

**IMPLEMENTATION
PLAN FOR THE
STRUCTURAL REFORM
OF PUBLIC LIBRARY
SERVICES IN
WESTERN AUSTRALIA**

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Introduction

Following the publication of the report on *Structural Reform of Public Library Services in Western Australia* (Lunn Report) 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 Lunn 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 Lunn Report, including prioritising the strategies from the Report.

The Taskforce was chaired by Alison Sutherland, Director of Client Services at the State Library, and had five other members:

- Tina Ackerman, Manager Library Services, Town of Victoria Park
- Anne Banks-McAllister, Director Strategic Community Development, City of Melville
- George Cowcher, Acting Director Resource Services at the State Library
- Sue Franklin, Regional Librarian, City of Bunbury
- Alasdair Wardle, Libraries and Learning Coordinator, City of Mandurah

Support and contributions were also provided by Pearl Tan (State Library) and Jodie Holbrook (WALGA).

There was a deliberate strategy of having the Taskforce members not represent any particular group or interest, rather the emphasis was on having the group operate at a broad strategic level and consider library services for the people of Western Australia. Another important aspect was to acknowledge and consider the work being undertaken across the world including work in relevant non-library areas.

The first challenge for the Taskforce was to consider how the agreed outcomes of the Lunn Report were to be delivered. It was recognised that the Report would inform the strategic direction of the JAC for the next 3-5 years and that timeframes and key responsibilities needed to be developed for implementation of the strategies.

During October and November Taskforce members gathered and shared information prior to a two-day workshop held in December, facilitated by Veronica Lunn. Each of the 10 high level outcomes was assessed and each strategy and action 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, again with Veronica Lunn, to develop a top ten priority list. The top ten priorities identified by the Taskforce are:

- 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)

This implementation plan reflects the position and priorities as at August 2008 and the Taskforce is cognisant of the fact that changes may be made over time as circumstances

change. Priority 8, for example, now needs to be reviewed to reflect changes currently in process.

The document has been laid out in tabular form and reflects the key focus areas and strategies articulated in the *Structural Reform of Public Library Services in Western Australia* report. Following extensive discussion with the author of the report it was agreed that a small handful of strategies required a slight rewording – to provide more clarity - and those changes are reflected in the implementation plan.

For ease of use, strategies and actions have been numbered in the implementation plan although they are not numbered in the report. The column showing links to the report relates to the numbering within the implementation plan itself.

The Actions column reflects the opportunities documented in the report and the Taskforce has developed specific actions to meet these opportunities, and thus meet the strategies shown in the report.

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Strategic Plan 2008 –2012

Key Focus Area: Community and Customer

Outcome 1: Well Informed, Literate and Learning Communities

Strategy number	Strategy	Action Number	Actions	Link to Structural Reform Report
1.1	Develop a strategic and collaborative approach to the development of literacy and learning communities	1.1.1	<i>Develop a joint policy on Literacy and Learning</i> <ul style="list-style-type: none"> • Identify existing policies on literacy and learning • Evaluate policies and outcomes • Develop joint policy 	-
		1.1.2	<i>Develop a strategy for literacy and the development of learning communities;</i> <ul style="list-style-type: none"> • Define key segments of learning • Identify key stakeholders within each segment • Identify learning needs and delivery options for target groups including younger persons, older persons, CALD youth and Indigenous persons • Develop learning strategy • Develop evaluation tools and monitor progress • Develop and implement communication plan re strategy 	1.1.5

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Strategy number	Strategy	Action Number	Actions	Link to Structural Reform Report
		1.1.3	<p><i>Work in partnership with key State and national agencies in the development and delivery of literacy and learning community strategies, including Adult and Community Education;</i></p> <ul style="list-style-type: none"> • Develop MOU around mutual outcomes for community literacy and learning • Develop Taskforces and terms of reference for Taskforces to progress strategies • Identify relevant research and best practice • Identify opportunities for joint programs, partnerships and initiatives • Identify and source funding opportunities funding 	10.1.1 6.4.1
		1.1.4	<p><i>Maximise e-learning and innovative delivery options</i></p> <ul style="list-style-type: none"> • Identify current policy, and best practice for e-learning • Identify role of library in e-environment • Work with Office of E-Government and relevant partners to develop state policy on e-learning • Develop e-learning policy in collaboration with Office of E-Government • Identify opportunities and models to facilitate e-learning and innovative delivery options • Develop opportunities and models 	6.4.1 10.1.1
		1.1.5	<p><i>Identify learning needs and delivery options for older persons</i></p>	Refer to 1.1.2 1.3.1

