

Project Plan

*Public Library Working Groups Review*



# Document Control

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**Approvals:**

|  |  |  |  |
| --- | --- | --- | --- |
| Name | Department & Job Title | Date Approved | Approval Details  (e.g. location of email) |
| Cameron Morley | Manager Public Library Services | 6 April 2016 | Strategic Network Committee meeting 6 April 2016 |
| Lucy Milne | Executive Director, Public Libraries & Engagement |  |  |

**Document Change Control**

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| Version # | Change Description | Date | Author |
| 2.0 | Page 5: Circulate the draft proposal for the future operation of working groups to the Strategic Network Committee for comment and approval. | 27 April 2016 | Philippa Scarf |

**Intended Audience**

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| --- | --- |
| Name | Title / Project role |
| Strategic Network Committee of NSW Public Library Association Zone Secretaries | Library Managers |

**Associated Documents**

|  |  |  |
| --- | --- | --- |
| Document Name | Version | Link |
| DRAFT communications plan | 1.0 |  |

**Terms and Abbreviations**

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| Term / Abbreviation | Definition |
| Strategic Network Committee | Committee of NSW Public Libraries Association zone secretaries |

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# Executive Summary

Provide an overview of the proposed project, including how the business need came about, and how this proposal aligns with the current strategy. Elaborate on what is already known about the project from the Concept Brief and Project Management Plan documents.

## Background and Business Issue / Opportunity

*Detail the current process, the issues in the present system and why the solution is being proposed. Explain the business problem that is being addressed or in case of a new idea/opportunity what is the business idea that is proposed.*

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| The Public Libraries Consultative Committee (PLCC) endorsed the Public Library Learning and Development Framework at their meeting on 17 March 2014. Learning communities and working groups that form communities of practice are a key component of the *Public Library Learning and Development Framework* and professional development activities across the NSW public library network. Public library staff value interacting with and learning from their peers in other libraries, including the State Library, and many are active participants in learning communities. Some of these communities are working groups established by the former NSW MPLA or PLNSW. In some cases, the groups include zone or region based sub-groups (eg. young people’s services groups in South West and North East zones). Other learning communities that staff may also participate in include user groups for library management systems and products, ALIA groups and local networks.  In reference to the amalgamation of the former country and metropolitan associations, at their meeting on 22 September 2014 the PLCC noted the importance of NSW public library learning communities, and agreed that the State Library works with NSW public libraries and the NSW Public Library Association to support the continuation and development of learning communities.  The NSW Public Library Association and the State Library will work together to ensure that these communities of practice continue, noting that issues to be considered include:   * Planning and coordination, including encouraging new staff to take on these roles * Group terms of reference and reporting arrangements * Library manager / senior staff sponsorship of groups * Communication (elists, wikis and social media tools, calendar for meeting dates and times) * Supporting participation of regional and remote staff * Record keeping   At their meeting of 5 June 2015 the Strategic Network Committee of NSWPLA zone secretaries agreed that composition, governance, reporting, online presence, strategic focus and communication are critical success areas for working groups. At their meeting of the 16 October a review of working groups was discussed and the Committee agreed that the State Library would draft a Working Groups Project Plan including a communications plan to be circulated for input and approval. |

## Proposed Solution

*Explain the details of the proposed solution and ensure this explanation clearly addresses the above-mentioned business issues (or opportunities). You may also need to explain any options that may exist in this section. If options do exist be sure to nominate the recommended option*

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| * A review of existing arrangements for working groups, including identifying key success factors and opportunities for improvement. * Engaging the key stakeholders in information gathering and determining future learning and development priorities for the public library network. * Agreement on the role and scope of learning communities in the NSW public library network that is endorsed by the NSWPLA, PLCC, Strategic Network Committee, public library network managers and staff and State Library stakeholders. * Future of working groups as learning communities determined, including governance, terms of reference, reporting and lines of communication, options for communication tools, evaluation and processes for establishing and winding up groups as required. * Improved communication between working groups, the public library network and the Strategic Network Committee in the development of strategic goals, learning and development priorities and tool development, responding to industry trends and community needs, evaluation of activities. * Scope of the role of State Library with working groups determined. |

## Approach

*Detail the approach that will be taken in order to implement the solution. This could include details such as running a pilot before rollout etc.-*

