

Equality Impact and Needs Analysis (EINA) Template

Directorate:	Education, Children's and Cultural Services
Service Area:	Library Service
Name of service/ function/ policy/ being assessed:	Library Management System
Officer leading on assessment:	Steve Liddle
Other staff involved:	Paul Donaghy, Cheney Gardner, Joss Green, Robert Jones

PREPARATION FOR THE EQUALITY IMPACT AND NEEDS ANALYSIS

1. [Briefly describe the service/ function/ policy:](#)

On 26 January 2012 Cabinet approved a recommendation to:

- join the South East Library Management System (SELMS) Consortium; and
- procure Civica's Spydus Library Management System (LMS).

2. [Why is the equality impact and needs analysis being undertaken?](#)

The EINA is being undertaken to demonstrate how the Library Service is implementing dimensions of the public sector equality duty and showing due regard to the goals of the duty in relation to the implementation and development of its new Library Management System (LMS).

The Library Management System is used to manage the following business functions:

- acquisitions (ordering, receiving, and invoicing materials, including electronic ordering and payments to library suppliers),
- cataloguing (classifying and indexing materials),
- circulation (lending materials to patrons and receiving them back),
- reservations, requests and inter-library loans (for materials that are currently unavailable or not in stock),
- serials control (tracking magazine and newspaper holdings),
- analysis of service performance (statistical data on service take-up),
- customer contact and marketing.

Additionally the LMS provides:

- a public interface for library customers – the online public access catalogue (OPAC),

- access to community information (details of local community groups and organisations),
- integration with other Council systems and services (e.g. SAP), and with other library services / consortium partners.

Although public consultation on the future delivery of the library service was carried out over an eight-week period in October and November 2010, there has been no specific consultation on the implementation of a new LMS system or the proposal to change to a new consortium.

The EINA therefore aims to:

- help the Library Service procure, commission and implement a LMS which will meet the diverse needs of local communities;
- help the Library Service, together with its SELMS partners and Civica, develop the LMS to improve access to the full range of library services and promote equality of opportunity;
- help the Library Service foster good relations in the community and promote participation in public life via the LMS;
- help to identify areas where participation from protected groups is disproportionately low and suggest ways in which the LMS can help to improve this;
- help to prevent institutional discrimination and both direct and indirect discrimination; and
- ensure transparency, fairness and accountability in decision making.

Background to the Library Management System

The Axiell *OpenGalaxy* LMS currently used by the Library Service has a number of weaknesses:

- Inconsistent use of terminology;
- Restricted system functionality;
- Poor screen layouts;
- Cumbersome navigation;
- Restricted search options and unreliable search results;
- Limited marketing capabilities;
- It can only supply limited customer information to the library self-service kiosks;
- It does not allow customers to book and pay for tickets to library events;
- It can not be used to administer the Summer Reading Challenge; and
- OpenGalaxy, as implemented by the LLC, does not facilitate the management of reading group sets with ease.

The *Civis* community information software, which Axiell has now ceased to develop, also has a number of weaknesses:

- Community organisations complain that the whole process of editing, creating and saving entries is cumbersome and very time consuming;
- The terminology used to denote the status of records is confusing (draft, current, archive, deleted) and suffers from a lack of definitional rigour. Records listed as *deleted* remain in the system unless a convoluted deletion process is invoked;
- The system has the ability to allow customers to search, select and save entries but lacks the ability for these saved baskets to be printed. Thus a list of events can be identified but not printed;
- Changes made to the data are not applied in *real time*. It is a very slow process.

One consequence is that community organisations often enter their details several times because the data is not registered on the system quickly enough. Customers then have to struggle to delete the other entries that were entered inadvertently;

- Members of staff have found that the system incorrectly designates customers as *trusted* editors thus giving them wider administrative rights;
- Multiple events cannot be linked to a single organisation. Each event requires the repeated entry of the organisation's details;
- Data auditing is poor. The application does not allow the auditing of parameter changes;
- Customisation of the web front end is a cumbersome process. The application needs features to allow changes to be applied either across all tabs or more selectively. Any changes which are made are undertaken on the live site; there is no test site which is not good practice; and
- The help feature in the application is extremely poor.