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Strategy number	Strategy	Action Number	Actions	Link to Structural Reform Report
1.2	Develop greater understanding of the economic and well-being impacts of literacy and learning development	1.2.1	<p><i>Share learnings about the economic and well-being impacts of literacy and learning development</i></p> <ul style="list-style-type: none"> • Identify options to present at the local and State level through forums and presentations • Maximise opportunities to include relevant content re economic and well-being impacts of literacy and learning development in reports and submissions 	6.2.1
		1.2.2	<p><i>Conduct a workshop on learning and literacy in Western Australia, engaging key agencies and key speakers</i></p> <ul style="list-style-type: none"> • Identify speakers, audience/s and themes • Identify venue/s • Market and deliver workshop • Evaluate workshop 	6.2.1
1.3	Extend the <i>Better Beginnings</i> model across a range of other target groups	1.3.1	<p><i>Develop and implement models based on Better Beginnings for other groups including:</i></p> <ul style="list-style-type: none"> • Culturally and Linguistically Diverse Communities (CALD) including emerging groups; • Indigenous; • Older persons; and • Youth; 	1.1.2 1.1.5
		1.3.2	<p><i>Source opportunities for funding to support identified programs</i></p> <ul style="list-style-type: none"> • Identify and liaise with key stakeholders • Advocate/ make application for identified funding • Acquit funding as required 	-

Outcome 2: Connected and Resilient Communities (Including Indigenous Communities)

Strategy number	Strategy	Action Number	Actions	Link to Structural Reform Report
2.1	Develop a strategic approach to delivery of library services to Indigenous communities	2.1.1	<p>Identify the needs for library services for the Indigenous community</p> <ul style="list-style-type: none"> • Identify key stakeholders and reference groups • Set up group of relevant stakeholders • Investigate how other agencies identify the needs at the local level (including Smith Family, Education Dept., Health Dept. etc) • Develop Needs Analysis • Identify ongoing mechanism/s to assess needs • Develop guidelines to assist libraries to develop relationships and consult with Indigenous residents to identify needs at the local level 	-
		2.1.2	<p>Develop an Indigenous Library Strategy, based on needs</p> <ul style="list-style-type: none"> • Identify process and resources required to develop guidelines • Develop working partnership with key providers and funders of Indigenous health and well-being outcomes, maximizing opportunities under the Bi-Lateral Agreement; 	2.1.3
		2.1.4	<ul style="list-style-type: none"> • Develop strategy in consultation with key stakeholders • Monitor and report on progress of strategy 	10.1.1
		2.1.3	<p>Investigate the IKC model in Queensland and initiatives in the Northern Territory and South Australia for relevance in Western Australia, and identify best fit service delivery models for diverse Indigenous communities</p> <ul style="list-style-type: none"> • Identify best practice • Share learnings with key stakeholders • Apply best practice in consultation with key stakeholders • Monitor and review 	2.1.2 6.4.1 5.3.3

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Strategy number	Strategy	Action Number	Actions	Link to Structural Reform Report
		2.1.5	<p>Provide Indigenous liaison and support resources at State Library</p> <ul style="list-style-type: none"> • Identify resource/s • Communicate role and scope of support available to key stakeholders • Evaluate effectiveness of support 	-
		2.1.6	<p>Utilise appropriate protocols for dealing with Indigenous communities;</p> <ul style="list-style-type: none"> • Identify appropriate protocols or develop protocols in consultation with relevant stakeholders • Document protocols and ensure utilised in consultation • Monitor compliance with protocols 	-
		2.1.7	<p>Identify, collect and share stories about successful programs conducted in Western Australia and beyond of effective public library services targeting Indigenous populations</p> <ul style="list-style-type: none"> • Identify relevant case studies and models • Identify and implement forums and conduits to share stories about successful models / case studies / programs 	6.2.1
		2.1.8	<p>Pursue alternative opportunities for funding programs and outreach for Indigenous communities</p> <ul style="list-style-type: none"> • Liaise with key stakeholders • Investigate options • Advocate / make submission for alternative funding • Evaluate and report progress 	-

