efficiencies

- Compared to the time it took us to process one ILL, we can do 10 boxes - huge savings.
- ILMS has increased the number of people who accept text notices, and it's a huge reduction in labour not sending letters.
- We have saved 2 days per week on ILL, it's shifted the work and some people may feel that we are doing extra work, but it's just different.
- We've saved time on ILL, but are losing it on searching and merging.

Network communications

- We receive a lot of emails that are not directly relevant to us (e.g. through Basecamp). It doesn't take a long time but it does need time.
- It would also be good to hide the e-mail addresses of the recipient of Basecamp mailing list, we don't need to see half a page of e-mail addresses every time we open something. Also there's too much cc around the network and we are included in things we don't need to see.
- There are lots of duplication and multiple posts. Too many people 'reply all'.
- I do emails one day per week, there are thousands.
- We need better communications protocols.

Working with the consortium

- Staff have invested a lot of time into the development of 1LMS. At any given time we have someone out at a meeting or workshop, or are taking part in statewide groups. Out of 15 FTEs, at least 6 or 7 are involved in regular LMS meetings. (Other libraries concurred.)
- It's a great benefit for those staff, but it impacts on their work and on others in the team.
- One of the benefits of the middle management staff being so actively involved is that they are driving it within the library, and are the 'go to' person for enquiries. This creates good peer education within the library, and is a nice feel for the team.

Different relationship with the customer

- There's a change in the way we provide customer service, it's hard to confront people about multiple cards, and to be able to answer questions about why other libraries aren't doing it the same as we are. We feel threatened when we can't give them an answer. There's not enough work done across the consortium about how to 'sell' the new service - we can't say with confidence that others are doing it this way.
- Customers are frustrated because they can't see where they sit in the hold list, so they put more holds and we have to manually delete duplicates.
- It takes much longer to search at the Circulation desk and customers are saying "it was so much easier before". There are so many steps, and it's less user friendly.
- Staff are complaining that they are doing checkout work, rather than providing a reader advisory service, they're too busy doing transit work and want to get back onto the floor.
- Only Port Pirie reported putting additional staff on the floor, others have more flexible roles, but allocated staff to other functions that improve service standards.

Better customer service

- A lot of functions have been streamlined and we can push start on to the floor to interact with customers, people are mainly ok with that. We now have a floor walker floating around, we figured that people have to be out on the shelves pulling and shelving so they can help people while they're out there.
- We have moved to self pick up on holds people really have ownership of this, it is a huge change.
- People who never came to the library to browse are now regular borrowers. As are people who can't get to the library. There are a lot of new regular members who

were previously not engaged. One group is people who borrow professional materials.

- Not all libraries are doing pre-overdue notices, although it's very simple and automated once it's set up. It's good for the Mobile Library because it reminds them when we'll be there. Some libraries cut out the pre-overdue and customers complained and some libraries have reinstated this. Some libraries never did (it's not logical, you don't get a pre payment notice for your electricity). It blocks up my e-mail and drives me nuts.

Borrowing patterns/demand

- We don't see what people are requesting, we used to see the slip, now we need to think differently, process the boxes or walk along the hold shelf. It doesn't take long it's just different. It's interesting to see what's coming in the boxes, we think "Oh, OK they're wanting that, I'll keep an eye out when I'm doing selections." We need to serve and unpack boxes to see what people are putting on hold, although sometimes people show us their e-mails or text messages.
- Salisbury did a survey of lending, and found that 80% of items were from the customer's 'home' branch, a further 10% were borrowed from within the Salisbury Libraries system, and only 10% were from other council libraries (note figures may not be accurate). Previously we had only .3% or .4% ILLS and the growth in external borrowing has come from new borrowing and new customers. There are a larger number of items borrowed, but no net difference in the number of loans.

Purchases

- We are not spending as much as we use to when buying from interlibrary loan orders. It's more discretionary now.

IT issues

- There's a direct impact on council's IT, particularly in savings on hardware support. But there are a lot of networking issues and it's hard to locate the problem, we have each party (Internet Service Provider, Council IT, PLS) saying "that's not our problem" but it often is. It's really difficult with intermittent faults.
- One branch had four months of multiple drop-outs per day, it was very tricky because they would think that the item had been booked out and the customer had left, but the system had dropped out and the record hadn't been completed.
- Offline 1LMS works much better, it's dead easy.

Streamlining systems

- I would like to see a 'you tube' of Toll's processes so we understand and can help them develop better systems. It would be good to help them in any way we can. One of our staff went to see the Toll processing area and they said it was a terrible job and were glad they didn't work there, so if we could make it easier for them it would be good.
- The slips are hard to read for sorting, the font size should be bigger and easier to read although if the font is too much bigger it will use twice as much paper. We use a box of receipt rolls a month. This is not an environmental approach, we have needed extra bins for the paper, and we can't recycle them if there are names on them.
- We've reduced the amount of work involved in advising ILLs and overdue by using voice, text - very few require print, and it's a huge saving.

Helpdesk

- My pet hate is when they answer my question and close the log at the same time. Sometimes I'm not happy with the answer, they should ask "can I close this?". Sometimes they haven't even understood the question and they close it.
- I sent an email stating the problem, why it was occurring, what I suggested as a fix and the rationale, I asked "will this work". The answer was just "no".
- The helpdesk is very stretched and they're not able to provide the level of support we need. Phone is better than email, but if they're busy or are working part time, we can play phone tag for a long time before making contact.
- Is SirsiDynix collecting common issues and providing FAQ to PLS helpdesk staff? There are a lot of similar problems that could be sorted if the information was tracked and pre-emptive information made available. For example, corruptions in records is coming up frequently. We need an internal promotion or contact sheet so that we know who to contact at PLS if there's a query. Jon said "always use Sysaid" but people wanted the name of a specific person.