Although membership of the London Libraries Consortium (LLC) has been beneficial in many respects, the consortium also has a number of disadvantages for library customers in Richmond, notably:

- A mismatch of charging and loan policies across the consortium; Richmond upon Thames charges customers for DVDs and audiobooks but these are supplied free-of-charge to other consortium members;
- A mismatch in the stock purchasing budgets and policies across the consortium, which leads to wealthier members such as LBRuT subsidising library services that under-invest: in 2009-10, for example, the London Borough of Havering spent less on stock purchasing than any other London borough (£785 per 1,000 population compared with £2,484 in Richmond) and did not purchase any DVDs. It is envisaged that with the current round of library cuts, this situation will get worse, not better; and
- A flawed reservation process whereby stock is unnecessarily distributed from one borough to another – “we get theirs, they get ours”.

The new Spydus LMS will enable the library service to improve and develop the services offered to customers:

- Spydus screen layouts are clear and the system is easy to navigate. The public and staff catalogues have an Amazon-style simplicity backed by powerful search tools (every field in every record is indexed, and may be used as a direct access point). Key data in search results is displayed as hyperlinks, making it easy to “hop about” the system. Meanwhile a “breadcrumbs trail” at the top of the screen makes it easy to keep track of where you are and where you have been;
- Spydus will deliver more detailed customer account information to the library self-service kiosks;
- The Spydus Community Information module will provide improved functionality for community groups contributing information and for customers searching the database;
- Spydus will enable the library service to provide a more streamlined bookings service for library events;
- Reading group co-ordinators to manage reading group sets more effectively;
- Spydus includes a Selective Dissemination of Information module that allows members of the public to specify the subjects they are interested in online and have automated email alerts when stock comes in that meets those requirements. These interest profiles can be managed entirely by the borrower

and they can activate/deactivate at will;

- The online messaging and enquiry service available via Spydus will ensure that customers can provide feedback more easily and get quicker responses; and
- Spydus will come complete with two additional products - Blis (a digital asset management system) and Sorcer (a communication information portal that brings social networking to the library environment). These will enable the library service in the LBRuT to deliver the vision outlined in the Library Strategy 2011-14.

The Spydus LMS will also enable the library service to more easily identify and assess the take up and impact of its services on the protected characteristics.

- The quality of customer records will improve as the LMS will be able to share data with other Council systems and services; and
- The statistical data relating to customers use of the library service will improve vastly. Management information is one of the key strengths of the Spydus LMS. In addition to the powerful advanced searching and Boolean searching capabilities of the staff Online Public Access Catalogue (OPAC), standard reports can be run from the Reports module. Fields can be selected from drop down lists, sort orders can be specified, and output can be exported as XML, tab delimited etc. for import into other products. Crystal reporting can also be used and any Crystal reports created by other customers can be imported into Spydus to prevent duplication of effort in the customer base.

Spydus will also enable the library service to target its marketing more effectively at customers with the protected characteristics.

- Spydus will enable the library service to create bespoke email lists based on customers use of the system.

Library customers in Richmond upon Thames will also benefit when the Library Service moves from the LLC to SELMS:

- The SELMS catalogue is well-maintained and contains comparatively few poor quality or redundant records;
- SELMS library authorities buy more new books than LLC members: in 2009-10 SELMS bought more than 814,000 new books for loan; the LLC (excluding Richmond) purchased 728,510;
- SELMS library authorities have larger collections of audiobooks and continue to purchase more spoken word materials than the LLC. This will be of particular benefit to people with a visual impairment. Spoken word materials (including language courses) are available across SELMS at a charge of £3.00 per item;
- SELMS library authorities have larger collections of DVDs and continue to purchase more than the LLC; and
- The SELMS reservations system for inter-authority lending is better-structured than the system currently in operation in the LLC, i.e. titles are sourced locally first, then move on to neighbouring SELMS authorities, before further afield.

