

## Archived Decisions for the Portfolio Holder for Leisure and Culture 2013

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### ARCHIVED PORTFOLIO HOLDER DELEGATED DECISION

1.	2013-12-30 PORTFOLIO HOLDER DECISIONS AY
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**Decisions taken by Individual Portfolio Holders**

**Councillor A. York  
Portfolio Holder for Leisure and Culture**

**Decision Published 30 December 2013  
Decision effective from 6 January 2014**

<b>DECISION</b>	<b>Reason for Decision:</b>
<b>To upgrade the current Library Management System to the supplier's latest software 'Symphony' under a short-term (2 year) contract.</b>	<b>To ensure provision of an up-to-date, reliable system with secure support and to enable the early achievement of efficiency savings and improved services to the public.</b>

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**CYNGOR SIR POWYS COUNTY COUNCIL.**

**REPORT FOR DECISION BY  
COUNTY COUNCILLOR AVRIL YORK  
PORTFOLIO HOLDER FOR LEISURE & CULTURE**

**December 2013**

**REPORT AUTHOR: Cultural Services Manager (Place)**

**SUBJECT: Powys Library Service Management System**

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**REPORT FOR: Decision**

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**1. Summary**

- 1.1 The Library Management System (LMS) is a key operational system for the Library Service, handling stock procurement, circulation (issues, reservations), stock management, customer registration, 24/7 public web services (online catalogue, renewals, requests) and management information.
- 1.2 The current system in use – Dynix – is a legacy system, which pre-dates Windows. All development of the software stopped in 2005, meaning that the system has failed to adapt to changes in the environment in which libraries operate, as a result of which libraries are missing out on opportunities to both reduce operating costs and improve services to the public.
- 1.3 The age of the hardware is an additional concern – the system is running on hardware purchased in 1999 and failure of the system would impact all areas of the Library Service. The Service requires a modern system under secure support arrangements and ongoing improvement.
- 1.4 A modern LMS would support inter-operability with other systems, reducing costs & manual processing through:
- Implementing e-procurement with book suppliers;
  - Link to the Authority's FMS (Financial Management System) for the transfer of electronic invoices – this would reduce manual processing in both the Library Service and the BPU (library purchasing results in a large volume of invoices relative to spend). Finance are keen to discontinue the use of existing paper-based systems;

- E-messaging - sending 'overdue item' and other messages to customers using email & SMS, reducing stationary, postage & telephone costs and improving customer satisfaction. Lack of development with the current system means that the service is no longer able to print and send overdue notices since the authority migrated to the Windows 7 platform in October 2013;
  - Link with the LLPG (Local Land & Property Gazetteer) for free access to postcode address data which speeds up customer registration and increases accuracy of borrower data;
  - Link with the Service's 'iCAM' PC Booking system, allowing library members to access public computer services without staff intervention;
  - Enable deployment of RFID (Radio Frequency Identification) self-issue units for customer self-service in the future. RFID tags in books enable multiple items to be scanned simultaneously in a single transaction, so that customers can easily serve themselves without staff intervention;
  - An improved online catalogue would improve web services to customers, increasing customer satisfaction and take-up of services, with improved search features, Book Jacket images, targeted new stock announcements, etc. Catalogue will be fully bilingual – currently the Library Service is only able to provide an English-language interface
- 1.5 The need to replace the Library Management System was agreed by Council in 2010 and capital funding of £134,000 was approved to replace the current system in the 2010/2011 financial year.

## **2. Proposal**

### **2.1 Upgrade existing 'Dynix' system**

It is proposed that the Library Service upgrades the LMS to the existing supplier's current product 'Symphony' in order to make immediate efficiency gains.

## **3. Powys Change Plan**

3.1 The benefits of upgrading the current "Dynix" system are broadly similar to those for the new all-Wales Library Management System, and fall into two major categories:

- Enhanced on-line services to residents through improved use of new technology e.g. quicker and better information about books and services available, and the ability to promote these more directly to customers who need them.