Impact on customers

Debt collection

- When customers have an existing membership at another library and owe money, they can't join again. We need to resolve this before we can lend and it takes time. It's not good that we giving negative messages by working through these issues at the counter with people waiting and watching it happen. It takes a very long time to solve a problem and its negative message. If the amount outstanding is only small they can borrow, but if it's more than \$30 they're blocked. We think the home library should try to recover the money and resolve it. We ring the home library straight away, and often waive small fees. We expect this problem to reduce over time, as serial offenders will be culled. They won't be able to keep trying. "Yes I am sharing custody of one of these at the moment, he has 16 registrations with three large fines."
- One Card hasn't reduced our debt (yet), but we are not taking on new risk associated with people with 'history'. It's too soon to know whether it will change our debt levels.
- People can't pay fines when they come into a library that is not the source of the debt because each council has separate finance systems. It would be good to have paypal, it's a huge project for PLS to fix. The current system is crazy from my perspective, but really most of the problem comes from people who don't want to pay - we can organise for them to ring the other library and pay over the phone but this is too hard for many. We have also arranged with other libraries to accept substitute items, rather than try to solve the money, it's cheaper than a fine and we trust the other library to replace it with a similar item.
- There's more negotiation between libraries than previously, and staff have to intervene on behalf of customers.
- Some libraries have stopped billing for lost items for home visits, it's just too hard.

Borrowing period/history

- People are not happy about losing their borrowing history, they ask us, "can you tell me if I have had this before?" but we can't do it. Customers are saying it's a reduction in service, but we realise the database for a longer history would be too

big. We do keep records for home visits. It would be good to keep the history for the last 2 or 3 borrowings so that we can follow up damage.

- Custom's due date have been reduced from 6 weeks to 4 and 2 weeks for audio visual. This is now standardised but it caused problems at first.
- The 10 day hold is standard, over Christmas we extend the hold and clogged everything up. We can't go longer than 10 days because the system would slow down too much.

Browsable collections

- After 90 days all new material just bolts out of our library.
- There is no browsable collection. This is a huge difference in some libraries.
- We used to have a lot of priority borrowers (20 of them in our library) who got new books first before they became browsable. Now all books are in the general collection, and the priority customers no longer get gold star service.
- Some people like to spend time in the library and has been no change for them except that popular times are not on the shelf.
- We have both older and younger borrowers, the old ones won't put items on hold, while the younger ones put on holds at home.
- It will be good when the catalogue covers online resources with cover images.
- Can we do a list of all DVDs on Enterprise and make it pretty? [Comments: it would be a very big list].
- A very big list part of the problem with this system is that I don't know what I want and I want to browse online. We need a 'show me' option or 'I'm feeling lucky' or maybe 'Pick me a book', or a drop down menu of bestseller lists.

Cost of shipment

- Customers were concerned about the cost of couriers and commented that items were shifted that shouldn't. People offered to return it to the regional library rather than elsewhere because of the cost of transport. But most don't care and like the convenience.

Relationship with library staff

- Staff have reduced eye contact because they're looking at screen all the time.
- For Internet savvy customers who are happy and independent it's a wonderful revelation. For customers who want personal service it's not so great.

Speed of service

- Previously customers who wanted an ILL had to wait up to two days for us to check availability and organise it, we'd take their details and get back to them. Now they receive the information and put a hold on it straight away and they leave knowing it's been done.

Hidden collection

- The hidden collection has now been released we now know where all of these materials are. We can ring the owning library and ask them if it's available for borrowing, or make some other arrangement for customers to get the information they need. It's made a big impact. For example, we can find rare car manuals, and

at times libraries have photocopied and faxed the information to us to help a customer out.

- Teachers are finding school sets and when they locate them, we give them the school's number and they ring and arrange it and the set comes through to us.
- We've sent things to rural libraries, we transfer ownership and make it part of their library stock, and then they lend it, then when they return the set it becomes our stock again. We do the same for large print collections.
- It's interesting how schools are sharing resources through the public library system. This is getting teachers to come back into libraries again and become more regular customers. It would be interesting to track school set movements.

Cross-state connectivity

- Customers love the idea of being connected cross the State. They tell us "I have permission to go into every library".
- They can keep their original library card when they move and we just update the address, it's a lot quicker than processing a new enrolment and its more welcoming.
- They like their pretty new cards. [PLS has a collection of all cards, they're beautiful.]
- There are still people with multiple cards and we still have lots of cleaning up to do - some were members of every library that they'd used via ILL. We wiped all borrowers and started afresh, others just wiped ILL.
- People self regulate to get around to different libraries where there are items that they're interested in - they don't necessarily put a hold online, they'll go to that library and have a look at the collection on the shelves.

Book Clubs/Discussion Groups

- We need better systems for book clubs, either allowing a blanket hold on multiple copies, or provide a set that can be borrowed.
- Suggestion that book clubs have special borrower cards that allow holds and borrowing of sets of books. A lot of sets are shadowed on Enterprise and the public can't hold them.

