

# Report



## Cabinet Member for Culture and Leisure

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### Part 1

Date: 3 May 2018

**Subject** All-Wales Library Management System

**Purpose** To seek Cabinet Member approval to join the All-Wales Library Management System project.

**Author** Operations Manager

**Ward** General

**Summary** Joining the All-Wales Library Management System project will allow Newport City Libraries to explore opportunities for collaborative working with other library authorities, regionally and nationally. By working together library authorities will be able to improve access to services and work more efficiently. This innovative project will also ensure that Welsh Libraries are better able to develop digital services to meet changing customer expectations.

**Proposal** To agree that Newport Library Service will join the All-Wales Library Management System project during 2018/19.

**Action by** Head of Regeneration, Investment and Housing

**Timetable** May to December 2018

This report was prepared after consultation with:

- Culture and Heritage Manager
- Shared Resource Service
- Strategic Director, Place
- Head of Law and Regulations – Monitoring Officer
- Head of Finance – Chief Finance Officer
- Head of People and Business Change

**Signed**

## 1. Background

- 1.1 A Library Management System consists of three major elements, the database of our library membership; the catalogue of items within our collections; and, a circulation module that processes the loan and return of library stock. The Library Management System we currently use is V Smart produced by a company called Infor. We have used this Library Management System since July 2010 and have found that it meets our core requirements. The annual cost of the Library Management System in 2017/18 is £8707 and we have a one year rolling contract in place with Infor to provide and support the system.
- 1.2 A proposal for an All-Wales Library Management System was first put forward in 2011 following national discussions on greater collaboration; and the possibility of identifying efficiencies by working across local authority boundaries. The scheme was supported by the Welsh Government which, in its Library Strategy at that time, had stressed the need for library authorities to seek to work collaboratively. The Simpson Review of 2011 also highlighted the potential benefits of moving to a joint Library Management System. The Society of Chief Librarians (Wales) was also supportive of the project.
- 1.3 The tender for the Library Management System was issued in January 2015, being awarded to Sirsi-Dynix in May 2015. Since then a phased implementation plan has been followed that saw six North Wales authorities go 'live' on the system in August 2016. To date 3 phases of the implementation have been completed and 10 authorities are now using the Library Management System. It is proposed that Newport will adopt the system in Phase 5, which will see us receiving the contract for review during May 2018 and the implementation being completed in December 2018.

## 2. Benefits of joining the All-Wales LMS.

- 2.1 The principal advantage of joining the All-Wales Library Management System is the opportunity to significantly increase regional collaboration across S.E. Wales, with the potential for national collaboration across all Welsh local authorities. Collaboration has been highlighted as the major reason for the project since its inception and has received support from the Welsh Government. There already exist a number of national and regional collaborative projects within Welsh libraries including:
  - Books4U – the inter-library loan scheme that provides free access to bookstock across 10 public library authorities, FE colleges and Universities
  - Welsh Libraries website – a single portal for all Welsh libraries providing access to a shared catalogue and information resources
  - All-Wales Book Purchasing Consortia – in which all authorities use the same library book supplier, ensuring significantly larger discounts than if we acted alone.
- 2.2 Adopting the All-Wales Library Management System will enable library authorities to strengthen regional collaboration in the following areas.
- 2.3 Residents accessing library services across authority boundaries - A single Library Management System will allow all residents of Wales to access library services in any local authority as all authorities will share a single membership database. For Newport, as we are a travel-to-work destination for people living within surrounding authorities, this has the potential to increase use of our libraries, particularly Central. A seamless library offer across Wales will also be an excellent opportunity to market libraries and increase their profile nationally.
- 2.4 Improved access to books and information resources - By adopting a single Library Management System there is the potential to integrate library catalogues across authorities, allowing for books to be borrowed on a regional or national basis. Newport Libraries are already members of the Books4U regional lending scheme, though this currently is staff intensive and does not allow the public to request books from other authorities directly. Adopting a single LMS would mean that

items of stock could be more easily accessed from other authorities, significantly expanding the resources available to our library members.

- 2.5 Regional Collaboration on Staffing - Joining the scheme will allow library authorities to work collaboratively to reduce duplication of work in back-office roles, ensuring that as much resource as possible is available to support customer facing positions. One area for potential development is the Systems Admin role, which oversees the on-going management of Library Management System. In North Wales, this role is now shared by six authorities, all of whom make a contribution to the post. A similar model operating within S.E. Wales would see Newport Libraries making an estimated contribution of £7,000 p.a. to fund a regional post. This would allow us to look at our existing IT support structure which currently has two FTE posts. The aim would not be to make staff efficiency savings, but to re-allocate at least one of these posts to a front-line position.
- 2.6 Financial Saving - for many Local Authorities, the over-riding benefit of joining the All-Wales Library Management System has been financial. For the North Wales authorities this has been a saving of 75%. As Newport Libraries re-tendered in 2010 and at that point secured a highly competitive deal, the financial savings are not as high in Newport. The estimated saving by adopting the All-Wales Library Management System is £2,000 p.a. However, as the implementation costs associated with this project are being funded by the Museums, Archives and Libraries Department of the Welsh Government it is beneficial to join at this time, as joining later will involve additional costs
- 2.7 Improved procurement and system development - The All-Wales Library Management System will, in library terms, be an innovative project. Although other Library Management System consortia are in place, none include this number of local authorities or cover such a wide geographical area. Consequently, by working together, Welsh library services have much greater leverage over the Library Management System providers to adapt and develop the system to meet our requirements than we would as individual authorities. This has the potential to be particularly beneficial in how the system integrates with online information resources and ebooks.