- Improved service efficiencies through interoperability with PCC electronic systems such as e-procurement, giving staff greater capacity to focus on customers and their needs

3.2 These benefits link directly to the key areas for improvement, as outlined in the Powys Change Plan:

- improving service quality
- improving service availability
- contributing to sustainable development through better use of ICT
- improving service efficiency through innovation and change

and also to the intended outcomes for Powys residents:

- people in Powys can easily access the services they need
- improved access to library materials and information contributes to helping the people of Powys to develop the skills they need in order to realise their ambitions
- this in turn contributes to confident, healthy, and independent residents living in supportive, self-reliant communities
- service efficiencies will contribute to people of Powys benefiting from a financially balanced, fit-for-purpose council.

#### **4. Options Considered/Available**

4.1 Various options to reduce costs by working with other libraries were explored in 2010/11. However none of these options were considered viable – one developed into consortium for the Higher Education sector; another existing consortium was not seen as delivering significant savings (reduction in costs was not enough to avoid full procurement; and the consortium did not support closer working practices). The Library Service started to draw up its own specification with the intention of going out to tender.

4.2 In March 2011, the Service became aware of a potential consortium being developed in North Wales, with the six library authorities in the region – Anglesey, Conwy, Denbighshire, Flintshire, Gwynedd & Wrexham - in discussions to go out to tender for a single, joint Library Management System.

4.3 The Powys Library Service approached the North Wales regional grouping, and it was agreed that the Service would join this process and go to tender as part of a 'North Wales & Powys' group, with strategic management provided by Wrexham Library Service.

4.4 In June 2011 the group held a meeting with representatives from all twenty two library authorities in Wales, and it was agreed to develop the project as the potential basis for an all-Wales consortium.

- 4.5 A planning structure was set up with a 'Research & Specification' group, with representatives from North Wales & Powys, reporting to a Steering Group which included lead Library Officers from Caerphilly & Swansea and officers from the Council for Museums Libraries & Archives Wales (CyMAL) – a department of the Welsh Government. A bid was made to CyMAL for grant funding for work to support this project.
- 4.5 In a further development, CyMAL proposed to fund the migration costs of all libraries in Wales, with the aim to get all public library authorities on a single system within a four year timeframe. CyMAL bid for capital from Welsh Government funding to support the project but failed to get funding for 2012/13. They are continuing to try to secure funding for 2013/14.
- 4.6 In September 2012 Powys Library Service's Senior Librarian ICT Co-ordinator was formally seconded to lead on drawing up a specification for the new system.
- 4.7 However, the complexities of working with a large and growing consortium, and uncertainty around funding, has led to considerable delays. Procurement officers strongly advised that it was not possible to go to market for a large-scale consortial purchase until funding was secured.
- 4.8 Powys Procurement Service had agreed in May 2012 to take on the procurement of the new system on behalf of the North Wales & Powys consortium of library services. However, the additional workload to procure an all-Wales system has put the project beyond the capacity of the Powys procurement team to lead on. The growth of the project has meant that a new lead body for the procurement process had to be identified.
- 4.9 With the support of Powys Procurement Service, an approach has been made to Value Wales to request that the new National Procurement Service - which launches in November 2013 – take on this procurement. They have confirmed that the project will be adopted subject to confirmed funding being available. However, until officers are in post, they are unable to indicate what the timescale is likely to be. Procurement for a large-scale consortial system, to meet the needs of up to twenty two library authorities, reflecting different operational requirements and delivering interoperability with different inter-dependant systems in each authority, will not be either a fast or straightforward process.
- 4.10 In the meantime, Powys is missing out on considerable opportunities to develop efficiencies in front-line and back office services.
- 4.11 The current options are therefore;

- All Wales Procurement
- Upgrade existing 'Dynix' system

#### **4.12 All Wales LMS procurement**

4.13 Costs are unknown at this stage. A large consortium should allow libraries to leverage the market, and achieve lower procurement and revenue costs. In addition, CyMAL intends to allocate funding to cover start-up costs.