Audiobooks

- The highest percentage of borrowers of audio books are country customers (driving long distances, ease boredom on tractors, housebound, poor TV reception).
- We need to promote these to the rural sector, advertise in trucking and farming magazines.

Use of data for collection planning

- I'm not doing many reports yet, it is my weakest area. The reports and Directors Station are hard, in the old system I had all my reports set up, but I haven't had time to set these up yet. If someone could set it up for us that would be lovely. PLS has done the basics, but it's confusing I need more training, and I need time because it's still really new. I was proficient in the old system.
- I'd like templates on how to set a report for particular information, I've done the training but I couldn't make it work for us. I don't have time to do it and 12 month on I realise I should be doing it but the daily chaos prevents that happening.

- We need more webex training, there's a big demand for this in the regions. I did the basics and now I want the next step. I need help with troubleshooting. I need a refresher - we first did training without having seen the system, now it would be more use because we have used the system and can fill in the gaps. For many it's just information about basic stuff, especially libraries that have had a big change of staff and no-one knows how to use the system. They're messing things up because they don't know what they're doing. We think an ongoing training program is good we would pay for it, otherwise it needs to come to us and be delivered locally.

Directors Station

- There are only 3 licences for Directors Station so I feel I need to get in, get information, and get out - under time pressure, so I don't play and I don't spend time in development. PLS has put their training licence into production to help, but it's still tight. If there's going to be a new reporting system soon, I'm wondering whether I make the effort to know the one we have now. I know I need more data and I'm not getting as much done on this as I should.
- We can get the reports, the issue is time, I wonder "will it improve life for me if I learn Directors Station", the answer is "no".
- We're not using data for collection decisions, don't have the staffing to dedicate to learning/managing the module.
- It has been made easier by PLS setting up 'click and print' reports.
- We did our own reports before PLS did the templates, but happy to have an easier method.
- Some staff have done extensive training and are available to help others in their region, it just needs to be organised - hub specialists.
- We only do the very basic reports, I know what I'd like to do but I can't explain it to anyone, and we don't have the time or resources to spend on it. It needs big blocks of time to learn and manage, we don't have any large blocks of time - a lot of the work in country areas is 1:1 because of the customer demand for service. We have less control over time, there's always one eye on the desk.

Challenges going forward

Multiple copies in the statewide collection

- We are not buying duplicates of popular items, there is no point it just disappears into the ether. We know we can get extra copies from another branch.
- We used to look at the holds and decide if we needed more copies, and I'm sure lots of libraries are in the same boat. Now all of that material in the network has reduced because we are all working on the same theory. Hence we have more than a thousand holds for the same item.
- A lot more work is needed on collections maintenance, especially for series. We are losing things and it's hard to track where they've gone. I don't like not knowing where my stock has gone. But does it matter anymore? We need to change the way we think.
- Is the future a floating collection that doesn't live at one library?

The cost

- Our IT used to pay for our LMS and now we have to find it within our budget. It was an excuse for councils to save money. We haven't had the staff savings to compensate.
- Some libraries talked with finance and retained their previous LMS funding, others lost it. A lot depends on the relationship between directors.
- The cost is the biggest challenge for us, we've had to find more money out of our operational budget to support the 1LMS than was in the agreement with SirsiDynix. The upfront cost was cheaper, but the operational cost is 50% more.
- IT told us they hadn't made any savings, we don't believe them. So we tread a fine line managing increased costs out of our operational funds from State Government.
- Every time we do something well, it costs more. I wonder about the sustainability of 1LMS without extra funding. Everyone is trying to do more with less.
- How can we continue to fund improvements to the One Card Network so it doesn't date, while dealing with diminishing budgets?
- Don't resolve the Toll costs through setting up a single delivery point to each library service, we already can't take all the boxes and they're stacked in every bit of space, including in front of the fire exit.
- The payments issue should have been fixed, it's impacting on our bottom line, on staff and customer trust.
- We pay for 1LMS out of our grant, and so the grant is less.
- The Toll cost for black boxes is being reviewed, it will be interesting to see how holds/transits change after customers have been doing it for a while.

Scheduling of implementation

- If the project had gone slower, we wouldn't have had so many issues, PLS should have used the first group as a pilot to resolve issues. As it is we are two years in, and many of the issues are not resolved.
- It looks good that it rolled out so quickly, but did we have the capacity to do this? New members are inheriting the same problems and asking "why wasn't this fixed?".
- Libraries already on the system were forgotten because the focus was always on the new ones coming on.
- It's a credit to PLS staff the way they've educated councils and got them on board.
- There's no sense slowing down now, finish the roll-out then focus on the issues.

1LMS performance

- There wasn't enough focus on 1LMS as a total package, lots of bits were seen as secondary that should have been in the original plan (e.g. Outreach).
- The system isn't doing what it was promised, and we're only just finding out because it was implemented in such a hurry.

Licences

- Do we have enough licences for the whole system for the future? I'm nervous about the cost of extra licences - who pays?

