

# Structural Reform of Public Library Services in Western Australia

## Implementation

## Project Plan

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### Approval:

NAME	TITLE	DATE
Ricky Burges	Chair, Strategic Library Partnership Agreement Steering Committee	

Signed: .....

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## 1. EXECUTIVE SUMMARY

<b>PROJECT NAME</b>	Structural Reform of Public Library Services in Western Australia - Implementation
<b>START DATE</b>	April 2009
<b>PLANNED COMPLETION DATE</b>	March 2014
<b>BUDGET</b>	\$240,000 (initial) plus in-kind support
<b>PROJECT SPONSOR</b>	Strategic Library Partnership Agreement Steering Committee
<b>PROJECT MANAGER</b>	George Cowcher (interim to 30 June 2009)
<b>PROJECT TEAM</b>	-

## 2. PROJECT DEFINITION

### 2.1 BACKGROUND

Following the publication of the report *Structural Reform of Public Library Services in Western Australia* it was concluded that “there must be a reinvention of the Western Australian model for public library service delivery ... [and] ... there needs to be significant structural and cultural change”.

The report was released in August 2007 and was endorsed by the Joint Advisory Committee (JAC), the Library Board of Western Australia, the State Library of Western Australia (SLWA), the Western Australian Local Government Association (WALGA), and was presented to the Minister for Culture and the Arts, and the Minister for Local Government.

In October 2007 the Taskforce for Structural Reform (Taskforce) was established with direct responsibility to the JAC. The main role of the Taskforce was to plan the implementation of the recommendations from the report, including prioritising the 100+ strategies from the report. The emphasis was on having the group operate at a broad strategic level and consider the future of delivery of library services for the people of Western Australia.

The first challenge for the Taskforce was to consider how the outcomes of the report were to be delivered. It was recognised that it would take 3-5 years to implement the strategies and achieve structural reform of public library services.

In December 2007 the Taskforce assessed each of the ten high level outcomes and each strategy and action was discussed, resulting in a comprehensive list of tasks. Some minor changes were made to the wording of strategies to better reflect their intent. On the advice of the JAC, the Taskforce met again in March 2008 to develop a top ten priority list. The top ten priorities identified by the Taskforce were:

- 1 Ensure content meets needs (4.2)
- 2 Facilitate effective asset management of collections (4.3)
- 3 Facilitate an effective inter lending system (4.5)
- 4 Facilitate delivery of cost effective training and professional development to meet identified needs (6.1)
- 5 Develop a more strategic approach to ICT (7.1)
- 6 Develop a more efficient procurement, distribution and materials movement model (7.2)
- 7 Improve standards and measures of performance (7.3)
- 8 Maintain a strong and influential Joint Advisory Committee (8.1)
- 9 Enhance the Regional model (8.5)
- 10 Develop a new funding model for public libraries in Western Australia (9.3)

The *Implementation Plan* reflects the position and priorities as at August 2008 and the Taskforce was cognisant of the fact that changes may be made over time as circumstances change.

The *Implementation Plan* is laid out in tabular form and lists the key focus areas and strategies articulated in the *Structural Reform of Public Library Services in Western Australia* report. The Actions column reflects the opportunities documented in the report and the Taskforce developed specific actions to meet these opportunities, and thus meet the strategies shown in the report.

With the JAC reaching the end of its term it has been superseded by the Strategic Library Partnership Agreement Steering Committee (SLPASC) and this group is ultimately responsible for the implementation of structural reform. Funding has been provided to the State Library by State Government to help progress implementation (including employment of a Project Manager) whilst WALGA is also contributing.

## **2.2 OBJECTIVES**

The main aim of this overarching project is to ensure proper management of all aspects pertaining to the implementation of strategies from the *Structural Reform of Public Library Services in Western Australia* report and actions from the *Implementation Plan*.

## **2.3 DELIVERABLES**

The deliverables for this project are:

- Development of a project plan for this overarching project
- Development of project plans for associated projects
- Development of a communication plan covering all stakeholders
- Production of monthly project status reports to document progress
- Production of an annual report
- Production of a final report
- Production of project completion report
- Project review (Continuous improvement)

## **2.4 SCOPE**

### **2.4.1 In Scope**

- Development of a communication plan in relation to structural reform
- Development of project teams to implement individual strategies
- Management of the project teams
- Development of project plans for each project
- Management of the *Implementation Plan*
- Management of the structural reform budget
- Implementation of strategies

### **2.4.2 Out of scope**

- Operational issues not associated with structural reform

## **2.5 INTERDEPENDENCIES**

This project relates to the implementation of recommendations and strategies contained in the *Structural Reform of Public Library Services in Western Australia* report – and associated *Implementation Plan* – and as such the project outcomes reflect the content and intent of these two documents.

