

DISCOVERY TO DELIVERY – NSLA LIBRARIES WORKING TOWARDS SEAMLESS ACCESS

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ABSTRACT

Re-Imagining Libraries is the 5-year strategic plan endorsed by National & State Libraries Australasia. This program of work is accelerating the transformation of our libraries by tackling challenges collaboratively.

The purpose of this paper is twofold. Firstly, the paper will outline how NSLA libraries through the Delivery team are working towards enabling clients to have improved choice about how and when they “get” digital content. The aim is for clients to have consistency in their experience with NSLA libraries and receive improved delivery and access to content. Secondly, to provide a case study of the State Library of Western Australia’s fledgling home delivery service within the context of the *Re-Imagining Libraries – Delivery project*. Issues arising with implementation will be shared.

The importance of collaboration, innovation and risk taking required to achieve the aim of providing the people of Australia with seamless access to content held in Australian National, State and Territory Libraries will be discussed. The strength of this paper is the findings that have resulted because of our collaboration and willingness to work towards solutions across NSLA systems. Emphasis is placed on developing a user-centric service and the removal of policy and cultural barriers. For example in November 2009 a set of lending principles were endorsed across NSLA libraries.

At the Rethinking Resource Sharing Forum in 2009 Louis van der Merve’s quote “A system is perfectly designed to produce the results it is now producing” was shared; it is very relevant to the work of the *Re-Imagining Libraries - Delivery*. Existing systems are being examined, discarded or remodeled as we collaborate to achieve “One Library”.

1 INTRODUCTION

Re-Imagining Libraries (2008), is the 5 year strategic plan endorsed by National & State Libraries Australasia (NSLA)¹. At the heart of Re-Imagining Libraries (RL) [1] are nine projects which aim to accelerate the transformation of our libraries. The stated vision of the RL plan is that "*in collaboration, the National, State and Territory Libraries of Australia and New Zealand will become leaders in empowering people to create, discover, use and transform our collections, content and global information resources*".

The [Delivery Project](#) [2] is one of the nine NSLA projects. In the age of new online services, people want simple and quick options for the delivery of library content. The objective of the Delivery project is to develop a standard service model for NSLA libraries to deliver digital copies and physical books directly to people at their home or place of choice. Under RL, NSLA libraries have made a commitment to provide a service in which content from NSLA libraries is placed in the user's hand, when and where they want it. Findings from surveys undertaken in 2009 were used to develop an understanding of the various methods of interlibrary lending/document supply of each of the NSLA libraries and this information will be used to develop an improved and consistent service delivery model across Australia. In 2010 the *Delivery* project team will also build on the work of [Project 7 – Collaborative Collecting](#) [3] to ensure infrastructure is in place to provide improved access to our shared collections and "get" material electronically.

The Delivery project commenced in December 2008 and as at May 2010 is approximately half complete. The purpose of this paper is to provide a snap shot of the learning's attained from the project to date. The paper is structured in two parts:

Firstly, the paper will describe how the Delivery project has been designed and implemented, and outline the findings to date; and

Secondly, the paper will outline a case study of the State Library of Western Australia's fledgling home delivery service.

¹ National & State Libraries Australasia (NSLA) represents the National, State and Territory Libraries of Australia and New Zealand. The libraries are National Library of Australia (NLA); National Library of New Zealand (NLNZ); ACT Library & Information Services (ACTLIS); State Library of South Australia (SLSA); State Library of Western Australia (SLWA); Northern Territory Library (NTL); State Library of Queensland (SLQ); State Library of New South Wales (SLNSW); State Library of Tasmania (SLT) and State Library of Victoria (SLV). The objectives of National and State Libraries Australasia (NSLA) are:

1. To strengthen the information infrastructure and improve access to information services to serve the social, cultural, economic and education needs of Australia and New Zealand
2. To provide a single voice for member libraries — to governments, to the cultural and education sectors, and to other relevant bodies.
- 3.

2 PROJECT TEAM

The Delivery project is being undertaken by a 10 member team² with representatives from eight national, state and territory libraries. Northern Territory Library and National Library of New Zealand keep a watching brief on the project. Team members were nominated by their respective CEO's and first met through a teleconference in December 2008. Only the project manager has been allocated dedicated time for the project. All other members must fit Delivery project work into their normal work schedules. It is testament to the professionalism of the team members, and their commitment to the importance of the project, that work on the project is on schedule. The team includes a variety of expertise, varying levels of technical skill, understanding of the business of ILL, policy knowledge, access to decision makers within their organisations and time to undertake the work.