Future changes

- Going forward needs to be exciting, not an obstacle.
- The majority of young people don't print, they use portable devices and everything is on there. They're not worried about physical copies (photos, discs), they are the people who will be working in libraries in the future. Young people see digital as normal, we need to go digital so we maintain relevance for them.
- By 2020, a large percentage of the collection will not be in book form. It's exciting, get used to it.
- Overdrive is too clumsy, we need savvy kids to bench test the design. We should watch what they're trying to do and adapt the design so it's intuitive.
- As we learn Enterprise and Workflow, we're appreciating what they're capable of, we're working at a really basic level know and only just understanding the possibilities.
- As a network we can take advantage of SirsiDynix developments in mobile environments "Mobile Sirsi". We need to fully investigate and go in that direction. It will allow us to get to younger customers, so that librarians make more sense to them. "I walk around the library with an ipad connected to Enterprise, I search in front of them, show them what it can do".
- If in future we lose books and have more digital, what will we do with the space? People can come in and use it differently, we can have groups, playtime, activities, online games - it can be a community, social and recreation space associated with knowledge. In the old days, the Institute was the centre of town, they had lectures and meetings, libraries can reinvent themselves with fewer books but more engagement with ideas.
- Libraries are now digital hubs, but they won't be in ten years because everyone will be digital, so what's the next thing for libraries? They were early adopters of IT (computers, free internet), not sure what the next step is - perhaps 3D printers?
- Libraries need to be designed for openness, for flexible use of space without expense. Mt Gambier library is like a party, they watch cricket, have coffee, even markets, it's a brilliant space. There are less books but lots of other cool things.
- I take my library home with me, just need an ipad on my lap, I have Workflows on my personal computer - got the IP address cleared and use it for training others.
- More and more library staff are not needed at work - they can work on portfolios and digital assets, and this can be done anywhere, not at the library.

Relationships with Council

Council funding

- Some councils provide good funds for materials, and it's meant we have been able to build up a very good collection, but it's all 'out' and the 1LMS means we're subsidising others. The risk is that council will no longer see justification in the level of materials funding and cut it back. Some country libraries are now counting Tea Tree Gully and Onkaparinga as branches. The three main things that are going out are AV, non fiction and graphic novels.
- Council saw that the cost of the LMS was coming from elsewhere and cut our budgets accordingly - but it means that there is less money going to the library.
- But we don't have the power to shift money in council budgets.

- It's changed the way I use my budget, I'm more flexible. Previously the Local Library Board of Management were more prescriptive about the type of technology I bought and I had to justify each little purchase. Now they have a broader view and are less prescriptive. It's made a positive change to the relationship.
- We spend more money on training and development, council supports our involvement in meetings and pays for a replacement at work.
- The relationship with council is positive - they don't have to know our library management system any longer, it's a benefit for them. It has also freed room in their server room.
- A couple of Elected Members are economic rationalists, and were saying things like "we can close all the libraries and just have a central pool of books and community centres can distribute the books" and "it's just one big warehouse". They didn't see the social capital benefits.
- The connection with the LGA seems very good, but there's still a lot of work to help them understand what it means and that it's not just about cost cutting. Thank God they can't touch the State Grants!
- Some get it, others never will.

1LMS as an exemplar for other cross-council projects

- We have to admire this project and how it was a "jump into the unknown". There have been ripples, but the benefits way outweigh them.
- 1LMS has made no real change to the relationship with council. We have RFID in our long term plan, and we're using the success of the 1LMS to bring this forward, we now have the evidence and it's easier to argue a case because we're working to an "industry standard".
- Council put forward extra money for the 1LMS without hesitation, PLS did well to get the LGA onside and influential. It was interesting to see that once the decision had been made, cooperation happened without too much work - lots of councils were keen to say 'yes'.
- This is one of the first times that PLS and councils have worked together at this level, and our library card has both logos, they're collaborating in ways they haven't before.
- The consortium approach is seen by senior staff as an example of how it can work. Most senior staff have taken it on board.
- It developed further the relationships between the library and other departments, we're working together more closely, with stronger links. We're seen as best practice to deliver such a big project.
- We went to Melbourne for a conference and visited libraries, and the staff on the desks were saying "you're from South Australia, tell us how it's working!", so everyone has heard about it.

Better services to council ratepayers

- We are attracting people who were not library users. We should promote that more, and create new customers through things like popup libraries. We are getting people who previously didn't use the library and it's expanding the services offered by council, and providing better value for its money for ratepayers.
- There were plenty of good news stories when we went live. But less now, we need stories to enable us to take libraries to council in reports. Although sometimes our directors filter what we present.

- Our council is excited about what we've achieved, they've enjoyed having input.
- Our council sees it as terrific overall, their community is getting access to the statewide system.

Relationship with schools (School Community Libraries)

- The school doesn't provide library staff, council puts in most staffing time and they cover the school time as well. However the school provides the building, electricity, furniture so it's a good deal for both.
- Our school has a computer at reception that runs as a small subset of the library, they have access to Workflows - there were some issues but DECD have been cooperative. The school SSOs at the front office supervise and do the borrowing if the public come in, it has given them better service and better quality of materials.
- DECD IT were very conscious of the need to involve the library in an IT upgrade, and made sure they didn't destroy our public library link within schools.