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Strategy number	Strategy	Action Number	Actions	Link to Structural Reform Report
2.2	Develop a strategic and coordinated approach to community development outcomes in public libraries	2.2.1	Working in partnership with key agencies and peak bodies, investigate opportunities for a co-ordinated approach to delivering on community development outcomes at the local level and resourcing opportunities <ul style="list-style-type: none"> • Develop relationship between LocLib and Local Government Community Development Association • Maximise opportunities for collaborative activity • Advocate the role of the public library in developing social capital, and building connected and cohesive communities on an ongoing basis. 	10.1.1
		2.2.4		
		2.2.2	Share stories of innovative practice in connecting and building communities through forums, websites and presentations within and outside the industry <ul style="list-style-type: none"> • Identify opportunities to present at industry conferences • Identify and implement broader options to present at the local and State level through forums, conference and presentations • Maximise opportunities to conduct information workshops for key stakeholders • Use Library Portal to showcase stories and best practice on community development and library practice 	6.2.1 4.6 in respect to the library portal
		2.2.3	Identify opportunities to partner at the local level in the planning and delivery of community development programs <ul style="list-style-type: none"> • Liaise with other service providers to identify existing delivery of community development programs • Identify and pursue relevant opportunities to partner • Develop a training program for public librarians on community development philosophy and practice • Develop a training program for community development professionals on Library Services 	10.1.1
		2.2.4	Advocate the role of the public library in developing social capital, and building connected and cohesive communities on an ongoing basis	Refer to 2.2.1

Outcome 3: Community Memory: Preserved and Shared

Strategy number	Strategy	Action Number	Actions	Link to Structural Reform Report
3.1	Develop a strategic and collaborative approach to the collection, preservation and sharing of Western Australian history and heritage	3.1.1	<p><i>Develop a State-wide strategy for the collection, preservation and sharing of Western Australian history and heritage</i></p> <ul style="list-style-type: none"> • Identify participants for Local Studies Taskforce • Set up Local Studies Taskforce • Investigate what groups exist and what is being done at group and individual level • Investigate what individual LGs do and role of other agencies such as Museums Australia, WA Museums, Museums Assistance project etc • Develop state wide strategy for WA History and Heritage • Monitor and report on progress of strategy 	-
		3.1.2	<p><i>Provide opportunities to transfer skills and knowledge relating to the collection, description, and preservation of documentary and social heritage in a digital environment</i></p> <ul style="list-style-type: none"> • Identify needs and interest at the local level for skill development / information • Develop information / training packs and implement / distribute • Facilitate access to tools and skills to use new medias in capturing, preserving and sharing social history • Evaluate effectiveness with participants 	6.2.1

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Strategy number	Strategy	Action Number	Actions	Link to Structural Reform Report
3.2	Adapt new and emerging technologies to capture social history	3.2.1	<p><i>Facilitate understanding and skills development in the application of new technologies to collection and sharing of social history and heritage</i></p> <ul style="list-style-type: none"> • Research models using technology to promote, capture and showcase history and heritage • Identify best fit approach • Develop strategy including adapting new technologies and transfer to digital environment • Identify opportunities to transfer skills • Identify evaluation tools • Ensure that Oral History Group, Local Studies (ALIA, SLWA), Museums and Battye are involved 	3.2.2 7.1.2 6.2.1
		3.2.2	<p><i>Facilitate access to tools and skills to use new medias in capturing, preserving and sharing social history</i></p> <ul style="list-style-type: none"> • Develop and implement a training programme • Evaluate effectiveness • Monitor programme 	Refer to 3.1.2 And 3.2.1

Outcome 4: Accessible and Relevant Content

Strategy number	Strategy	Action Number	Actions	Link to Structural Reform Report
4.1	Ensure good understanding at the local level of the content needs of local communities	4.1.1	<p>Develop skills at the local level in preparing community profiles</p> <ul style="list-style-type: none"> Review existing tools/template (such as LMS analysis, customer feedback, relevant course data, LGA strategic planning data, ABS data) Draw on best practice in other States and further develop tools and templates Provide training on use of tools/templates Promote the need and benefit of using tools/templates Identify champions/mentors Showcase success stories including other States e.g. Brisbane, Yarra Plenty) Evaluate implementation and outcomes (take up, user friendliness, feedback, etc) Provide support for non-selecting libraries working from RRG and Regional Librarians 	4.2.4 6.4.1 6.1.2
4.2	Ensure content meets need	4.2.4 4.2.5	<p>Implement cost effective processes to ensure content and supply meets needs</p> <ul style="list-style-type: none"> Develop specification for supplier selection tools and capabilities, what we want suppliers to do/provide, including shelf ready processing, web selection etc Develop tender to allow public libraries to select local stock [see 7.2.5] Provide for full shelf ready supply from the supplier direct to the ordering library to specification Facilitate efficient co-operative process for local stock Let tender Confirm suppliers/suppliers Monitor and review procurement processes 	7.1.1 7.2.2 ; 7.2.5 9.2.1