### **3. Impact of joining the All- Wales LMS**

- 3.1 Data Migration and Resources - Changing LMS is a significant piece of work that involves all aspects of a library service. There will need to be a large transfer of data which will consist of some 174,000 bibliographical records, the details of 52,000 library members and over 400,000 annual transaction records. It is common practise when changing system for the current provider to work alongside the authority to support the data migration. However, we have received an estimated charge of £18,000 - £24,000 for this work, meaning that we will have to complete the work in-house for there to be any financial justification for the move. This will lead to a significant amount of staff time being devoted to this work during 2018-19.
- 3.2 Risk of service disruption - When changing Library Management System there is an inherent risk of service disruption, especially in the days leading up to going live on the new system, when we will need to work offline. The service will work to ensure there is minimal disruption by working in advance with SRS, Sirsi-Dynix and other key partners, e.g. 2CQR who support the self-service kiosks in Central. The risk of disruption is also reduced as many issues will have been resolved in earlier implementation phases and SRS have already been involved in this work within Monmouthshire and Blaenau Gwent.
- 3.3 Changes to our Procedures and Policies - To ensure consistency, the All-Wales Library Management System needs to harmonise key data sets and policies. Some of which will have an impact upon how we manage our service. An example of this is how we manager our defaulted member accounts. Our current procedure is to delete records three years after their expiry date, unless there are outstanding items or invoices on the account. In this case the record is retained. The All-Wales Library Management System as a harmonised procedure, where accounts are deleted after 3 years. In order to do this, our procedure will need to be changed allowing records

to be deleted even if there are outstanding balances. This will need the agreement of the Head of Finance. However, as new tighter data protection legislation is being introduced in May 2018 under the General Data Protection Regulations, we will need to make a decision on how long we retain data on individuals and moving to an automatic three-year cut-off would be best practise.

- 3.4 Sharing of Book-stock across Authorities - Should a regional model for the All-Wales Library Management System develop, then it will involve greater loaning of books to other authorities. Although we currently offer this through Books4U, it is a mediated service where library staff request the title on behalf of our library members. In a shared LMS, individuals living in another authority will be able to directly place requests on titles in our collection. The system is able to manage this process so it will use stock from the borrower's authority wherever possible but it will lead to increased use of our stock by residents in other authorities. Of course, Newport residents will also be able to access the stock of the other authorities, improving the service that we offer as a result.

## 4. Legal Implications

- 4.1 As the scheme has been tendered as a framework agreement, with individual call-outs and contracts for Local Authorities we are under no obligation to join the scheme. The contract with Sirsi-Dynix will need to be reviewed by the Legal Section and we will be able to make our own suggested amendments at that stage, or choose not to proceed.
- 4.2 Prior to joining the All-Wales Library Management System we will need to investigate the impact of sharing data of our members with other authorities, particularly with the GDPR regulation changes imminent. A data-sharing protocol will need to be agreed between local authorities and it may be that we have to contact our library members to inform them of the change to how their data is processed.

## 5. Staffing Implications

- 5.1 There are no direct staffing implications of joining the All-Wales Library Management System. Instead, as discussed in the main body of the report, it does offer us the opportunity to work more efficiently across the region, including shared posts.

## 6. Financial Implications

- 6.1 The immediate savings to the authority for joining the All-Wales Library Management System are low at around £2,000 p.a. There is however the potential for future budget savings through collaborative working with other authorities in S.E. Wales.
- 6.2 There will be a cost implication in the 2018-19 financial year as we will need to retain our existing contract with Infor for the VSmart LMS and make a contribution to Sirsi-Dynix. It is unclear at this stage what level of contribution will be required, though an estimate of £2,000 can be made.

## 7. Risks

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
Significant service disruption during implementation of the LMS	M	L	Established implementation procedure in place. SRS has experience of the project. Robust testing to be undertaken before going live.	Library Operations Manager

Loss of data during implementation	M	L	Council will be responsible for extracting data. Will retain existing LMS for three months. Work with other authorities who have already completed this work	Library Operations Manager
Breach of data protection legislation	H	L	Work with Legal Department and Information Governance Manager to ensure we meet GDPR. Ensure that a robust data sharing protocol is in place before joining the project	Library Operations Manager

\* Taking account of proposed mitigation measures

## 8. Links to Council Policies and Priorities

- 8.1 The provision of “a comprehensive and efficient “ Library Service helps to support the Thriving City; Resilient Communities; and Aspirational People activities within the Corporate Plan 2017-22. The adoption of the All-Wales Library Management System is an example of collaborative working which promises the opportunity for further innovation, as part of a Modernised Council.