Concluding comments

- Other council staff acknowledge that we are the first to get on board and are very positive about that.
- We have a lot of pride from being one of the first to join, we get emails from unexpected sources (like one of the Field Services staff) saying "well done", they were very impressed that we did it in thirteen weeks - even though an Elected Member had said it would never happen.
- 1LMS has been a good thing, this is the most important finding but we can see improvement which is also a good thing.
- Other states are interested.
- We know the effort so far has been to get libraries safely on board and to cover the bases, the next step is to move with the benefits.
- There has been no sense of loss of local autonomy, we feared the loss of local decision making, but it has worked well.
- It's been an amazing effort by PLS team, they have done a really fabulous job.
- There is too much difference between libraries we think customers will start to demand uniform rules. We are starting to have issues with the differences between libraries.
- We should have a big celebration across the network when the last library goes live. It would be nice to have a simultaneous celebration in every library, and would give us something new to say to the media.
- We still owe PLS credit for the amazing job the staff have done, this needs to be acknowledged.
- Open communication with PLS is a strength, we can say what we feel.
- Public Libraries staff have done an amazing job, we don't acknowledge this enough, it's fantastic.
- It's been a fantastic chance to meet people across the project, to understand the enormity of the work, the scope of the project, it's been of enormous value to my professional development.

PART 2: DETAILED FINDINGS

FOCUS GROUP FINDINGS

- The network is collaborative, we share knowledge and are not precious. You only have to say "so-and-so is doing this" and there's a flood of phone calls to that library to find out more.
- 99.9% of the time our staff are happy they can offer that service to the community, they are behind it.
- It has shifted council's perspective of us as leaders, they see that libraries are organised and on top of their game, the 1LMS project confirms it.

Supporting tables and figures

Table 5: Changeover cost projections

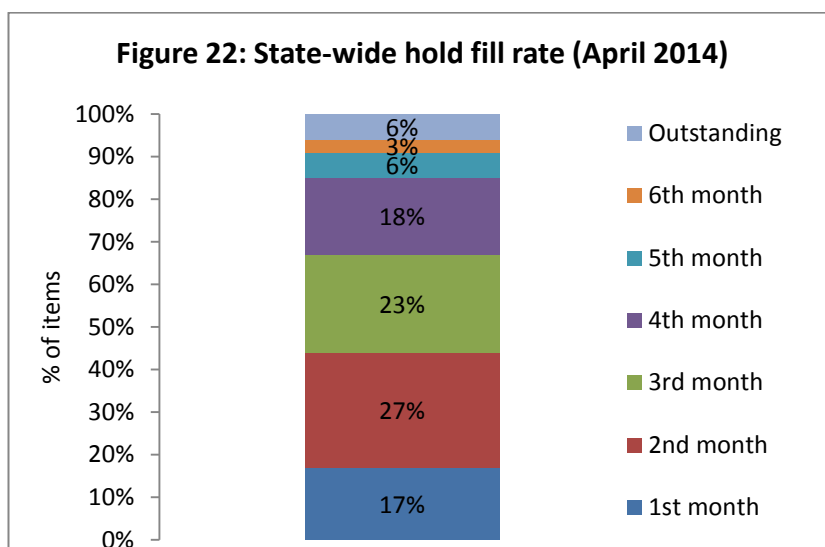
VICTOR HARBOR	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	TOTAL
No change	\$50,050	\$50,050	\$50,050	\$50,050	\$50,050	\$250,250
LMS costs	\$27,627	0	\$4,307	\$4,307	\$4,307	\$40,548
Data Conversion (worst case)	\$20,000	0	0	0	0	\$20,000
Net	\$2,423	\$50,050	\$45,743	\$45,743	\$45,743	\$189,702
COPPER COAST	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	TOTAL
No change	\$13,500	\$13,500	\$13,500	\$13,500	\$13,500	\$67,500
LMS costs	\$27,366	0	\$4,052	\$4,052	\$4,052	\$39,522
Data Conversion (worst case)	\$20,000	0	0	0	0	\$20,000
Net	-\$33,866	\$13,500	\$9,448	\$9,448	\$9,448	\$7,978

Table 6: Comparison staff processing costs ILL/1LMS

	Monthly Average Volume*	Estimated processing time (minutes per item)	Staff costs (hourly rate)	Cost to process all items	Cost to process one item	Cost to process #1LMS transits
ILL requests	6,964	12	\$ 25.00	\$ 34,820	\$ 5.00	
1LMS transits	308,371	3	\$ 25.00	\$ 385,464	\$ 1.25	
Increase request #	301,407					
% increase	4,328%					
Using ILL						\$ 1,541,855
Using 1LMS						\$ 385,464

* ILLs based on the 12 month period before 1LMS launch – May 2011 to April 2012
1LMS based on monthly average most recent 5 month period – January 2014 to May 2014