3 TEAM DYNAMICS AND MANAGEMENT

How do you build a team with participants from eight different institutions across Australia with minimal opportunity for face to face contact? From the start, the project was forced to make use of conference calling technologies. Initially, a conventional teleconferencing service was employed. This was replaced with web hosted conferencing in order to allow document sharing and to reduce the costs of communication. AT & T are the conference providers; for an annual fee SLWA has unlimited use of one conference room with VOIP functionality. Video conferencing has not been trialed. Web conferencing was problematic to start with as team members struggled with familiarity with the technology, poor connections and poor sound quality. Over the course of the project, however the utility of this technology has improved markedly, as a result of specific training in use of the software, elimination of some technological issues, improvements in availability of band-width and software upgrades. Web conference meetings are held monthly for the team with the project manager chairing and minutes being taken in turn by team members. Agendas and other documents prepared for meetings are shared across the whiteboard and can be annotated and saved. When communication is required between more than two participants the web conference tool is used in preference to telephone to reduce communication costs.

The web conferences were supported by a [google sites wiki](#).^[4] This free wiki is secure (password protected) and is used to store all the documents generated by the team. With multiple team members contributing to development of multiple documents, there was a strong need to effectively manage document history and versioning. The use of the wiki has been very successful in this respect, and has

² The project team members are Margarita Moreno, Margy Burns, Lawrence Salter (NLA), Antoinette Buchanan (ACTLIS), Karen Small (SLNSW), Helen Thurlow (SLQ), Janet Thorp (SLT), Aspasia Nikas (SLV), Liz O'Loughlin (SLSA) and Vicky Carlyon (Project manager, SLWA).

largely eliminated problems of versioning of documents, storage of outputs, and accessibility to current versions. For example, the first major piece of work completed was development of the [project brief](#)[5]. A total of eight drafts were required, with major input from all team members. The experience gained in finalising the brief led to development of a process for review and completion of documents that has been applied to all subsequent work undertaken. In particular, it was found that careful drawing of formalised timelines was required to ensure comment and participation from all team members. Through formalization of the process, it was easier to gain both a commitment to input and to achieving turn-around times. Documents for review by project team members have a turnaround time of a week, review by libraries there is a turnaround time of 2-3 weeks.

4 DIGITAL DELIVERY

4.1 Key Event in project history:

July 2008	-	NSLA released the Re-imagining Libraries Strategic Plan [6]
December 2008	-	Formation of project team, first team meeting held.
Jan. - March 2009	-	Development of project brief.
Jan. – Feb. 2009	-	Base survey undertaken.
April 2009	-	Work packages created and assigned.
May 2009	-	Project brief endorsed by NSLA.
May – Oct. 2009	-	Work packages commenced.
November 2009	-	Lending principles endorsed by NSLA
November 2009	-	Project direction endorsed by acceptance of technology report
April 2010	-	Development of new work packages
May 2010	-	First face to face meeting

4.2 Project Brief

All RL projects use a [project brief template](#) [7]. Writing the project brief gave clarity and direction to the group. Working styles of group members became apparent and the group began to develop cohesion through the drafting process.

4.3 Base Survey

In order to establish the current status of document delivery/interlibrary lending (DD/ILL) across the NSLA libraries, a survey was distributed to members of the working group in January 2009. The results provided a snapshot of current DD/ILL across eight NSLA libraries and gave the project team the base information necessary to design the investigative phase of the project.

NSLA libraries have offered a variety of document delivery services for many years. Since 2006 the NSLA libraries have voluntarily operated under the revised Interlibrary Resources Sharing (ILRS) Code and in addition have created their own individual processes for the unique conditions in each state and territory. Across all State libraries and the National Library 35.2 full time equivalent positions were employed to deliver the current DD/ILL service. In 2007/08 these staff processed 95218 received requests.

4.4 Work Packages

As a result of the base survey six work packages were devised and worked on during 2009/10. Team members nominated to work either collaboratively or alone on the [work packages](#). [8] Once the template had sign off from the project team, work commenced.