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Strategy number	Strategy	Action Number	Actions	Link to Structural Reform Report
		4.2.2 4.2.3	<p>Develop quality indicators for collections</p> <ul style="list-style-type: none"> • Develop communication strategy • Discontinue 1.25 items per capita (subject to Framework Agreement Review) [this is a key requirement as it impacts on other strategies] • Identify and review indicators used in other states for possible application in WA • Make recommendations for revised indicators • Implement revised indicators • Monitor effectiveness of indicators 	7.3.1
		4.2.6 4.2.7	<p>Provide a tiered system for exchange system</p> <ul style="list-style-type: none"> • Identify options for a tiered approach to exchange system • Develop model for tiered approach and strategy • Implement process improvements including choice at local level re formats and categories • Develop communication and risk strategy • Implement the model • Review the model 	4.2.2 4.3.2 9.3.2 9.3.3
		4.2.8	<p>Advocate for additional funding to support the stocking of new libraries</p>	Refer to 9.3

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Strategy number	Strategy	Action Number	Actions	Link to Structural Reform Report
4.3	Facilitate effective asset management of collections	4.3.2	<p>Implement transfer of ownership of stock as required (Framework Agreements, Transfer System, Funding, Selection) [this is a key requirement as it impacts on other strategies]</p> <ul style="list-style-type: none"> • Develop communication and risk management plan for key stakeholders • Develop legal framework for the transfer of stock and implement • Develop a transfer plan • Resolve stocktake issues and simplify process • Resolve database integrity issues • Develop templates for local government (transfer process, asset management plan, etc) • Provide training as required • Develop an ownership solution for cooperative pool • Implement Transfer of Ownership Plan 	4.2.6 4.2.2
		4.3.1		4.3.2
		4.3.3	<p>Develop a whole of life asset management plan for collection selection and maintenance</p> <ul style="list-style-type: none"> • Facilitate deselection / disposal of unwanted and obsolescent stock from the State-wide collection at the local level <ul style="list-style-type: none"> ◦ Develop guidelines and procedures • Provide support and training in the development of whole of life collection asset management plans, including electronic resources 	4.2.2 4.3.2 6.1.2 7.2.3
		4.3.4		<ul style="list-style-type: none"> • Provide support and training in the preservation and conservation of local collections [and culturally sensitive material] • Develop effective measures for collection performance • Monitor and report on performance

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Strategy number	Strategy	Action Number	Actions	Link to Structural Reform Report
4.4	Ensure relevant content for Indigenous and CALD groups	4.4.1	<p><i>Work with Indigenous and CALD communities to tailor collections to meet local need and source additional resources appropriate to identified communities</i></p> <ul style="list-style-type: none"> • Identify stakeholders for consultation • Identify content needs • Match selection for identified communities to needs • Monitor and review 	4.2.2 4.3.2
		4.4.2	<p><i>Prepare policy and guidelines on treatment of culturally sensitive materials in Indigenous communities</i></p> <ul style="list-style-type: none"> • Identify policies and guidelines in other states • Identify key stakeholders and consult • Develop policy and guidelines • Monitor and review 	-

Strategy number	Strategy	Action Number	Actions	Link to Structural Reform Report
4.5	Facilitate effective inter-lending	4.5.1 4.5.2 4.5.2 4.5.3	<p><i>Provide a user friendly inter-library lending system</i></p> <ul style="list-style-type: none"> • Develop policies and principles for inter-library lending • Refine VDX system • Work towards local holdings on NBD (National Bibliographic Database) • Provide guidelines for operation of inter-lending of local stock based on other State models • Investigate options for fee for services for value add services (e.g. fee for door-to-door delivery) • Develop unmediated client interface for inter-library loans and document delivery • Identify efficiencies to ensure cost effective and timely supply of inter-library loans (Van and courier service) • Develop evaluation methodology • Monitor performance 	7.1.2
4.6	Maximise access to online content and alternative delivery mechanisms	4.6.1	<p><i>Conduct an audit of ICT capabilities to identify barriers to online content delivery</i></p> <ul style="list-style-type: none"> • Research audit models used in other states/ other WA research data • Develop methodology • Implement audit ((including broadband, training, promotion and marketing) • Identify gaps, causes and solutions • Collate and evaluate responses • Develop recommendations • Report to key stakeholders on audit 	7.1.2 10.1.1

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Strategy number	Strategy	Action Number	Actions	Link to Structural Reform Report
		4.6.2 4.6.4 4.6.5	<p>Facilitate access to online content through skills promotion and increased awareness</p> <ul style="list-style-type: none"> • Develop/share simple training materials (for statewide subscriptions) for use by library staff) • Develop and implement state wide marketing to staff and community <ul style="list-style-type: none"> ○ Prepare template media statements • Consider world's best practice (e.g. Canada) • Promote national e-resources • Identify and share stories about alternative delivery methods for content • Share and promote use of Library 2.0/Web 2.0 tools statewide • Facilitate the development of content at the State and local level and provide access <ul style="list-style-type: none"> ○ Increase quantities of both State owned and commercially available electronic resources 	7.1.2 6.1.2 10.1.1 6.4.1 3.1.2 3.2.1 3.2.2
		4.6.3	<p>Advocate for increased access to Broadband and explore cross government means to increase access</p> <ul style="list-style-type: none"> • Maintain watching brief • Maintaining contacts with DOIR and Office of E-Government • Make submission through ALIA and NSLA (National and State Libraries Australasia) and Federal Dept (DOCIT) 	-