4.14 However, Powys' current supplier is currently offering significant discounts if the Service upgrades to their current product without going to tender; and being on a modern system will bring the Service immediate efficiencies and service improvements, along with lower annual charges.

4.15 The supplier has indicated that the Library Service could be live with the upgraded system in April 2014. In the best-case scenario, Value Wales - the National Procurement Service - will not be able to engage with the procurement until after its launch in November; and the project is likely to be long and complex.

4.15 Working within a large consortium would lead to additional efficiency savings through closer working practices; however, these savings would not be achieved in the initial phase of the project and the Library Service will still be able to realise these efficiencies by joining the consortium at a later stage, along with other second-stage adopters.

#### **4.16 Upgrade existing 'Dynix' system to the existing supplier's current standard product 'Symphony'**

4.17 During the last three years, the prevailing business model has changed and costs have fallen dramatically. Software is now being sold as 'Software as a Service' (SaaS). Essentially, software and data is hosted on remote servers and annual revenue costs are less than existing revenue costs for Dynix. In addition, the supplier SirsiDynix is offering a significant discount if the Service proceeds as an upgrade rather than undertaking a full tendering exercise.

4.18 If the Service proceeds with this option now, the new system could be 'live' by April 2014.

4.19 The benefits of joining a large consortium will still be available by joining as a late adopter; on same basis as library authorities in the rest of Wales.

4.20 Upgrading to 'Symphony' will allow the Service to realise immediate efficiency savings; move library services to a modern system with secure support arrangements and ongoing improvement; and running on modern, reliable hardware. By implementing e-procurement the

Service will also contribute to efficiencies elsewhere within the council by implementing e-procurement and paperless invoicing.

- 4.21 The supplier is freezing annual costs for the software at current subscription prices, and offering a 50% discount on migration costs.
- 4.22 Annual subscription costs would be frozen at the level of the current subscription rate of £18,090.00 for the core package for the length of the contract. The migration costs would be £20,825.00.
- 4.23 The core package will deliver:
- e-procurement and e-invoicing - streamlining back-office processes within the Library Service and within Finance/BPU, and reducing costs associated with handling paper invoices. The Library Service generates a very large volume of paper invoices relative to spend, and Finance are very keen to implement e-procurement.
  - e-messaging – last year the Library Service spent £7,074 on printing and postage, almost all of which was for overdue notices. There will also be small saving on telephone calls to customers when reserved items are due for collection. A modern system will allow the Service to use email & SMS messaging instead, with immediate savings. The Library Service stopped sending printed overdue notices from October 2013 this year, because this functionality will no longer be available to use once the authority moves to Windows 7; and the Service plans to make this permanent in order to achieve budget savings. The option of email notices will improve customer services.
  - The Library Service Improvement Plan includes efficiency savings of £61,020 in 2014/15 to be achieved through implementation of RFID Self-Issue. A modern library management system is a pre-requisite for implementation.
  - Link to the PC Booking system will enable public self-service of computer sessions.
  - Link to the LLPG for free access to postcode address data, which speeds up customer registration and increases accuracy of borrower data. The Service will be able to end the current (external) subscription for this and make a saving of £2,474 pa.
  - Software under secure support and development, and a system running on modern hardware hosted by the supplier.
  - 10,000 SMS messages p/a – the Service will be able to opt for additional SMS messages as demand increases at a rate of £490 for up to £25,000 messages, or £1100 for up to 50,000 messages.

- 4.25 The Service would also opt to include an annual subscription to third party supply for book jacket images and book summaries – improving public access catalogue at an additional cost of £840 p/a, as part of the package.
- 4.26 It is estimated that moving to ‘Symphony’ as an upgrade to the current system would be at least eighteen to twenty four months faster than going to tender as part of a wider consortium.
- 4.27 A capital budget of £129,636.43 is available to support this project. Only a small proportion of this budget will be required to fund the migration costs of £20,825 to install the new system, leaving a surplus budget of £108,811.43.
- 4.28 It is recommended that the remaining budget of £108,811.43 is returned to the corporate unallocated budget to be used for other capital projects.

