
UNILINC LIMITED

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MEMBERS OF UNILINC as at 31 December 2015

Australian College of Applied Psychology	National Gallery of Australia
Australian Catholic University	National Portrait Gallery
Australian School of Management	NSW Police Academy
Avondale College of Higher Education	Raffles College of Design and Commerce
Board of Studies NSW	SAE Institute
Campion College	Southern Cross University
Catholic Institute of Sydney	Study Group Australia
Charles Sturt University	Sydney Institute of Traditional Chinese Medicine
Christian Heritage College	Tabor Adelaide
JMC Academy	THINK: Education Group
National Art School	Whitehouse Institute of Design

BOARD OF DIRECTORS 2015

Prof. I Goulter AM – Chairman	Independent
Mr. J Cameron	Independent
Prof. P Drake AM	Independent
Ms K Johnson	Charles Sturt University
Mr. D Leith	Independent
Mr. A Morris	Southern Cross University
Mr. A. Stephenson	NSW Police
Ms J Volker	National Gallery of Australia
Ms R Wade	UNILINC Office

EXECUTIVE AND PLANNING COMMITTEE 2015

Prof. I Goulter, Ms J Volker and Ms R Wade

TECHNICAL COMMITTEE 2015

Mr. T Cargnelutti - Convenor	UNILINC Office
Ms R Bahl	Australian Catholic University
Ms S Donnelly	Southern Cross University
Ms H Hyland	National Gallery of Australia
Ms L Miller	New South Wales Police

UNILINC OFFICE As at 31 December 2015

Executive Director & CEO	Rona Wade
Associate Director	Tony Cargnelutti (p/t)
Information Technology Services Manager	Mohammed Moh'd
Library Systems & Implementation Manager	Bronwyn King
Accounts Clerk	Yuli Chan
Web Developer	Clare Decena
Library Support Coordinator	Helen Loosli (p/t)
Library Support Coordinator	Jenny Clarke (p/t)
Library Support	Tanya Holm (p/t)
Network and System Administrator	Ismail Sumrain (p/t)
Authorities Librarian	Teesha Forgas
Consultants (p/t)	Fred Piper, Brent Knigge, Glenda Henderson
Shelf Ready Services (p/t)	Sue Baglin, Richard Goodwin, Cathy Griess, Wendy Hazell, Jana Huntley, Michelle Jo, Emily Kang Magdalene Lai, Katrina Tweeddale,

Thirty eight years of serving Libraries.

**To provide quality products and services at a lower cost than
Members can achieve independently.**

**To stimulate and promote cooperative activities between Member
libraries**

CHAIRMAN'S STATEMENT

As foreshadowed in my report for 2014, the resources of the company were fully focused on one objective in 2015, namely the successful implementation of the new library management system (Alma) and its associated Discovery service (Alma Primo).

FINANCES AND AUDIT

Income in 2015 was \$2,132,523 (\$2,385,097 in 2014), a reduction of 10% due to lower interest rates, a decrease in contract cataloguing and a reduction in outside training and project income due to the demands of the Alma implementation. The Board budgeted for a deficit of \$100,000 for 2015 to cover likely additional costs relating to the implementation. The implementation was completed on time and with little interruption to ongoing support activities. However, the costs were greater than anticipated for reasons outlined later in this report and together with costs associated with planning activities resulted in a loss of \$260,896. Cash reserves as at 31 December were \$1,807,412 (\$2,157,927 in 2014).

BOARD OF DIRECTORS

The Company held its 37th Annual General Meeting on 21 May 2015. At that time Mr. Antony Stephenson was elected as a Director and Professor Peter Drake and Mr. John Cameron were re-elected having retired in accordance with Section 28 of the Articles of Association. At the following Board meeting, Professor Ian Goulter and Ms Joye Volker were elected Chair and Deputy Chair respectively. The Board met four times during 2015 and also held a Planning Workshop.

MEMBERS

The Company was pleased to welcome the Australian School of Management as a Member.

As outlined in my report last year, and following on from the notification that the Australian Catholic University would be withdrawing from UNILINC, the Board undertook a Planning Workshop. One outcome was a decision to engage a consultant to survey Library Directors of Member organisations as to their views of UNILINC. The results of this process were presented in early 2016 and will be outlined at the conclusion of this report.

THE SHARED SYSTEM

The UNILINC Shared System, comprising the library management system and the discovery service (Primo) delivers the full range of functionality required for effective library management and information service and facilitates resource sharing through the shared bibliographic database. The system is very well used with 787,346 loans conducted on Aleph and then Alma in 2015 and 102,601 new items added. Some 11.9 million searches were conducted on Primo.