4.4.1 Identification of the different systems and technology NSLA participants use that may impact on ILL or DD

A survey was distributed to members of the project team in June 2009 in order to establish the current technology used and services the technology enabled libraries to offer clients. The results provide a snapshot of the technology currently used by NSLA libraries and gave the project team the information required to identify commonalities, generate discussion regarding processes, and move the individual libraries closer to the concept of One Library. The survey of technology showed how disparate State and National libraries currently are.

4.4.2 An environmental scan of unmediated access

This paper (Thurlow, H 2010)[9] provides a general review of current literature relating to unmediated interlending and document delivery services across libraries in a range of sectors.

4.4.3 Lending policies

Two project team members completed a loan policies audit to identify commonalities and differences in loan practices across NSLA libraries. The audit resulted in the development of a set of lending principles for all NSLA libraries to adopt. The [lending principles](#) are the outcome of work package three. They were endorsed by NSLA in November 2009 and are as follows:

We are aiming to open collections, both physical and electronic, and enable greater access to the rich resources of the National, State and Territory libraries by making materials available through document delivery.

We are bound by copyright, licensing and donor considerations that govern access to certain materials.

Original material will be lent via the creation of surrogates. We support the creation and dissemination of surrogates whenever originals cannot be made available within the constraints of copyright, licensing and donor considerations.

We have a preference towards delivery of digital copies and digital delivery.

The physical condition of an item may affect the availability for loan or copy and will be at the discretion of the host library.

Categories of lending should not be dependent on the age of material.

4.4.4 Fees and charges

The aim of the work package was to make recommendations to reduce disparities in charging across NSLA libraries. A comparison table and analysis of fees and charges used in NSLA libraries for document supply and interlibrary loans was constructed. There is consistency in the application of fees and charges as recommended by the ILRS Code. It is important to note that each NSLA library has a different relationship with their public library network. This is reflected in the services provided and associated fees and charges. As a result of these findings it is recommended that NSLA libraries continue to use the recommended Australian ILRS fees and charges and provide input into any future changes.

4.4.5 Transportation

The work package investigated whether NSLA could change existing transportation methods. Due to the complexity of delivery methods in each state this was not viable.

4.4.6 Statistics.

A small client satisfaction survey³ was run over a three week period during October and November 2009 with 142 responses being collected. Overall clients indicated that the timeliness of delivery was acceptable, they were happy with the quality of the copy and the conditions of items lent. Respondents believed ILL staff did all they could to obtain the item. Also measured in September 2009 for a period of three weeks was turnaround time for NSLA libraries as requesters and responders.

³ Questions asked:

1. Did the item arrive within an acceptable timeframe?
2. Was the quality of the photocopy acceptable or were all volumes of the book supplied?
- 3 If no, what was missing?
- 4 If the request was not filled, do you believe the ILL staff did all they could to obtain the item?
- 5 If no, why not?
- 6 Did you have to pay for this request?
- 7 If yes, how much would you be prepared to pay?
- 8 If no, how much would you be willing to pay for this request?
- 9 Do you have any further comments you would like to make?

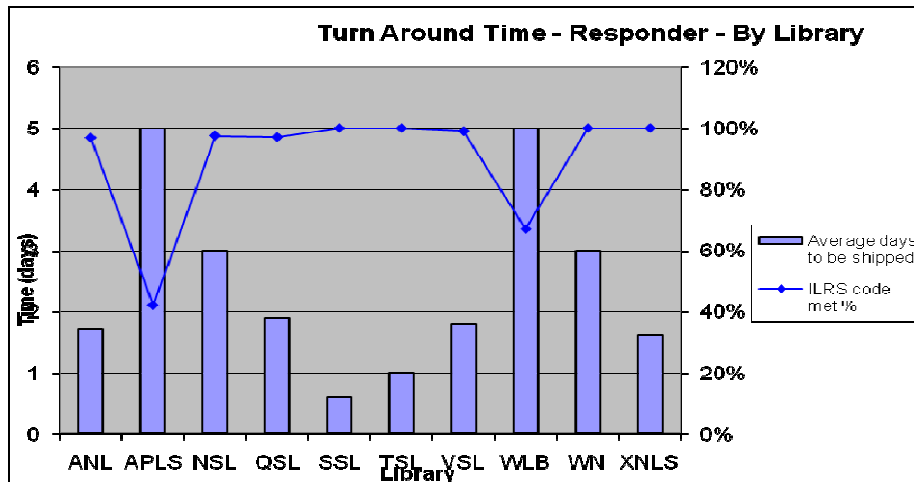


Figure 1: Turnaround time - responder

The graph above clearly demonstrates that two libraries, State Library of Western Australia (SLWA) and Australian Capital Territory Library and Information Service (ACTLIS) are having difficulty meeting the ILRS code; ACTLIS is meeting the ILRS code just over 40% of the time and SLWA 65% of the time. Turnaround time will be measured again in September 2010 to ascertain whether this trend continues.