The Library Service has not received much customer feedback relating to the LMS during the last 18 months. Of the four comments received (Talkbacks) one expressed satisfaction with the stock available to Richmond upon Thames residents via the London Libraries Consortium, the other three expressed dissatisfaction with:

- Online catalogue (x1).
- Telephone renewal system (x2).

A SWOT carried out with Library Managers in 2009 also pointed to customer satisfaction with the wider choice of stock available through the LLC, particularly the availability of books that are out-of-print.

Library managers reported that customers had expressed dissatisfaction with the following:

- Unavailability of items newly-purchased for Richmond upon Thames, which have been sent to satisfy requests from other LLC libraries before any Richmond upon Thames customers have had a chance to use them;
- Poor condition of stock received from other LLC members; and
- Slow delivery times for stock requested from other consortium members. Some boroughs (Havering and Waltham Forest) only have weekly or twice-weekly deliveries / collections from libraries.

3. Has this service/ function/ policy undertaken a screening for relevance?

Of all the protected characteristics, the new LMS is of high relevance to age and disability in terms of accessibility. It will also however be beneficial in terms of all the protected characteristics as the Spydus LMS will enable the library service to more easily identify and assess the take up and impact of its services on the protected characteristics.

- The quality of customer records will improve as the LMS will be able to share data with other Council systems and services.
- The statistical data relating to customers use of the library service will improve vastly. Management information is one of the key strengths of the Spydus LMS. In addition to the powerful advanced searching and Boolean searching capabilities of the staff OPAC, standard reports can be run from the Reports module. Fields can be selected from drop down lists, sort orders can be specified, and output can be exported as XML, tab delimited etc. for import into other products. Crystal reporting can also be used and any Crystal reports created by other customers can be imported into Spydus to prevent duplication of effort in the customer base.

Spydus will therefore enable the library service to target its marketing more effectively at customers with the protected characteristics. For example, Spydus will enable the library service to create bespoke email lists based on customers use of the system.

4. What sources of information have been used in the preparation of this equality impact and needs analysis?

Information source	Description and outline of the information source
CIPFAstats	This is information relating to the number and make-up of library service users.
CIPFA PLUS, Children's PLUS and Eplus	The CIPFA Public Library Users Survey (PLUS) is a national model for surveying users of public libraries concerning various aspects of the service. It includes questions about the staff, the stock and the building, and it asks about user satisfaction as well as some questions about the individuals themselves. The Children's Public Library Users Survey (Children's PLUS) is a national model for surveying child and teenage visitors to public libraries.

Information source	Description and outline of the information source
	The Eplus has been developed for those making use of a library's ICT services, whether they do this on a fixed PC, or through use of the WiFi service. None of the CIPFA surveys, including the Eplus, ask questions specifically about the Library Management System.
OpenGalaxy Registered and Active Borrowers report	The monthly Registered and Active Borrowers report supplied by Axiell provides a breakdown of customers by age, disability, gender and race / ethnicity. The quality of this data is questionable.
OpenGalaxy Active Users report	The monthly Active Users report supplied by Axiell provides a breakdown of customers by age, disability, gender and race / ethnicity. The quality of this data is questionable.
Talkbacks, comments and complaints	The Library Service invites customer feedback via the Council website and through the provision of Talkback forms in Libraries. This feedback is reviewed by the Libraries Management Team each month.
Connecting Communities Library Strategy 2011-14 EINA	The EINA provides background information as to the impact of the Library Service on all the protected characteristic groups.

ANALYSING IMPACT, NEEDS AND EFFECTS

It is important that the analysis addresses each part of the duty assessed as relevant to the area being examined (see further [Guidance on RIO](#)).

Key questions to consider:

- a.** *What does the data tell you about the groups identified as relevant to the area being assessed?*
- b.** *What does customer feedback, complaints or discussions with stakeholder groups tell you about the impact of the service / function / policy on the protected characteristic groups, where assessed as relevant to area being examined?*

How well are diverse needs met?