Figure 22: Hold fill rate



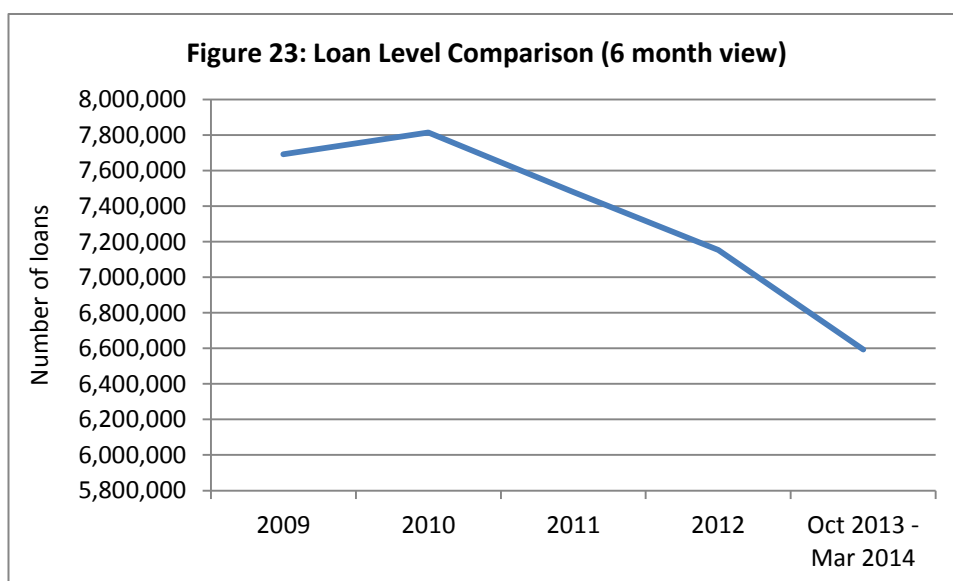
Source: PLS data analysed 24/4/14

This measure shows how quickly 1LMS libraries are responding to customer demand. The rates for October 2013 to March 2014 (6 month view) are shown below for 1LMS libraries that joined the Consortium on or before 19/9/2013.

During this time approximately **390,292 holds** (i.e. reservations/requests) were placed on the system by customers of these 1LMS libraries. Of these:

- 67,930 (**17%**) were filled in the first month;
- 105,764 (**27%**) within 2 months;
- 91,382 (**23%**) within 3 months;
- 68,390 (**18%**) within 4 months; 21,956 (**6%**) within 5 months and
- 12,663 (**3%**) within 6 months.
- 22,207 (**6%**) were outstanding at the end of March 2014.

Figure 23: Loan level comparison



Source: PLS

Figure 23 maps Bibliostat 'total loan' figures (standardised to a 6 month view average) for a sample of library services for 2009 to 2012 and compares these to a recent six month loan 'snap shot' extracted from 1LMS data for the same set of library services.

2009:	7,691,153
2010:	7,813,541
2011:	7,478,708
2012:	7,153,603
Oct 2013 - Mar 2014:	6,592,554 (extracted from 1LMS data)

Table 7: Help Desk Responsiveness

Category	>0h	C<1h	>1h	C<4h	>4h	C<1d	>1 Day	C<3d	>3 Days	C<1w	>1 Week	C<2w	>2 Wks	C<1m	>1 Mth	C<3m	>3 Mths	C<6m	>6 Mths	C<1y	>1 Year
3 rd party product add-ons	53	6	47	2	45	8	37	2	35	11	24	9	15	5	10	6	4	5	1	1	0
Acquisitions	4	1	3	0	3	0	3	0	3	1	2	1	1	0	1	0	1	0	0	0	0
Administration	255	50	205	39	166	33	133	43	90	30	60	20	40	33	7	5	2	5	0	0	0
API	17	2	15	4	11	5	6	0	6	0	6	1	5	3	2	1	1	1	0	0	0
BookMyne	10	3	7	0	7	2	5	2	3	1	2	1	1	1	0	0	0	0	0	0	0
Borrower Information	37	2	35	2	33	5	28	5	23	5	18	5	13	9	4	3	1	3	0	0	0
Connectivity	72	5	67	17	50	11	39	9	30	6	24	6	18	14	4	4	0	4	0	0	0
Directors Station	72	4	68	8	60	16	44	11	33	10	23	9	14	10	4	3	1	2	1	1	0
Enterprise/Portfolio	500	42	458	24	434	95	339	42	297	103	194	59	135	85	50	25	25	21	4	4	0
Outreach	18	0	18	0	18	0	18	6	12	7	5	1	4	2	2	1	1	1	0	0	0
Serials	25	4	21	3	18	1	17	2	15	3	12	6	6	6	0	0	0	0	0	0	0
Staff Web	25	5	20	1	19	3	16	2	14	5	9	1	8	6	2	1	1	1	0	0	0
Web Reporter	9	1	8	0	8	0	8	0	8	1	7	1	6	3	3	2	1	2	0	0	0
Web Services	3	0	3	0	3	0	3	0	3	1	2	1	1	0	1	0	1	0	0	0	0
Workflows	1888	221	1667	146	1521	283	1238	222	1016	279	737	247	490	341	149	88	61	85	3	1	2

Percentage of LMS tasks closed within specified time-frames

	C<1h	C<4h	C<1d	C<3d	C<1w	C<2w	C<1m	C<3m	C<6m	C<1y
3rd party product add-ons	11%	4%	15%	4%	21%	17%	9%	11%	9%	2%
Acquisitions	25%	0%	0%	0%	25%	25%	0%	0%	0%	0%
Administration	20%	15%	13%	17%	12%	8%	13%	2%	2%	0%
API	12%	24%	29%	0%	0%	6%	18%	6%	6%	0%
BookMyne	30%	0%	20%	20%	10%	10%	10%	0%	0%	0%
Borrower Information	5%	5%	14%	14%	14%	14%	24%	8%	8%	0%
Connectivity	7%	24%	15%	13%	8%	8%	19%	6%	6%	0%
Directors Station	6%	11%	22%	15%	14%	13%	14%	4%	3%	1%
Enterprise/Portfolio	8%	5%	19%	8%	21%	12%	17%	5%	4%	1%
Outreach	0%	0%	0%	33%	39%	6%	11%	6%	6%	0%
Serials	16%	12%	4%	8%	12%	24%	24%	0%	0%	0%
Staff Web	20%	4%	12%	8%	20%	4%	24%	4%	4%	0%
Web Reporter	11%	0%	0%	0%	11%	11%	33%	22%	22%	0%
Web Services	0%	0%	0%	0%	33%	33%	0%	0%	0%	0%
Workflows	12%	8%	15%	12%	15%	13%	18%	5%	5%	0%

Summary of key findings: Logistics Review

In early 2014, PLS engaged Deloitte to undertake a review of Library Material Logistics¹³. The findings of that project relevant to the 1LMS Review are summarised in this section. Specific findings that inform the findings of the 1LMS Review are also incorporated in the body of this report.