## **5. Preferred Choice and Reasons**

- 5.1 **Upgrade existing ‘Dynix’ system**  
Upgrading ‘Dynix’ will result in savings in the revenue budget of £15,000.00 from 2014/15 and allow the Service to plan for further efficiencies through speeding up e-procurement and e-invoicing and through support for RFID self-service.
- 5.2 While the consortium may offer additional benefits in future, the authority needs to move to a modern system at the earliest opportunity. The complexity of delivering a large consortial project to suit the needs and requirements of twenty two different authorities will lead to significant delays.
- 5.3 The Library Service would then join the all-Wales consortium that is developing at a later stage, along with other second-stage adopters.

## **6. Sustainability and Environmental Issues/Equalities/Crime and Disorder,/Welsh Language/Other Policies etc**

- 6.1 The new online catalogue will support a Welsh language interface, which is not available with the current software.

## **7. Children and Young People's Impact Statement - Safeguarding and Wellbeing**

N/A

## **8. Local Member(s)**

N/A

**9. Other Front Line Services**

N/A

**10. Support Services (Legal, Finance, HR, ICT, BPU)**

10.1 Legal – Provided that a contract exemption from tendering is approved by Strategic Director (Resources) the recommendation can be supported.

10.2 Finance

The Principal Accountant (Capital) confirms that the original budget for this project was £134,000 and that £129,636.43 of the budget remains unspent. There are a number of capital projects that require funding and the remaining resources could be allocated to another project. The upgrade would allow the service to realise £9,500 worth of savings.

10.2 ICT

ICT supports the move from DYNIX to an externally hosted system. Details of how can integration be achieved will need to be subject to further more detailed consideration if it is intended to interface from the external hosted system to the internal EFINS and iCAM systems.

10.3 BPU

Business Support has noted the potential for efficiency savings to be realised in the processing of invoices, and would welcome the opportunity to work with the Library Service in order to quantify and realise those savings, should the LMS be implemented

**11. Local Service Board/Partnerships/Stakeholders etc**

**12. Communications**

**13. Statutory Officers**

13.1 The Solicitor to the Council (Monitoring Officer) has commented as follows ; “ I note the legal comment and have nothing to add to the report”.

13.2 The Strategic Director, Finance & Infrastructure (Section 151 Officer) notes the content of the report and that the proposal will realise savings.

**14. Members' Interests**

14.1 The Monitoring Officer is not aware of any specific interests that may arise in relation to this report. If the Portfolio Holder has an interest she should declare it and complete the relevant notification form and not take this delegated decision but refer the matter to cabinet for decision.

**15. Future Status of the Report**

Members are invited to consider the future status of this report and whether it can be made available to the press and public either immediately following the meeting or at some specified point in the future.

<b>Recommendation:</b>	<b>Reason for Recommendation:</b>
<b>1. To upgrade the current Library Management System to the supplier's latest software 'Symphony' under a short-term (2 year) contract.</b>	<b>To ensure provision of an up-to-date, reliable system with secure support and to enable the early achievement of efficiency savings and improved services to the public.</b>

<b>Relevant Policy (ies):</b>			
<b>Within Policy:</b>	<b>Y</b>	<b>Within Budget:</b>	<b>Y</b>

<b>Relevant Local Member(s):</b>	<b>N/A</b>
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<b>Person(s) To Implement Decision:</b>	<b>Louise Ingham</b>
<b>Date By When Decision To Be Implemented:</b>	<b>Immediate</b>

<b>Contact Officer Name:</b>	<b>Tel:</b>	<b>Fax:</b>	<b>Email:</b>
Susan Summers			

**Background Papers used to prepare Report:**

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