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| * List current working groups/communities of interest, determine which groups are in scope for the review * Develop a consultation process and communications plan to engage with current groups, NSWPLA and the broader NSW public library network.   + Survey of executive members of working groups   + Telephone discussion with library manager representatives   + Input from PLS consultants   + Discussion questions for working groups (in meeting discussion)   + Gap analysis – survey public library network to identify reasons why staff may not participate in current working groups and what they value about group activities * Engage with existing working groups seeking input to the review   + How they are organised (steering committee / leadership structures)   + Identifying and interviewing current library manager sponsors   + How does the group plan activities   + What communication tools does each group use, what additional tools do they need, or would like to try   + Who are their target audiences   + What learning and development activities are they currently engaged in   + What opportunities and challenges is their group facing now and in the foreseeable future (skills, personnel, technology, advocacy, trends in library service delivery, changing community needs and expectations, succession planning) * Examination of current models to identify success factors and challenges. * Develop a framework of groups based on their current operation, including some critical success factors identified by the Strategic Network Committee of:   + Composition   + Governance   + Reporting   + Online presence   + Strategic focus   + Communication * Consideration of the State Library’s role providing support of working groups, including ICT support to the working groups through wiki and elist hosting and teleconference and video conferencing facilities. The paper *Public Library Wiki and Elist Hosting Consolidation* provided a number of options for consideration. The Committee agreed that a single platform facilitated communication and sharing of information across groups and the network. The final decision about Wiki and Elist hosting will be incorporated into the Working Groups Project Plan. * Consideration of role of State Library staff in facilitating learning community activities and events. * Identify the benefits for the State Library of engagement with the working groups. * Establish a draft proposal for the future operation of groups, based on success factors addressing the strategic planning, communication requirements and ongoing evaluation of learning communities and working groups. * Circulate the draft proposal for future operation of working groups to the Strategic Network Committee for comment and approval. * Circulate the draft proposal to the public library network for comment. * Provide recommendations to the Strategic Network Committee. * Final consultation draft circulated to stakeholders in public library network. * Final recommendations implemented. * Post implementation evaluation. |

## 

## Project Costs

*Provide the estimated total cost of the project – a breakdown of this cost is in section 4 of this document.*

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| * State Library staff time gathering information, consulting with stakeholders and preparing reports and communications plan. * ICT support costs for learning communities (elist and wiki subscriptions, video conferencing subscriptions and equipment) * Travel assistance subsidies for participants in learning communities and working group committee meetings. |

## Benefits

*The benefits section should clearly outline the expected benefits. Tangible benefits should be nominated first, followed by intangible benefits.*

*If all of the benefits are intangible, this section should state the case as to why the project should be approved, e.g. compliance, regulatory etc.*

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| * The NSW public library network is highly skilled, resilient and responsive to changing trends in customer needs and industry priorities. * A collaborative network that sources professional development that is fit for purpose and fosters continuous improvement in the delivery of library services to the people of New South Wales. * The NSW public library network values professional networking, collaboration, information sharing and support. * The State Library, as part of their collaboration with working groups, is a more effective advocate and partner for the public library network, working together to promote, provide and maintain library services across NSW[[1]](#footnote-1). |

## Stakeholders

List the stakeholders of the project in the table below. Stakeholders include anyone who will be positively or negatively impacted by the project.

|  |  |
| --- | --- |
| Stakeholder Name / Group | How they will be Impacted by the Project |
| Public Libraries Consultative Committee | Learning and Development Framework identifies learning communities as key to delivering outcomes; developing emerging leaders in the public library network is vital for succession planning |
| Strategic Network Committee | Strategic planning and effective communication between learning communities, library managers and wider public library network. Groups will report to the SNC. |
| Library Managers | Staff participation (time commitment of staff participants, learning and development for staff, improvement in service delivery, development of leadership skills and experience for identified staff through leading state-wide groups) |
| Library staff | Increased knowledge, awareness and skills in services for target communities; collaboration to develop tools for training and improved service delivery (eg ref-ex, discussion papers, seminars, etc.); professional networking, service benchmarking. |
| PLS staff | Topics for research projects identified through working groups; building capability across the network through information sharing and facilitating development of tools, evaluation and learning opportunities; liaison with public library staff (managers, specialist, emerging leaders, new staff); facilitating group activities (video conferencing, elists and wikis, minutes, reports and agendas, event liaison, professional development calendar) |
| Other State Library staff | Providing expert advice to learning communities as required (eg. digitisation and local studies heritage collections) |