Outcome 5: Community Destinations

Strategy number	Strategy	Action Number	Actions	Link to Structural Reform Report
5.1	Identify the status of public library buildings in Western Australia	5.1.1	<p>Undertake a state-wide audit of current status of public library buildings</p> <ul style="list-style-type: none"> • Review outcomes of what processes are used in NSW and Victoria and relevant information available • Identify funding for audit (state-wide) and gap analysis (including opportunities such as federal infrastructure funding) • Conduct audit using consultants • Collate and report on status of WA public library buildings 	9.3.2 9.4
5.2	Obtain seed funding to provide incentives for new and refurbished library buildings	5.2.1	<p>Lobby for infrastructure funding for new and refurbished libraries</p> <ul style="list-style-type: none"> • Identify and pursue opportunities for state and federal funding, or private funding • identify partnerships to maximise return on investment through collocation 	2.1.3
5.3	Facilitate greater exposure to innovation in public library buildings and design and use of spaces	5.3.1 5.4.3 5.3.2	<p>Provide support, incentives and information to facilitate excellence in Public Library design</p> <ul style="list-style-type: none"> • Complete development of Public Library Planning website and showcase library design and innovation, tools, templates, etc • Identify opportunities to fund and implement an annual PL architectural award • Research best practice principles for creating community hubs (including joint use: community centres/recreation centres, telecentres, use of mobile resource units, etc) • Develop principles and guidelines for developing public libraries within a variety of community hubs/spaces 	7.4.1 6.4.1-
		5.3.3	Investigate options for the development of IKCs or similar in selected Indigenous communities	Refer to 2.1.3

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Strategy number	Strategy	Action Number	Actions	Link to Structural Reform Report
5.4	Facilitate high standards in design and delivery of new libraries	5.4.1	<p><i>Provide support in the planning and design of new libraries</i></p> <ul style="list-style-type: none"> • Identify mechanisms to encourage building designs to meet principles and guidelines • Develop standard tools and templates to assist libraries planning new libraries • Identify and use the skills and experience of the library network • Identify opportunities to support compliance with building standards (e.g. space) through the funding program as per the NSW model 	-
		5.4.2		
5.4.4				
5.4.3	<p><i>Introduce a planning and design award for new and refurbished libraries in Western Australia</i></p> <ul style="list-style-type: none"> • Investigate models in other states • Liaise with peak bodies and key stakeholders to identify opportunities • Introduce and monitor award 			

Key Focus Area: Learning and Growth

Outcome 6: Skilled and Innovative Staff

Strategy number	Strategy	Action Number	Actions	Link to Structural Reform Report
6.1	Facilitate delivery of cost effective training and professional development (PD) to meet needs	6.1.1	<p>Identify training and development needs and develop needs analysis</p> <ul style="list-style-type: none"> • Identify extent to which existing training meets needs • Identify training and professional development needs and develop needs analysis (including existing skills audit and identification of future competencies) <ul style="list-style-type: none"> ○ Identify funding ○ Engage Consultant • Deliver training and PD needs analysis report • Identify and implement mechanism for ongoing training needs analysis 	-
		6.1.2	<p>Facilitate delivery of training / professional development tailored to diverse needs and evaluate</p> <ul style="list-style-type: none"> • Identify content required based on needs and gap analysis • Source content providers and identify best means of delivery 	4.1.1 4.3.4 4.6.2-
		6.1.3	<ul style="list-style-type: none"> ○ Develop flexible delivery mechanisms for remote communities including online and digital content ○ Ensure TTT process is included 	
		6.1.5	<ul style="list-style-type: none"> • Develop training calendar: • Deliver training in accordance with calendar • Evaluate training and PD outcomes 	7.1.2