Additionally, the *Framework Agreement between State and Local Government for the Provision of Public Library Services in Western Australia* will also help inform and support the direction of the project.

## **3. EXPECTED BENEFITS**

The primary benefit of this project will be the implementation of far ranging and fundamental changes to the State's public library services that will ensure a more viable and relevant service that will better meet the needs of Western Australia's communities. Successful implementation of the strategies shown in the structural

reform report will enable the following high level strategic outcomes, as identified in the report, to be met.

- Well-informed, literate and learning communities.
- Connected and resilient communities.
- Community memory [collected, described, preserved and shared].
- Accessible and relevant content.
- Community hubs [developed].
- Skilled and innovative workforce.
- Continuous improvement [in all processes].
- Strategic partnerships [developed].
- Good governance.
- Visible and valued [libraries and services].

#### 4. APPROACH

Implementation of the structural reform strategies will occur using a structured, distributed model under the day-to-day oversight of a Project Manager. The Project Manager will establish a number of project teams or working groups focussed on the agreed top ten strategies but being cognisant of the fact that flexibility will be required, particularly in relation to opportunities that may arise during the life of the project.

Each project team / working group will produce their own project plan and report to the SLPASC through the Project Manager.

##### 4.1 STAGES, ACTIVITIES AND DELIVERABLES

<i>Stage</i>	<i>Key Activities</i>	<i>Deliverables</i>
Project initiation	<ul style="list-style-type: none"> <li>▪ Finalisation of project plan</li> <li>▪ Recruitment and commencement of Project Manager</li> <li>▪ Establishment of project teams to focus on specific strategies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project plan</li> <li>▪ Communication strategy</li> <li>▪ Project plans for specific projects</li> </ul>
Project implementation	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Monthly project status reports</li> <li>▪ Annual report</li> </ul>
Project evaluation and closure	<ul style="list-style-type: none"> <li>▪ Evaluation of project</li> <li>▪ Closure</li> </ul>	<ul style="list-style-type: none"> <li>▪ Final report</li> <li>▪ Project completion report</li> </ul>

## 5. SCHEDULE

### 5.1 MILESTONES

<i><b>Id.</b></i>	<i><b>Description</b></i>	<i><b>Planned Completion Date</b></i>
1.	Develop project plan	April 2009
2.	Project plan signed off	June 2009
3.	Develop communication plan	April 2009
4.	Communication plan signed off	June 2009
5.	Establish project teams	Various – Dependent on priorities
6.	Develop project plans	Various – Dependent on priorities
7.	Project plans signed off	Various – Dependent on priorities
8.	Commence projects	Various – As per project plans; Dependent on priorities
9.	End projects	Various – As per project plans
10.	Production of monthly project status reports	Last day of each month
11.	Production of annual report	31 July each year
12.	Final report to Strategic Library Partnership Agreement Steering Committee	March 2014
13.	Production of project completion report	March 2014

### 5.2 ASSUMPTIONS

The schedule includes the following assumptions:

- That a Project Manager is appointed to manage the project.
- That the required people will be available to progress all stages of the project.
- That the necessary support from stakeholders is available when required.

## 6. RISKS

The project has the following risks, which require monitoring to ensure the success of the project:

- Project manager not appointed.
- Project teams not established.
- Availability of key people identified to participate at required times.
- People not willing to participate.
- Possible delays in meeting project deadlines.

- Potential change in project focus if issues are identified that change the project scope.
- Possible delays by the SLPASC in reviewing and endorsing deliverables.
- Potential negative response to stakeholders to changes being introduced.
- Lack of budget.
- Key underpinning requirements not achievable (eg ownership of stock).
- Lack of communication with all stakeholders.
- Lack of communication between project teams.
- Too many strategies to implement with conflicting timeframes.
- Unrealistic timeframes.

## **7. QUALITY PLAN**

### **7.1 RISK MANAGEMENT**

Events or actions that are likely to adversely affect the ability of the project to produce the required deliverables will be dealt with via the risk management process. A separate risk register will be maintained for this purpose.

Any individual may identify a potential risk to the project(s) and report it to the Project Manager. The Project Manager will assess whether the risk could affect the project deliverables and work with the appropriate people or groups to develop a risk mitigation and contingency plan.

The Project Manager will provide a status update on any risks to the Project Sponsor as part of the regular monthly reports.

### **7.2 ISSUE MANAGEMENT**

The issue management process will handle any actions that adversely affect the ability of the project to produce the required deliverables.

Any individual may identify an issue with the project and report it to the Project Manager. The Project Manager will assess whether the issue is currently affecting the project or has the potential to do so in the future and, if so, will raise it as a risk.

### **7.3 CHANGE CONTROL**

Any request or requirement that would change the scope, deliverables or timeline of the project will be dealt with via the project change management process. The Project Manager will assess the potential impact of the change to the project with the change requestor and report these to the Project Sponsor for approval.