The Delivery Project Team has been working collaboratively to produce a set of performance measures to capture relevant DD/ILL data. This data will be used to inform future directions of DD/ILL. From 1 July 2010 we will measure:

- Copy requests received
- Copy requests supplied
- Monograph requests received
- Monograph requests supplied
- % increase in digital⁴ delivery requests. (The major objective of our project is to deliver digital material to clients. We need baseline data to determine if the project is successful).

4.4.7 Work packages for 2010

Work packages for 2010 were developed from the technology report endorsed by NSLA in November 2009.

- Reciprocal lending;
- Online payment;
- Enabling a coordinated approach to requests received from end users and library clients;
- NCIP compliance;
- Recommendation for standard templates for forms (online and print); and
- Copying standards for all NSLA libraries.

⁴ Libraries to count e-resource supply with staff mediation

5 HOME DELIVERY

NSLA libraries recognize the necessity of providing the people of Australia with seamless access to content held in Australian National, State and Territory Libraries. One way in which we can provide seamless access is to trial a home delivery service from SLWA. The home delivery project will enable NSLA libraries to have an evaluated home delivery trial and proposed strategy for rollout across Australia. Home Delivery services have been in existence for over 40 years internationally but in Australia no State libraries and few public libraries currently offer this service. The clients in the SLWA trial will be able to request books online directly from the SLWA collections and have them delivered to a nominated address for a fee. The service will allow improved access for clients who are unable to visit the library in person. Key performance indicators have been defined as:

- Number of items delivered (monthly evaluation)
- Repeat use by library members
- Complaints vs compliments
- Number of staff trained
- Costs vs revenue

Implementation has been a slow process and challenges have been encountered along the way. The first challenge was deciding what SLWA would lend. For the duration of the pilot any item that can currently be loaned on ILL via public libraries will be available for loan. The decision has been informed by our [strategic directions](#)[11] which says:

- Priority area 2 – Enriching client experiences
- Priority area 3 – making collections more accessible

Secondly, a price had to be set for the service. In order to encourage a reasonable response to the trial it was imperative that SLWA examine other models of home delivery in order to set a price in which uptake will be reasonable. The model most similar to the service envisaged by SLWA is the [Montana Home Delivery service](#)[12] which ran a contained pilot for a 12 month period. While delivery for the length of the trial was free to clients; 60% of users in the trial stated they were willing to pay for home delivery and would pay in the US\$5.00 range per delivery. From research into other home delivery programs it is apparent that this is a price sensitive service.⁵ SLWA has taken the decision to base the pricing for home delivery on market value and charge \$10.00 per item. It should be noted that as this is a trial for a defined period of six months SLWA is able to limit the financial impact of adopting pricing based on market value.

⁵ Museums, Libraries and Archives (UK) [13] in 2009 showed that the feasibility study proposed price of £3.49 pounds per transaction is too high. Tolerance across all market segments was shown to be around £2 - £2.70. The groups know that they can receive books free of charge from their public library and expect a service even with built in convenience, to be subsidized to some extent.

Thirdly, a method for accepting payment was required. Clients will expect to pay for the service using credit card so B Point internet, hosted by the Commonwealth Bank was the internet bill payment tool chosen. Initially, the number of transactions being dealt with will be small so the home delivery pilot will be a good test of the e-commerce platform.

The home delivery trial is due to go live in August 2010.

6 SUMMARY

The objective of the Delivery project is to develop a standard service model for NSLA libraries to deliver digital copies and physical books directly to people at their home or place of choice. With the project only half complete there will be content for another story in which the standard service model and the home delivery trial are discussed further.

7 REFERENCES

- [1] <http://www.nsla.org.au/projects/rls/>
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- [6] <http://www.nsla.org.au/publications/papers/2008/pdf/NSLA.Discussion-Paper-20080708-Re-imagining.Library.Services.Strategic.Plan.pdf>
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