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Strategy number	Strategy	Action Number	Actions	Link to Structural Reform Report
		6.1.4	<p>Provide input into formal qualification course content</p> <ul style="list-style-type: none"> • Identify needs <ul style="list-style-type: none"> ○ Consult with key stakeholders • Identify current courses and outlines • Determine if courses meet public library need and identify gaps • Initiate talks with Curtin, ECU, TAFE, etc in relation to identified needs 	6.1.1
6.2	Facilitate understanding of emerging trends , issues and impacts on service delivery and skill requirements	6.2.1	<p>Maintain watching brief on trends and share information through forums, presentations and web sites</p> <ul style="list-style-type: none"> • Monitor trends • Maximise opportunities to share information through forums, presentations and web sites 	1.2.1 2.1.7 2.2.2 3.1.2 3.2.1 5.3.3 7.4.1 8.2.3 8.3.3 9.2.3 10.3.2
6.3	Identify more effective means of meeting with remote communities	6.3.1 6.3.2	<p>Develop cost efficient and effective means of linking with CEOs and conducting site visits to remote communities</p> <ul style="list-style-type: none"> • Link into CEO forums such as LGMA and WALGA activities • Identify mechanisms used in other states • Identify means of maximising value of site visits <ul style="list-style-type: none"> ○ Consult with key stakeholders 	8.5

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Strategy number	Strategy	Action Number	Actions	Link to Structural Reform Report
6.4	Provide support and advisory services from State Library	6.4.1	Establish 'World's' Best Practice Advisory Service from SLWA <ul style="list-style-type: none"> • Clarify scope of advisory services (what do people need advice on?) • Identify local government needs • Identify local government needs • Identify existing and future capacity of SLWA for provision of advisory services • Negotiate an agreed position • Provide effective communication (e.g. identified experts and centres of excellence) • Review effectiveness 	1.1.3 1.1.4 2.1.3 2.2.2 4.1.1 4.6.2 5.3.2 6.5.1
6.5	Develop attraction and retention plan for skilled staff	6.5.1	<i>Identify strategies and incentives to attract and retain skilled staff (particularly remote communities)</i> <ul style="list-style-type: none"> • Gather relevant research and best practice including survey results completed by Gillian Hallam-distribute and communicate (Council and WALGA) • Develop strategies and incentives for metro and remote libraries • Monitor and evaluate 	- 6.4.1

Key Focus Area: A Culture of Continuous Improvement

Outcome 7: Continuous Improvement

Strategy number	Strategy	Action Number	Actions	Link to Structural Reform Report
7.1	Develop a strategic approach to ICT	7.1.1	Develop a Statewide Library Technology Strategy	3.2.1
		7.1.2	<ul style="list-style-type: none"> • Identify needs through consultation with key stakeholders • Identify gaps and opportunities (eg, to maximise technology for labour efficiencies – RFID, hand-held catalogues, etc) • Develop integrated state-wide technology strategy <ul style="list-style-type: none"> ○ RFID ○ Wireless networks ○ User friendly stock selection tools ○ LMS efficiencies ○ Emerging technology • Monitor and Review 	4.2.1 4.5.1 4.6.1 4.6.2 6.1.2 7.2.1 7.2.4 8.3 5.1
7.2	Develop a more efficient procurement, distribution and materials movement model	7.2.1	Develop more user friendly selection tools;	Refer 4.2.1
		7.2.2	Implement full shelf ready supply from the supplier direct to the ordering library;	Refer 4.2.5
		7.2.3	Allow de-selection at the local level in accordance with criteria;	Refer 4.3.3
		7.2.4	Analyse materials movement to identify most cost-efficient methods using logistics expertise; <ul style="list-style-type: none"> • Source relevant expertise • Map existing models and costs • Identify and implement relevant improvements 	4.2.6
		7.2.5	Work towards an efficient co-operative procurement model to include the procurement of local stock	Refer 4.2.5

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Strategy number	Strategy	Action Number	Actions	Link to Structural Reform Report
7.3	Improve standards and measures of performance	7.3.1	<p><i>Improve statistical and financial data</i></p> <ul style="list-style-type: none"> • Evaluate current collection, accuracy, search capability and presentation of statistics and financial data • Seek input from stakeholders • Review what statistics and financial data are needed and used: <ul style="list-style-type: none"> ○ by Local Government ○ by State Library ○ by State Government-for national comparisons • Identify strategies and resources required to address gaps and implement • Implement for 2009/2010 year • Monitor and evaluate 	4.2.2 4.2.3 4.3.4 8.5.2
7.4	Foster and recognise innovative public library practice in Western Australia	7.4.1	<p><i>Identify and establish incentives and rewards for innovation</i></p> <ul style="list-style-type: none"> • Set up an innovation award focus on (innovation and cooperative activity) • Support, encourage and showcase innovation through forums, portal, media, etc • Support, encourage and showcase innovation through forums, portal, media, etc 	5.3.1 6.2.1 10.1.1 5.2
		7.4.2	<p><i>Provide funding for innovation, particularly co-operative activity</i></p>	Refer to 9.3 10.2.1