### **7.4 PROJECT REPORTING**

The Project Manager will submit a monthly project status report to the Project Sponsor. The project status report will include achievements, focus for next month, risk status and emerging issues.

### **7.5 DELIVERABLE REVIEW AND ACCEPTANCE**

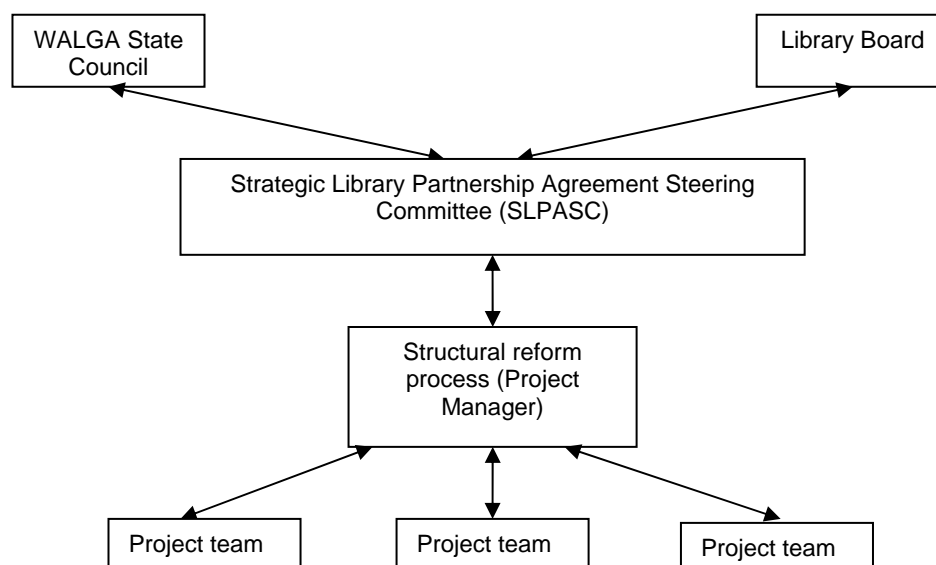
Throughout the project deliverables will be tightly managed. The Project Sponsor will be asked to review and approve final outputs for each deliverable and to identify any issues that need to be addressed.

## 7.6 RECORDS MANAGEMENT

The Project Manager will liaise with the State Library's Corporate Information Unit to register and keep any documents and correspondence of significance in accordance with the Corporate Information Unit guidelines. At a minimum this will include the final approved version of each deliverable. Final versions may also be kept by other key stakeholders such as WALGA.

## 8. RESOURCES

### 8.1 PROJECT ORGANISATION



### 8.2 ROLES AND RESPONSIBILITIES

#### 8.2.1 Project Sponsor

The Project Sponsor for this project is the Strategic Library Partnership Agreement Steering Committee.

The Project Sponsor is responsible for the completion of the project within the required timeframe and budget allocated. The project sponsor will provide:

- direction on the scope and objectives of the project and approval of any changes to these;
- funding and approval of any amendment to the project budget;
- resources and staff required as identified by the Project Manager;
- approval and sign-off of the project plan and completion reports;
- approval and sign-off of the communication plan; and
- assistance with the resolution of any issues escalated by the project leader.

#### 8.2.2 Project Manager

The Project Manager will lead the overarching project and the structural reform projects and provide a single point of contact and accountability. The Project Manager will:

- provide management of day-to-day project activities;

- provide leadership, guidance and support to the structural reform project teams;
- establish and ensure effective project management, performance, communication and scheduling for all structural reform projects;
- actively manage communication between projects and link interdependent projects;
- facilitate resolution of issues and mitigation of risks within the scope of the projects;
- establish and maintain communication of project progress and information to stakeholder representatives; and
- provide project status reports to the Project Sponsor as required.

### **8.2.3 Project Team**

This overarching project has no project team however the associated structural reform projects will have teams. They will assist the Project Manager by providing specialist skills and knowledge and participating in the specific projects as directed by the Project Manager. The teams will comprise the most appropriate people from stakeholder groups.

### **8.2.4 Stakeholders**

The following groups have been identified as stakeholders in this project:

- State Library CEO and staff
- WALGA CEO and staff
- Library Board of Western Australia
- WALGA State Council
- Local government CEOs and staff
- Public library staff
- Some State Government departments
- Western Australian community
- Director General, Department of Culture and the Arts
- Minister for Culture and the Arts

## **9. BUDGET**

The initial budget for the project is \$200,000 from the State Library and \$60,000 from WALGA (including \$20,000 in-kind). Uncosted in-kind support will also be provided by State and local government over the course of the project.

## **10. PROJECT COMPLETION CRITERIA**

The project will be considered complete when all deliverables have been approved and signed off by the Project Sponsor.