The implementation of Alma was always going to be complex due to the amount of consultation required around changes to Library policies and procedures required by Alma, the number of different third party integrations across the Membership and the need to develop a private patron database system for those Members who could not have certain patron data offshore. The project schedule, which was of 18 months duration, included some 339 major task lines for Ex Libris and UNILINC with the majority to be completed by UNILINC. However, the project became even more complex as it progressed due to shortcomings in the implementation processes and the software. Fortunately, due to the skills of the staff, innovative solutions were developed to overcome some of these including the development of in house training videos and training courses to overcome deficiencies in the standard training materials on offer. Complicating things further, were late changes in Member requirements. In order to meet these new challenges and still achieve the 8.00am 22 June deadline, key staff and contractors worked extended hours over the preceding weeks and weekends.

Along the way was the unwelcome news that the interlibrary lending or resource sharing functionality of Alma would not be completed by the 22 June. The decision was made to continue to provide this functionality from Aleph at considerable cost to UNILINC and inconvenience to the libraries.

Despite the challenges, Alma and Alma Primo were implemented on time with little interruption to support activities required by Members for Aleph, Primo, SFX, Metalib and DigiTool. Working in close consultation with Member libraries, UNILINC staff with the leadership of Mr. Tony Cargnelutti

configured 22 libraries in Alma and migrated them to Alma and Primo Alma, trained over 300 library staff, achieved some 20 different integrations, provided a fully developed support web site, conducted frequent video conference meetings with Member libraries and developed numerous innovative solutions. I wish to congratulate Mr. Cargnelutti and the team for a job well done.

THE OFFICE

Staffing was stable through the year. Despite the demands of the implementation, Ms Bronwyn King and Ms Helen Loosli fulfilled their responsibilities as Deputy Chair to the international Ex Libris User Group Primo and Alma working parties respectively. The Executive Director attended the meeting of the International Coalition of Library Consortia, of which UNILINC was an early Member. A major topic at the meeting in Portland, USA, was the role of library consortia in managing next generation library systems such as Alma and the opportunity to develop shared bibliographic databases such as UNILINC has done.

CONCLUSION

With the successful implementation of a new cloud based library management system, UNILINC can now offer a service that enables quality scholarly material to be acquired and made accessible as soon as it is available.

The future will not be without its challenges. The departure of ACU in December 2016 after the two year notice period will significantly impact on the finances. However, UNILINC has undertaken major cost savings which together with the reductions in the licence fees to Ex Libris, should equal the revenue lost. As a result the Board is confident that UNILINC can continue to provide affordable and exemplary services to Members from 2017.

From the survey conducted in late 2016, the majority of libraries value highly the UNILINC shared system and rely heavily on the services and support provided by UNILINC Office. However some Members wish to have more autonomy and the relationship between UNILINC Office and the Members placed on a more commercial basis with a Service Level Agreement (SLA). In addition, they seek a review of the legal documentation. The Board had considered reviewing the legal documentation in 2013 to create a simpler constitution more in line with the times. This would be a lengthy process requiring consultation with, and agreement from, all Members. However, it was decided to consider the matter again once Alma was implemented. At that time, UNILINC staff resources would be available to assist with the process and the realities of working with a system in the cloud and the implications, for example, for the shared database which is core to UNILINC's purpose and role in the current legal framework would be better understood. The development of an SLA and a review of the legal documentation are the focus for the immediate future.

Finally I come to another milestone for UNILINC. Many of you will be aware that Ms Rona Wade who has lead UNILINC since 1981 as Executive Director and CEO will be retiring on 8 July 2016.

I wish to take this opportunity to thank formally Ms Wade for her exemplary leadership of, and contribution, to UNILINC over the 35 years she has been with the company. During this period the organisation has successfully responded to, and indeed in some cases led, changes in the way libraries operate. In recognition of Ms Wade's role in these changes she was appointed a Member of the Order of Australia (AM) in 2015. On behalf of the Board I wish Ms Wade all the success, opportunities and pleasure that this next stage in her life will present.

From 11 April 2016 Mr Tony Cargnelutti will take up the position of Chief Operating Officer. The Board was very pleased that Mr. Cargnelutti agreed to take on this role. His steady hand will help ensure continuity and his considerable knowledge and experience will bring new insights to the way ahead. At the same time the Board requested that I take on the role of Executive Chair for 18 months to help oversee the change process ahead.

Once again in 2015, the Company was blessed with excellent Directors and executive leadership and committed and hardworking staff in UNILINC Office and Member libraries.

I thank all Members for their continued support.