Outcome 8: Strategic Partnerships

Strategy number	Strategy	Action Number	Actions	Link to Structural Reform Report
8.1	Maintain a strong and influential Joint Advisory Committee	8.1.1	Review Framework Agreement <ul style="list-style-type: none"> • Evaluate the existing Framework Agreement and implement recommendations • Extend Framework Agreement (for 12 months) to provide time for Review • Add Appendix indicating what could be suspended in agreement, or • Include Interim Structural Reform document flagging changes • Set up taskforce for Review • Redraft Framework Agreement • Seek feedback on draft from key stakeholders <ul style="list-style-type: none"> ○ State Solicitor's Office ○ Taskforce Members • Finalise Framework Agreement • Obtain endorsement by Minister, WALGA Pres and CEOs x 2 	-
8.2	Develop and maintain more effective partnerships cross government and at the local level	8.2.1	Develop and maintain a Partnership Plan <ul style="list-style-type: none"> • Audit current formal/informal relationships • Develop and articulate 'relationship protocols' between WALGA and SLWA • Identify key stakeholders and potential partners (e.g. DIA, DET, UWA, ALWA, Health, DLG + RD, etc) • Develop a Stakeholder Management Plan for key stakeholders and potential partners • Monitor and manage Stakeholder Management Plan 	10.1.1 8.1.1

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Strategy number	Strategy	Action Number	Actions	Link to Structural Reform Report
		8.2.2	<p><i>Increase cooperation with Telecentres</i></p> <ul style="list-style-type: none"> • Review status and content of MOU <ul style="list-style-type: none"> ◦ If necessary, amend MOU (shared facilities) • Identify opportunities for enhancing relationship (peak and local level) • Identify funding options (seed, grants, etc) • Develop communication strategy (shared success stories) 	-
		8.2.3		6.2.1 10.1.1 8.5.1 8.5.2 8.5.3 8.5.4
8.3	Increase cooperative activity in delivery of capital projects, technology and resource sharing	8.3.1 8.3.2 8.3.3	<p><i>Identify and promote opportunities for resource sharing and shared services (e.g. buildings, LMS, management, skills and expertise)</i></p> <ul style="list-style-type: none"> • Research successful resource sharing models/projects (e.g. Western Suburbs, SWIFT (Vic), Shorelink, citizen-centric research models, and Gulliver) • Showcase value of resource sharing through LGMA + WALGA + Forums • Provide Public Library Portal 	5.4 7.4 7.1.2 6.2.1

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Strategy number	Strategy	Action Number	Actions	Link to Structural Reform Report
8.4	Develop seamless services	8.4.1 8.4.2	<p><i>Develop a Seamless Service for Customers</i></p> <ul style="list-style-type: none"> • Complete investigation into Statewide library card • Implement findings • Work towards greater consistency in policy and service delivery across LGAs <ul style="list-style-type: none"> ○ Develop customer service standards for public librarians (consider standards for different tiers) <ul style="list-style-type: none"> ▪ Books ▪ Fining ▪ Loan Periods ▪ Opening hours, etc ○ Endorse standards ○ Implement Customer Service Standards 	4.5 4.6. 7.1.1
8.5	Enhance the Regional Model	8.5.1 8.5.2 8.5.3 8.5.5	<p><i>Identify needs and develop effective Regional model to meet diverse needs</i></p> <ul style="list-style-type: none"> • Review existing reports • Determine effectiveness of Regional Model and communication processes through consultation, including WALGA and DLGRD • Develop new model/s with specifications and performance criteria • Ensure flexibility to meet local needs and regional needs <ul style="list-style-type: none"> ○ Funding ○ Communication, collaboration, etc ○ LMS ○ Website • Endorse Model • Implement Model 	- 8.5 9.3 7.2.1 2.1
		8.5.4	<p><i>Determine and provide adequate funding to support regional libraries in delivery of services and provision of support</i></p>	Refer to 9.3

Key Focus Area: Good Governance

Outcome 9: Good Governance

Strategy number	Strategy	Action Number	Actions	Link to Structural Reform Report
9.1	Work towards the amendment of the Library Board of WA Act 1951	9.1.1 9.1.2	Undertake consultations and make recommendations for changes to the Library Board of WA Act 1951 Recommendations are with the Minister for Culture and the Arts	-
9.2	Facilitate strong leadership at all levels	9.2.2 9.2.1 9.2.3	Ensure strong leadership from JAC or replacement body, professional bodies and representative groups, WALGA and SLWA <ul style="list-style-type: none"> • Continue to support JAC (or replacement body) to provide a strong voice for public libraries • Continue to promote and support collaborative activity such as consortia purchasing • Promote achievements and value of JAC (or replacement body) • Engage in forums and debates within and outside the sector locally, statewide and nationally and across governments to ensure public library values, aspirations and needs are articulated • Share successful strategies for engaging decision makers (e.g. CEOs) • Investigate other models of professional representation and determine most appropriate model 	6.2.1