## 9. Options Available and Considered

- 9.1 Option One: To join the All-Wales scheme according to the proposed timetable. Implementation work commencing in May 2018 and going live in December 2018.
- 9.2 Option Two: To not join the All-Wales LMS and maintain our current LMS as a stand-alone authority.

## 10. Preferred Option and Why

- 10.1 The preferred choice is option one. Joining the All-Wales Library Management System will allow the Library Service to work collaboratively with other local authorities across Wales, improving the service available to the residents of Newport.

## 11. Comments of Chief Financial Officer

- 11.1 Joining the All-Wales Library Management System will deliver a saving in licences of £2k per annum although this would be offset in 2018-19 as there will be a need to run down the existing licence whilst implementing the new project. This will be managed within the existing budget. Moving to an all Wales system is widely accepted as the way forward so to do so now will ensure cost avoidance in future years as implementation costs are currently being funded by Welsh Government.
- 11.2 As part of the All-Wales LMS project, the Council will be able to work collaboratively with other authorities which will deliver efficiencies on procurement, staffing and digital services.

## 12. Comments of Monitoring Officer

- 12.1 There are no specific legal issues arising from the Report. There are clear operational benefits to the Council in joining the All-Wales Library Management system in terms of the potential for collaborative working and service efficiencies. The scheme has already been tendered as a framework agreement and, therefore, the Council is able to enter into a direct call-off contract

with the suppliers without the need for any further competitive tendering or quotations. However, we would need to enter into a separate contract Sirsi-Dynix and this will need to be the subject of further legal advice in due course. If there is to be data sharing in terms of library members, then that will have to be subject to a data sharing protocol agreement between the participating authorities. Also, privacy notices may need to be sent to library users to advise them that their personal data is being shared for this purpose, in order to comply with the data processing requirements of the GDPR.

### **13. Comments of Head of People and Business Change**

- 13.1 The proposal for an all-Wales Library Management System is an example of how collaborative use of information technology could be about seamless services within South East Wales and wider. In this case it gives the potential for a wider library offer with greater choice, staff collaboration opportunities and moderate cost savings. In addition the potential for seamless library service membership could increase borrowing and usage in Newport which could strengthen the sustainability of the service.
- 13.2 The work required by the IT Service (SRS) to support this transition is not yet defined and this will need to be scheduled in appropriately with other work through the Digital Board with consideration to the maintenance budget which should be managed centrally with other IT contracts. There are benefits to the common system including implementation across SRS partners. There are higher risks associated with data migration if the work is to be completed in house although this clearly reduces the cost.
- 13.3 The sharing of information should be supported by an Information Sharing Protocol with greater transparency on this sharing provided to customers in line with General Data Protection Regulation (GDPR).

### **14. Comments of Cabinet Member**

- 14.1 Cabinet Member has approved the report.

### **Comments from Non-Executive Members**

#### Councillor Joan Watkins

Sounds like a good initiative.

#### Councillor Tracey Holyoake

The potential benefits of a shared Library System have been clearly articulated by the work done so far in Wales. A shared Library system can streamline working practices allowing institutions to share information, workflows and resources easily whilst also saving Money. We already deliver a shared library management system across organisations in Wales. Take for example; Aberystwyth University, Swansea University, and the University of South Wales. The potential gains are huge with the ability to share management information and use this across the consortium. I fully support the opportunity to create a 'level playing field' across all institutions in relation to provision of common ground of functionality.

#### Response from Cabinet Member for Culture & Leisure

I welcome Councillor Tracey Holyoake's comments regarding the joining the All Wales Library Management System. This will be a significant step towards delivering a seamless standard for customer experience in public libraries across Wales.

## **15. Scrutiny Committees**

15.1 N/A

## **16. Equalities Impact Assessment**

16.1 N/A

## **17. Children and Families (Wales) Measure**

17.1 N/A

## **18. Wellbeing of Future Generations (Wales) Act 2015**

- Long term: the implementation of an All Wales Library Management system has short and long term benefits. All Libraries need an up-to-date management system, and using a product in which all 22 local authorities have invested will provide resilience. The collaborative approach will have long term benefits for the Library sector in Wales and encourage closer working.
- Integration: The All Wales Library management system is a exemplar for collaborative working in the public sector, with all 22 Welsh public Library authorities collaborating with Welsh Government's Museum Archives and Libraries Division.

## **19. Crime and Disorder Act 1998**

19.1 Section 17(1) of the Crime and Disorder Act 1998 imposes a duty on the Local Authority to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder in its area.

## **20. Consultation**

20.1 N/A

## **21. Background Papers**

21.1 None