

NoWAL Digitisation Project Plan

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Document

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NoWAL Digitisation Project Plan

1. Aims and Objectives

The aim of the project is to deliver a number of services based around digitisation processes. The services will be brought together through the development of an enhanced NoWAL website, essentially creating a hub or single point of contact for high quality guidance, advice, training and links to a full range of specific services in the UK and overseas. The website will be a unique tool, designed to provide services, knowledge exchange, practical materials and some impartial evaluation of available services. The project will also identify the development needs of members and deliver these through appropriate forms of training.

2. Scope

The NoWAL Shared Services feasibility study, dated August 2008, outlined four business case options for taking forward a shared service. A combination of existing in-sector management with specific outsourcing to provide the services outlined above was deemed to be most suitable. This option enables the project to build NoWAL's existing strengths of collaboration and shared services through consortial procurement. Following information gathering from NoWAL libraries during the first two months the project has been re-scoped in order to fulfil the new needs of members.

The original services fell into three main categories:

- Joint procurement of high quality single item and volume digital reproduction services
- Shared training and development
- Focussed knowledge exchange and networking services based from the enhanced website

These have been re-scoped to exclude the procured service as sufficient interest has not made this a viable provision to follow.

It is evident that while most NoWAL members are digitising teaching and learning materials to varying degrees there is a noticeable gap in how libraries deal with digital content and strategic issues associated with them. The project therefore now comprises of two strands; one to assist the operational processes of digitisation and another to address the strategic needs of senior managers.

- Shared training and development to meet a range of requirements.
Links can be established to relevant training providers from the website. Consideration will also be given to the cost effective local delivery of some training on a shared basis as well as exchange of experience events for operational and senior staff. The outcomes from the exchange of experience events will help to inform future training and development activities.
- Conveying relevant information to members using the existing NoWAL website in the form of a 'knowledge base'. The website will include amongst other things links to case studies, guides to digitisation and information sources relevant to digitisation and copyright.

- Advocacy and marketing methods and materials, created and shared on a collaborative basis. This will involve the creation of high quality materials, potentially on an outsourced basis, and made available for shared selection and use by NoWAL institutions. Power Point presentations and FAQ's will be developed to assist library staff with informing academics about digitisation services, in particular awareness of copyright.
- Current information on existing digitisation service providers available in the UK. In the absence of a procured service this will provide NoWAL institutions with a starting point when considering outsourcing digitisation work.

3. Benefits

The proposed services bring a number of benefits to NoWAL institutions. Immediate benefits will include:

- Consensus on training and development needs and consortial procurement of content leading to greater cost effectiveness.
- Improvements in the currency of best practice and in particular through dissemination of new developments and service provider comparisons via an expanded website.

Further benefits of the project will enable:

- Increased student and academic staff satisfaction and experience through the consistent provision of high quality services
- Enhancement of the image and perception of services within institutions
- Assured institutional compliance with all necessary legal requirements in an increasing complex area
- Institutions in the process of setting up or considering the development of services to support digitisation to be provided with helpful information and advice
- Institutions with existing services to be provided with more flexibility, including options for future developments
- Establishment of easily and reliably available service provider comparisons for various digitisation services and options available in the UK
- Joint creation of professional materials to support advocacy, training and marketing, particularly targeted at enhancing knowledge and awareness of academic staff and students
- Shared knowledge and experience through the use of the enhanced website, training and seminars
- Increasing knowledge, skills and experience of existing staff with the potential to increase their morale, commitment and performance.

4. Project Outputs

The main outputs of this project will be:

- A developed website to inform institutions of digitisation services and to harness knowledge sharing
- Delivery of consortial training and development
- Marketing materials to aid the advocacy of these services

The knowledge and experience acquired in the course of the project will be shared with NoWAL libraries and through the project webpages.

5. Project Outcomes

Individual NoWAL institutions will benefit from the outputs of this project to varying degrees. It was been approximately two years since this project was first realised and many NoWAL institutions in this time have already established processes and guidelines for the digitisation of their print resources. While there are no direct cost savings there are intangible benefits based on enhanced productivity and performance of human assets.

6. Stakeholder Analysis

Stakeholder	Interest / stake	Importance
NoWAL members	The digitisation project will facilitate easier access to information surrounding digitisation processes and various cost benefits for NoWAL members	Very high
Academic staff	The project will enable library staff to market the benefits of digitisation services to academics and to advocate the use of these services	Very high
Students	The user community will benefit from increased satisfaction and experience through the consistent provision of high quality services and increased access to resources	Very high

7. Project Management

The project will be managed by the NoWAL Digitisation Project Officer. A project steering group has been formed to steer and advise the Project Officer to ensure the success of the project.