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Strategy number	Strategy	Action Number	Actions	Link to Structural Reform Report
9.3	Develop a new funding model for public libraries in WA	9.3.1	<p>Set up Sub-Committee to oversee development of funding formula and monitor distribution of funds and outcomes</p> <p>Establish Funding Model Sub-committee</p> <ul style="list-style-type: none"> • Develop terms of reference for review of funding formula • Identify scope of work • Identify participants and stakeholders • Develop and implement communication plan 	-
9.3	Develop a new funding model for public libraries in WA	9.3.2 9.3.3 9.3.5 9.3.4 9.3.6	<p>Develop funding formula</p> <ul style="list-style-type: none"> • <i>Determine guidelines</i> and collect relevant data • Review other models (incl. SA) and possible improvements • Consult with key stakeholders • Develop model taking into consideration opportunities for: <ul style="list-style-type: none"> ○ Infrastructure funding for new and refurbished libraries ○ Funding to support Regional model ○ Funding to promote innovation and co-operative activity ○ stocking of new libraries • Identify resources and information required to complete development to new funding model • Obtain legal and financial advice on the impact of the draft funding model formula • Provide model for comment to key stakeholders • Develop Final Model • Seek endorsement of Model • Implement the formula 	4.2.8 5.2.1 8.5.4 7.4.2 9.4

Strategy number	Strategy	Action Number	Actions	Link to Structural Reform Report
9.4	Need for significant additional funding and funding to deliver on specific outcomes	9.4.1	<p>Develop Integrated Funding Proposal to meet delivery outcomes of Public Libraries</p> <ul style="list-style-type: none"> • Establish Sub-Committee • Develop Terms of Reference • Review the outcomes of strategies, including but not limited to: <ul style="list-style-type: none"> ○ Indigenous Library Strategy (2.1) ○ Strategy for WA History and Heritage (3.1) ○ Review that Content meets needs – quality indicators (4.2) ○ Asset management (whole of life) of collections (4.3) ○ Status of Public Library Buildings (5.1) ○ Design standards for public libraries (5.4) ○ State-wide Library Technology Strategy (7.1) ○ New procurement, distribution and materials movement model for efficiency gains and savings (7.2) ○ Measures of Performance (7.3) • Develop and review Funding Scenarios • Prepare Funding Proposal to support implementation of Strategic Plan for Public Libraries 	<p>2.1 3.1 4.2 4.3 5.1 5.4 7.1</p>

Outcome 10: Visible and Valued

Strategy number	Strategy	Action Number	Actions	Link to Structural Reform Report
10.1	Achieve higher visibility and market penetration of public libraries	10.1.1 Actions 10.1.2 and 10.1.3 will be included in the Strategy	<i>Develop, implement and review marketing and branding strategy</i> <ul style="list-style-type: none"> • Review previous and existing strategies • Review strategies used in other places (e.g. States and International) and develop specifications for consultancy • Develop marketing and branding strategy • Develop tools and templates and style manual for use at state and local level • Identify sponsorship opportunities • Identify possible strategic partners/sponsors • Implement strategy • Evaluate effectiveness of Strategy • Review strategy 	4.6.1 4.6.2 10.1.2 10.3.1 10.3.2 1.1.3 1.1.4 2.1.2 2.2.1 2.2.3 5.3.3 8.2.1
10.2	Broaden the market appeal of libraries		Refer to 10.1	10.1

Glossary of Terms

LocLib	WA Local Government Librarians Association
LGMA	Local Government Managers Association
LGCUDA	Local Government Community Development Association
SRT	Structural Reform Taskforce
LMS	Library Management System
RRG	Resource Reference Group
ITRG	IT Reference Group
DLGRD	Dept of Local Govt and Regional Development
DOIR	Dept of Industry and Resources
JAC	Joint Advisory Committee
ECU	Edith Cowan University
MLM	Metro Library Managers
CLG	Country Librarians Group
QRLM	Quarterly Regional Librarians Meeting (11 regional librarians and State Library reps.)
CALD	Culturally and linguistically diverse
RL	Regional Librarians
ALIAWest	WA Branch of Australian Library and Information Association (Professional body for Librarians and Library Technicians)
DET	Department of Education and Training
VDX	Virtual Document Exchange (Interlibrary loan software)
RFID	Radio Frequency Identification
IKC	Indigenous Knowledge Centre