Have any differences in access to services / functions been identified for any group?

Has the area identified any disadvantages experienced by groups, which need to be addressed?

Have there been any complaints about a failure to receive an appropriate and fair service?

Is there any other evidence of differential impact or different outcomes which needs to be addressed?

Is there any evidence that participation in areas of public life is disproportionately low for any particular relevant protected characteristic group?

Have the needs of disabled people been identified and addressed where these are different from the needs of non-disabled people?

Have you identified any need to tackle prejudice or promote understanding between different relevant protected characteristic groups?

Protected Group	Findings
Age	<p>The Spydus LMS will enable the library service to more easily identify and assess the take up and impact of its services on all of the protected characteristics, including age, and will also enable the library service to target its marketing more effectively at different customers.</p> <p>Furthermore, the Spydus children's catalogue provides an attractive OPAC aimed at younger users that can be made available just within the library or over the Internet. It provides an extensive range of 'canned searches' of issues of interest to children that are accessed through an "image and text" identifier.</p>
Disability	<p>The Spydus LMS will enable the library service to more easily identify and assess the take up and impact of its services on all of the protected characteristics, including disability, and will also enable the library service to target its marketing more effectively at different customers.</p> <p>The UK Core Specification for Library Management Systems, which will be used as the basis for defining LBRuT's LMS requirements, specifies that suppliers must:</p> <ul style="list-style-type: none"> • comply with the relevant provisions of the Disability Discrimination Act 1995 [R13]. • comply with the Web Accessibility Initiative Level AA [R14]. • comply with the relevant provisions of the Special Educational Needs and Disability Act 2001 [R15] <p>This means the system will fully accessible to all users, including those with a disability.</p> <p>Furthermore, for users with a disability, the Spydus housebound module will make it easier for volunteers or library staff to manage housebound 'rounds', enabling them to create boxes for individuals and institutions and deliver them at 'home'. Profiles can be set up for each borrower, which record their interests, such as favourite authors, subjects, series, class marks, physical media such as large print etc. A Spydus 'profile matching' process then checks stock on the shelves that matches the borrower's requirements and a profile reservation is placed on matching stock. This acts as a pickings list for the</p>

	volunteer to gather the required items from the shelves. Only stock that is available, matches their profile and hasn't been borrowed before will be identified. A profile reservation is a short term reservation that lasts for just a day or two to allow the volunteer/staff to gather the stock from the shelves without impacting on stock available for 'normal' reservations.
Gender (Sex)	The Spydus LMS will enable the library service to more easily identify and assess the take up and impact of its services on all of the protected characteristics, including gender, and will also enable the library service to target its marketing more effectively at different customers.
Gender reassignment	The Spydus LMS will enable the library service to more easily identify and assess the take up and impact of its services on all of the protected characteristics, including gender reassignment, and will also enable the library service to target its marketing more effectively at different customers.
*Marriage and civil partnership (*only in relation to first part of the duty: eliminate discrimination and harassment)	The Spydus LMS will enable the library service to more easily identify and assess the take up and impact of its services on all of the protected characteristics, including marriage and civil partnership, and will also enable the library service to target its marketing more effectively at different customers.
Pregnancy and maternity	The Spydus LMS will enable the library service to more easily identify and assess the take up and impact of its services on all of the protected characteristics, including pregnancy and maternity, and will also enable the library service to target its marketing more effectively at different customers.
Race / ethnicity	The Spydus LMS will enable the library service to more easily identify and assess the take up and impact of its services on all of the protected characteristics, including race and ethnicity, and will also enable the library service to target its marketing more effectively at different customers.
Religion and belief including non-belief	The Spydus LMS will enable the library service to more easily identify and assess the take up and impact of its services on all of the protected characteristics, including religion and belief, and will also enable the library service to target its marketing more effectively at different customers.
Sexual orientation	The Spydus LMS will enable the library service to more easily identify and assess the take up and impact of its services on all of the protected characteristics, including sexual orientation, and will also enable the library service to target its marketing more effectively at different customers.