"The LMS project has been highly successful, with adoption rates achieved much faster than anticipated. Due to the high volumes of item movements and the increased routes of transit, courier costs are now four times more than pre-One Card levels. Customer service expectations are being met without consideration of optimal cost options." (p4)

"Due to the popularity and user uptake of this system, transit volumes and hence courier costs have risen dramatically and are approximately four times the pre 1LMS levels. In addition to the cost impacts, processing time for item transits through the sorting centre are on the increase. Average time to move an item from a supply library to a demand library has increased from 3.5 days to 5 days... this time will continue to rise as the volume of transits increase." (p11)

Sixty nine percent of items are transited within the Adelaide metropolitan area. A further 20% are transited within the SA1 region (Fleurieu, Murraylands, Barossa and Lower North, and Yorke Peninsula), (p20).

Quick wins

1. Better educate patrons to minimise behaviour which results in transit leakage
2. Change search result order to prioritise pickup library, local network and zones
3. Process all returns prior to quicklist generation
4. Reduce frequency of picks to allow more appropriate holds within the system
5. Investigate options for improving the 1LMS hold management functionality
6. Increase focus on de-duplication of item records and database management

Longer term strategies

7. Investigate a floating collection
8. Perform cost benefit analysis on local courier functions

Currently PLS do not have the systems and operational capability to perform deep analytical insights on transits within the PLS network. Ongoing analytical effort is required to monitor and manage logistics performance and cost. To perform this type of analysis, PLS will be required to ... develop internal analytics capability, establish a data warehouse, or outsource analytics. (p8)

¹³ Deloitte, (12 March 2014) SA Public Library Service: Library Material Logistics Project No. 414

Operational recommendations

These recommendations are derived from discussion at the focus groups and solutions suggested by responses to the online survey. Some of the ideas in this section are already under development or being implemented by PLS.

Issue	Potential solutions
Sub-standard condition of items	<ul style="list-style-type: none"> Develop a slip that can be used by all libraries that can be inserted into items that appear to be in poor condition "This item has come from another library, and is the first available copy. If you would like to wait for a copy in better condition, please return this item and advise the librarian". Establish a network standard for condition of the collection and include in the Guidelines that will be gradually introduced using 1LMS data to inform collection management.
Dirty database (duplicates/incomplete)	<ul style="list-style-type: none"> Central approach to cleaning up the database. More intensive/regular training of new (particularly small) libraries when coming onto 1LMS. Mentoring of smaller libraries by larger libraries - with mentors actively contacting their mentees "What issues have you had this week?"
Reporting	<ul style="list-style-type: none"> The Directors Station module is under review by PLS - comments about reporting provided in this report should inform the commissioning of a replacement module. Training in Google Analytics (particularly for small libraries).
Repetition in the number of minor issues raised with user groups	<ul style="list-style-type: none"> Split the activity/agenda of user groups so that there is time to address 'newbie' issues as well as making progress on the large action items that are needed in the further development/refinement of the 1LMS. Establish a FAQ that covers the minor issues, and direct new consortium members to this in the first instance.
Consortium implications	<ul style="list-style-type: none"> Original consortium members understood that there would be compromises in the development of the system, but newer members expect it to work for them or don't comply. The obligations of consortium members re expectations/compromise needs to be communicated to later members. Audit compliance and address exceptions.
High demand holds (libraries reported that some items - e.g. <i>The Book Thief</i> - had over 1,000 holds)	<ul style="list-style-type: none"> Central monitoring of high demand holds that trigger additional purchases. Examine the feasibility of a 'floating collection'

Issue	Potential solutions
	of popular items - perhaps held at Toll rather than individual libraries.
Panel of providers (e.g. digital design services) to simplify procurement for small libraries	<ul style="list-style-type: none"> Establish a panel of providers that are available to small rural libraries to update Enterprise.
Inter-library cash management system	<ul style="list-style-type: none"> Resolve the cash card/payment arrangements so that customers can pay fines/debts in any library. Develop the One Card payment options so that it can be used to pay for printing and other library user fees.
Pool of skilled staff	<ul style="list-style-type: none"> Support the network to develop a central agency for training and employment. Support the network to use staff secondments to build staff experience (especially smaller country libraries).
Monitoring the state-wide collection	<ul style="list-style-type: none"> Explore the usefulness and feasibility of setting up statewide collections monitoring that determines how successful the collection is according to population, responsiveness to community needs, under/overstocking, and meeting trends.
Enterprise development	<ul style="list-style-type: none"> Work with the developers to deliver best practice coding, documentation associated with service pack upgrades. Explore the potential for Enterprise to allow customers to nominate items for purchase. Create a browse or <i>I'm feeling lucky</i> facility. Linked social media on Enterprise pages. Simplify the Outreach module.
Cross-network purchases	<ul style="list-style-type: none"> e-magazines. Council purchase/management of services.
Transit efficiencies	<ul style="list-style-type: none"> Explore opportunities for 'direct return' boxes between libraries with a high percentage of 'direct swap' items.
Too many network 'information' emails	<ul style="list-style-type: none"> Establish email communications protocols to reduce cross posting and copying people who don't need to see the information. Training on the efficient use of Basecamp. Explore forum software that allows users to opt into discussions.
Early adopters carried extra work and responsibility	<ul style="list-style-type: none"> Recognise the work and value of the early adopters, even now when the implementation is nearly complete.
Space needed in workrooms	<ul style="list-style-type: none"> New libraries should be designed with larger workspaces.