The Steering Group consists of:

Alison Mackenzie, Edge Hill University (Chair)
 Peter Wynne, NoWAL
 Helen Kenna, NoWAL
 Lisa Peters, University of Chester
 Martin Snelling, University of Manchester

The group will meet a maximum of four times during the course of the project.

8. Work packages

A Gantt chart of project activity and details of tasks can be found in Appendix A followed by task within each work package.

9. Dissemination Plan

The project will share outcomes and learning with stakeholders and the NoWAL community via the NoWAL Web Site, the digitisation blog. Interim reports will be made available to the Steering Group and to the NoWAL Executive Board. Contacts with NoWAL institutions will also be encouraged to share information with colleagues in order to raise awareness of the project.

The project manager and the steering group will also actively seek out opportunities to share project outcomes beyond NoWAL, for example sharing knowledge with other library consortial, publication and conferences.

10. Sustainability and Handover Plan

At the end of the project period (April 2010), the project will be handed over to the NoWAL office. An end of project report will be compiled, together with recommendations on how the project can be developed further. Approximately 6 weeks will be allocated for the preparation of the sustainability and handover plan and guidance will be delivered to assist NoWAL staff with this.

11. Budget

See Appendix B

WP 1:

Project Management

June 2009 – April 2010

Outcome: Efficient and effective management of the project throughout its duration

- To co-ordinate and manage the project as a whole
- To deliver timely and accurate reports and updates to the Steering Group and the NoWAL Board
- Establish Steering Group to advise and guide the project
- Track and manage budget expenditure

WP 2:

Project Officer visits to NoWAL Institutions

June – August 2009

Outcome: Information gathering exercise to determine institutional requirements and to provide updated information on digitisation activity and future plans

- Identify key NoWAL contacts
- Arrange meetings with key NoWAL contacts
- Investigate digitisation requirements of NoWAL institutions
- Update the digitisation survey with current activity of institutions using Bristol Online Survey
- Identify future digitisation requirements for member institutions
- Clarify best ways of knowledge sharing and developing frontline staff
- Brief frontline staff on the project
- Feedback analysed results to the Steering Group
- Update project as a result of information gathered

WP 3:

Website content (identification and preparation)

August 2009 – January 2010

Outcome: Identification of requirements in order to develop an enhanced NoWAL website.
Development of an enhanced website to host material

- Plan and document the structure of the new website, drawing on expressed requirements of stakeholders
- Develop a site map for the website
- Document requirements
- Prepare and update website content
- Identify representatives from NoWAL members to contribute beta testing
- Produce a testing criteria for staff to assess website against
- Make amendments to test website following beta test outcomes
- Move website content from test to live environment
- Publicise new website
- Design and apply feedback mechanism
- Evaluate feedback
- Amend website features / content as necessary
- Ensure website content is kept up to date and is relevant

WP 4:

Staff development

To be planned and implemented in consultation with Gil Young

September – November 2009

January 2010

Outcome: Identification of skills gaps and identification of appropriate training and development

- Meet with relevant frontline staff to assess current skills and skills gaps
- Identify preferred learning styles of staff
- Organise exchange of experience event to inform training needs
- Involvement of Training and Development group to steer staff development
- Identify appropriate trainers to deliver course content for NoWAL
- Identify agencies that provide relevant training
- Establish links to agencies via NoWAL website
- Exchange of experience event to inform staff development requirements

WP 5:

Advocacy materials

September - November 2009

January 2010

Outcome: Identify, create and assess marketing materials in order to advocate and publicise digitisation services to academic staff and students

- Identify creative company to produce publicity and consider methods of marketing
- Finalise type of publicity to be used
- Establish contact with member institutions
- Produce a series of templates to be used by local institutions
- Seek feedback on advocacy materials from steering group and NoWAL representatives
- Add materials to website
- Promote and market material to NoWAL member libraries

WP 6:

Digitisation service provider comparators

September – October 2009

January 2010

Outcome: Matrix of VFM comparators to be used by managers and practitioners

- Decision on which services are to be compared
- Compile information for existing UK digitisation services
- Verify information collected
- Add information to website

WP 7:

New project objectives

October 2009

February – March 2010

- Communications with relevant contacts to establish areas of interest
- Discussion at NoWAL Board Meeting in October 2009 to agree objectives for phase two of the project
- Plan and progress new objectives

WP 8:

Project evaluation and recommendations

January - April 2010

Outcome: Evaluation report of project

- Interim reports to Steering Group noting objectives, successes, challenges
- Produce an evaluation report, distribute to Steering Group and NoWAL Board
- Obtain sign off from the Steering Group and NoWAL Board
- Update website with details of project end, including outcomes