5. Have you identified any data gaps in relation to the relevant protected characteristics and relevant parts of the duty? If so, how will these data gaps be addressed?

<i>Gaps in data</i>	<i>Action to deal with this</i>
All protected characteristics	Data clean up / re-registration of all library users as part of the installation of the new LMS. Survey of LMS users within 12 months of implementing the new system.

SUMMARY OF THE KEY FINDINGS

6. Set out the key findings from the equality impact needs analysis of the service/ function / policy. Key questions to consider when completing this section:

The new LMS is being introduced to support the delivery of the Connecting Communities Library Strategy 2011-14. It will not have an adverse or negative impact on anyone with any of the protected characteristics. The Strategy has the stated intention of improving access to the library service. It makes the following commitment:

- Technology solutions will be employed to improve access to the library service. Residents will have 24/7 access to e-books, downloadable resources, online subscriptions and digitised collections through an innovative virtual library portal.

By 2014, as a consequence of implementing the new LMS, the Library Service will have:

- **Created a virtual library portal bringing together all electronic resources into one online location**, including implementing a smartphone app for the library service and a Virtual Learning Environment to provide online learning sessions;
- **Enhanced the library catalogue** by introducing interactive and personalised features such as book reviews, ratings, discussion threads and social tagging; and
- **Exploited mobile telecommunications and web 2.0 social networking** (Facebook, Twitter and Skype) to engage new audiences for reading, create online communities of readers, and keep customers informed of service developments and events.

The EINA has identified the following ways of advancing equality and meeting diverse needs:

- Improve data quality and fill identified gaps, where possible. The Spydus LMS will enable the library service to maintain and harvest better quality data on customers use of the service, enabling it to analyse its impact on the protected characteristics and to target its marketing more effectively.
- Carry out a survey of LMS users within 12 months of implementing the new system.

CONSULTATION ON THE KEY FINDINGS

7. **What consultation have you undertaken with stakeholders or critical friends about the key findings? What feedback did you receive as part of the consultation?**

Public consultation on the future provision of the library service was carried out in October and November 2010. The consultation collected information on residents' current use of libraries and their preferences for the future delivery of the service. It also asked residents to identify up to three services which should be prioritised over the next four years. Four priorities were clearly identified and have informed the strategic priorities set out in the Library Strategy.

Further consultation will be undertaken as part of the Action Planning. See below.

ACTION PLANNING

- 8. What issues have you identified that require actions? What are these actions, who will be responsible for them and when will they be completed?**

Issue identified	Planned action	Lead officer	Completion Date
Gaps in data	Data clean up	Paul Donaghy	March 2013
	Customer re-registration	Bernie McManamon	March 2013
	LMS users survey	Steve Liddle	March 2014

MONITORING AND REVIEW

- 9. How will the actions in the action plan be monitored and reviewed? For example, any equality actions identified should be added to business, service or team plans and performance managed.**

The implementation of the new LMS will be documented, monitored and reviewed using RP3.

The actions will also be monitored at fortnightly LMS Project Team meetings, at monthly meetings of the Library Strategy & Development Managers, at monthly 121 meetings with lead officers and at appraisal meetings.

PUBLISHING THE COMPLETED ANALYSIS

- 10. When completed, the equality impact and needs analysis should be approved by a member of DMT and published on the Council's website. Please provide details below:**

Approved by	Ian Dodds (Chair of Education, Children's and Cultural Services Equalities Working Group)
Date of approval	13 July 2012
Date of publication	Summer 2012

DECISION-MAKING PROCESS

11. Has a copy of this EINA or summary of key findings been provided to key decision-makers to help inform decision making, for example as an appendix to a Cabinet or Committee report?

- **If so please provide the details including the name of the report, the audience i.e. Cabinet/ Committee, the date it went, and the report author.**
- **Please also outline the outcome from the report and details of any follow up action or monitoring of actions or decision taken:**

N/A.