Issue	Potential solutions
Consistency in service and training in standard customer messages	<ul style="list-style-type: none"> Staff are required to interact differently with customers and requested training in how to answer questions that relate to difficult issues (e.g. fine collection) and differences in how libraries interpret 1LMS standards/protocols.
A lot of work at the circulation desk requires staff to look constantly at the screen, diminishing eye contact/relationship with customers	<ul style="list-style-type: none"> Libraries suggested an audible prompt when information is needed so that they can talk naturally to customers and only watch the screen when something is needed.
Streamlining transits	<ul style="list-style-type: none"> Produce a youtube of Toll's sorting processes to assist libraries to identify efficiency improvements Increase the font size on slips so they are easier to read. Identify means of recycling slips to reduce waste to landfill.
Enterprise browse options	<ul style="list-style-type: none"> Explore options to provide Enterprise browsing, or 'show me', or 'pick me a book'. Drop down lists of best sellers or genres. Mobile apps.
School sets	<ul style="list-style-type: none"> Track school set movements to identify benefits of DECD library involvement in 1LMS.
Book club automation	<ul style="list-style-type: none"> Help the network to develop systems for book club cards that allow sets to be reserved and borrowed. Explore other automation options like room bookings, requesting new book sets.
Promotion to specific target groups who would benefit from library services.	<ul style="list-style-type: none"> Audiobooks are in demand in rural areas. Promote the availability of audio books and Overdrive. Promote One Card and wifi to RV and Caravanning groups (keep them in South Australia longer). Promote Community Language collections to NESB groups, particularly those in isolated areas who can't access large libraries.
Repeated help enquiries about the same issues	<ul style="list-style-type: none"> PLS to collect frequent issues and provide FAQ to speed resolution of common queries.

Glossary

1LMS	One Library Management System
24/7	24 hours a day, 7 days a week (i.e. 'all the time')
90 day period	Libraries retain new acquisitions for 90 days before they are released for general borrowing via the statewide catalogue
ALIA	Australian Library and Information Association
App	Mobile phone application
Basecamp	Project management tool that facilitates team collaboration, communication and document sharing
Bibliostat	PLS' data collection and management software used to collect and determine statistics relating to the SA Public Library Network
Black Boxes	The boxes used to transit items between libraries
CLA	Community Library Assistant (in School Community Libraries)
CPI	Consumer Price Index
DECD	Department of Education and Child Development
Dedupe	Deduplicate - remove duplicate or multiple database entries
Depot	Annexe library services in small rural towns - usually a subsidiary of a School Community Library
Directors Station	The 1LMS reporting module (under review and soon to be replaced with a new and improved product)
eResource Central	Module that integrates e-resources (electronic materials such as e-books) alongside traditional collections on the statewide catalogue
Enterprise	The public interface of 1LMS
ILL	Inter Library Loans
IP	Intellectual Property
Joint Use Libraries	Library facilities provided under a shared public/school/TAFE arrangement, usually on the educational premises (SCLs are a subset)
KPPM	KPPM Strategy, the Review Consultancy
LGCS	Local Government Corporate Services
LMS	Library Management System
MobileCirc	Mobile circulation tool that allows check in/out, renewal and user registration with or without a data connection (e.g. roaming the library or at a community event)
One Card	The public brand of the 1LMS

OverDrive	Audiobook interface
P2	Purchasing software (a new web-based e-procurement module to replace P2 will be available in 2016)
PLS	Public Library Services
RFID	Radio-Frequency IDentification - the wireless non-contact use of radio-frequency electromagnetic fields to transfer data, for the purposes of automatically identifying and tracking tags attached to objects (e.g. library books and DVDs)
SAAS	Software as a Service (cloud-based software and data storage systems)
SCL	School Community Library (joint use arrangements between schools and councils in rural areas with small populations, SCLs are usually on school premises)
SLSA	State Library of South Australia
SmartPort	Allows libraries to import bibliographic records from other trusted sources such as Libraries Australia
SMS	Short messaging service, also known as 'texting'
Spydus	A library management system that some libraries were using pre 1LMS
Statewide catalogue	All items owned by public libraries, which are now listed on the single 1LMS catalogue (noting that some local history collections are still to be digitised)
Symphony	The 1LMS product name
Sysaid	A mechanism to log issues and faults with system via the Help Desk
System Administration	The management of servers and software, previously done by libraries and councils, which is now centralised as SAAS and managed by PLS
The Consortium	The libraries that have signed up to the 1LMS (by October 2014 all libraries will be members of the consortium)
The Network	The SA Public Library Network - incorporating metropolitan, country and joint-use public libraries across the State
Transit	The movement of items from one library to another
Vendor	SirsiDynix
Webex	The online 1LMS training tool
Workflows	The staff (libraries) interface of 1LMS