# Project Scope

Provide details below regarding the items/elements/deliverables which will be included within the scope of this project and which will NOT. If exclusions are not explicitly stated, it may be assumed that these items/elements/deliverables are within the proposed scope for this project.

|  |  |
| --- | --- |
| Inclusions | Exclusions |
| * State-wide working groups and other NSW public library network working groups (eg. zone or region based groups) | * Learning communities that are hosted by other organisations (eg. ALIA) |

# Risks, Contraints, Dependecies and Assumptions

List all of the assumptions that have been made at this point in time. List constraints that the project will be under. Identify any risks to the project that may be known at this stage. List all dependencies, ie. is this project dependent on any other factor/project?

**Assumptions**: what are the elements, resources, capabilities that must be in place in order for the solution to be delivered successfully, and according to the defined objectives/benefits? E.g. that systems will support designated software as specified.

**Constraints**: What are the known factors that limit the delivery of the project? These may include timeframe, budget, resource constraints.

**Risks**: Events that may or may not occur, but for which mitigation strategies (to reduce likelihood and / or impact) can be defined and implemented.

**Dependencies**: Factors, tasks or other projects that will influence tasks or outcomes for this project. E.g. the completion of a new building (and i.e. its availability) for a relocation project.

|  |  |
| --- | --- |
| Assumptions | Constraints |
| * Local government will continue to release library staff for participation in learning community activities and training events. | * A single platform for hosting all learning community wikis will require a degree of standardisation. |
| * Participation by library staff from regional and remote areas will require additional support (technology, communications, travel assistance, forward planning) | * Resources hosted on the State Library website must meet WCAG 2.0 level AA requirements. |
| * Industry trends (technology, customer demands, local government requirements) will dictate the need for future working group subject specialisations and skill gaps. |  |
| * Strategic Network Committee will take carriage of recommendations from the working group review. |  |

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| Dependencies | Risks |
| * State Library provides access to key communications infrastructure (eg. elists, wiki subscriptions, teleconferencing and video conferencing) | * Fit for the Future outcomes may lead to amalgamation of metropolitan councils with potential disruption to staffing and limited availability of some library staff to participate in working groups during the transition period. |
|  | * Future working group and NSWPLA priorities may not always be in alignment with State Library of NSW priorities. |

# Project Milestones

Provide in the table below any dates for key project milestones (if known at this stage)

|  |  |
| --- | --- |
| Milestone | Date/Timeframe |
| Strategic Network Committee endorsement of project plan | April 2016 |
| Stakeholder consultation | July 2016 |
| Development of draft proposal for future of working groups | August 2016 |
| Circulation of proposal for stakeholder comment and feedback | September 2016 |
| Final recommendations to Strategic Network Committee for endorsement | October 2016 |
| Communication of arrangements to public library network and working groups | November 2016 |

# Project Costs and Resources

Provide a summary of the costs below, as well as how they were derived….

## Costs

|  |  |  |  |
| --- | --- | --- | --- |
| Cost Item | Item Cost $ | Contingency | Total Cost |
| State Library staff time gathering information, consulting with stakeholders and preparing reports and communications plan. |  |  | TBA |
| Survey Monkey, elists, phone and travel costs for information gathering |  |  | TBA |
| ICT support costs for learning communities (elist and wiki subscriptions, video conferencing subscriptions and equipment) |  |  | TBA |
| Travel assistance subsidies for participants in learning communities and working group committee meetings. |  |  | TBA |

## Project Resources

*List in the table below the role type or department resources will be required from with an initial estimate of when the resource will be required and the number of days effort required – if this is not possible at this stage please note this.*

|  |  |  |
| --- | --- | --- |
| Role | When Required (estimated month/s) | Effort Days in Total |
| PLS consultants |  |  |
| PLS team members |  |  |
| Public library network staff |  |  |

## People Change Management Impact

Provide an overview of the level and type of impact this project will have the organisation, staff, customers and any other stakeholders. Describe the high level people change management activities required to obtain buy-in, socialise the change created by the project and obtain the stated benefits.

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| PLS consultants currently work closely with working groups; the results of this project may impact directly on the work of consultants and other members of the PLS team. |

1. **Library Act 1939 No 40** [↑](#footnote-ref-1)