

Briefing for the Minister Responsible for the National Library

November 2008

Contents	3
1. Introduction.....	4
1.1 A New Generation National Library for New Zealand	4
1.2 Developing the New Generation Strategy	4
1.3 Delivering the New Generation agenda.....	5
1.4 Challenges ahead.....	6
2. Your Role as Minister Responsible for the National Library.....	7
2.1 Support for you from the National Library.....	7
2.2 Statutory Bodies	7
2.3 Legislative Requirements.....	7
3. The National Library of New Zealand (Te Puna Mātauranga o Aotearoa) 9	
3.1 Purpose of the National Library	9
3.2 New Generation Strategic Directions	10
3.3 International Collaboration	15
3.4 Cross Government Collaboration	17
3.5 Important Relationships	19
4. New Generation Implementation Programme.....	20
4.1 Review of baseline funding	20
4.2 Wellington Building Redevelopment.....	20
5. Issues and Challenges for Your Attention.....	24
5.1 Immediate Issues.....	24
5.2 Longer Term Issues	25

Contents

This briefing introduces you to your new portfolio as Minister Responsible for the National Library and to the National Library itself. The following pages provide:

- An introduction to the National Library
- A brief description of your role as Minister
- An overview of the National Library, its structure and the key initiatives underway
- The key issues you will need to address over the next few months.

These key issues you will need to address in your first few months as Minister include:

- Wellington building redevelopment
- Preparation of Budget initiatives for Budget 2009 being proposed by the National Library
- Public Lending Right for New Zealand Authors Act 2008

Attached with this briefing are key National Library Accountability documents and briefings for your information. This includes the Annual Report, Statement of Intent, and New Generation National Library: Strategic Directions to 2017.

1. Introduction

1.1 A New Generation National Library for New Zealand

The National Library Act of 2003 has positioned the National Library of New Zealand Te Puna Mātauranga o Aotearoa (National Library) at the forefront of international developments by bringing the digital environment into its legislated mandate.

Since 2003 the National Library has contributed to the development of a powerful knowledge infrastructure in New Zealand; one that has the potential to build significant economic and cultural benefit for the country by maximising digital opportunities. The National Library has been a key player in the delivery of the New Zealand Digital Strategy 2005 and Digital Strategy 2.0 2008, and took a leading policy role in the New Zealand Digital Content Strategy 2007. These strategies provide an all-of-government approach and included business and community perspectives. To date these strategies have had a great impact on government and community transformation, with the potential for the business sector yet to be realised.

1.2 Developing the New Generation Strategy

For the National Library to play an effective role in building a powerful knowledge infrastructure, it was clear we needed to re-think and re-focus service delivery as well as modernise and streamline an aging infrastructure.

In 2006, the National Library conducted a “once in a generation” initiative to reposition the National Library as a modern, agile and relevant contributor to the cultural, social and economic life of New Zealand. Nationwide and across-government consultation was invaluable in positioning the National Library more effectively to deliver on at least two of the State Services development goals relating to a networked and accessible State Service. From this consultation and the requirements of the Act came a powerful mandate for change. The New Generation National Library Strategy to 2017 is the outcome of this consultation and our overall strategy for change. It is the roadmap that sets out how the National Library will achieve its statutory purpose of “enriching the cultural and economic life of New Zealand and its interchanges with other nations” in the 21st century [National Library Act 2003].

There are four key areas where the National Library plays a significant national and international role:

Sharing our nation's stories

The Alexander Turnbull Library (ATL) is the research hub of the National Library. It is the DNA of our nation and its collections are valued at \$960 million. The ATL houses much of the documentary record of New Zealand, delivering invaluable services to the research community. Over 400 publications in the past year alone have drawn from these rich and irreplaceable collections to contribute to a vibrant publishing industry in New Zealand.

Accessing New Zealand's digital memory

The National Library has earned a world-leading reputation, through the talented, innovative people it employs, to extract economic and social benefit from the growing digital economy in New Zealand. The National Library is focused on access, preservation, and sharing and using content.

Inspiring knowledge creation

We are an innovative, agile, creative society, however the potential of the digital economy has yet to be fully realised. The rollout of a ubiquitous broadband network is key to an enduring digital economy. The National Library has led the NZ Digital Content Strategy www.digitalcontent.govt.nz, which ensures that New Zealand is strategic about how it fills the broadband pipes with New Zealand content, ideas and knowledge creation.

To foster this important infrastructure the National Library has led the development of the *Aotearoa People's Network* (APN), which takes free broadband access out into rural and provincial New Zealand, initially through public libraries. In bridging the digital divide, the APN is fostering extraordinary community creativity that extends to small business. In a few months time Digital New Zealand will harvest metadata from APN digital repositories from all parts of New Zealand adding both local and rural contributions to the growing knowledge economy.

Enriching the users' experience

For over 70 years the National Library has delivered services to the research community largely through the ATL and supported young New Zealanders' learning by supplying curriculum resources, which are delivered to 96% of New Zealand's schools. Advisory services aimed at enhancing teacher effectiveness in digital literacies, as well as fostering the joy of reading as a fundamental right of every young New Zealander, are a core service. As the broadband network rolls out to every New Zealand school, the National Library is developing new generation services which will see New Zealand heritage delivered online and direct from the Alexander Turnbull Library into the classroom.

1.3 Delivering the New Generation agenda

In 2007 the National Library conducted a comprehensive financial review of the organisation which established productivity and efficiency gains, identified a dedicated service focus, and delivered a better understanding of infrastructure risk. The New Generation Implementation Programme is how we will embed key changes in the short term and, while the change agenda is substantial, the National Library has made very good progress in the last five years.

Three key priorities over the shorter-term include:

- Modernisation and productivity gains in existing **service delivery** particularly in the digital environment
- Upgrading **aging infrastructure** particularly the Wellington Building in Molesworth Street
- Continuing to build **collaborations** and **partnerships** nationally and internationally which leverage from each other especially with the Libraries of New Zealand, the research, GLAM (Galleries, Libraries, Archives, Museums) and education sectors.

1.4 Challenges ahead

The National Library is increasingly well positioned to play a pivotal role in New Zealand's emerging knowledge economy and sense of place and identity in the world. However, there are some real challenges that need to be highlighted.

While we have taken bold steps to modernise and lift the capability and productivity of the National Library, it will take time. We estimate a five-year window to transform our service infrastructure.

The Wellington building is both a challenge and opportunity. On the positive side, we have seen how public investment transformed the profile of our National Museum Te Papa. In a remarkably short time it moved from invisibility to now playing a vital role in the cultural, tourism and research endeavours of New Zealand. The redeveloped National Library building in Molesworth Street, Wellington will have the same impact, as well as providing much needed space and greater capacity to protect and preserve the valuable collections. Furthermore, we are working closely with Wellington City Council as part of a strategy to revitalise the government precinct where we can be much more explicit in celebrating our democracy.

Our immediate concern is about cost. We are doing everything possible to value manage the building project to meet the allocated budget. The current global economic climate and cost of building materials is against us in this regard. Importantly, the project gives us a once-in-a-generation opportunity to focus on greater access to the collections. During the period of construction we will leave the building for a period of two years. We will also during this time streamline old services and develop new ones, and restructure in readiness for the delivery of a modern, productive new generation workplace for our return in 2012.

2. Your Role as Minister Responsible for the National Library

2.1 Support for you from the National Library

The National Library aims to ensure that you are kept informed about key issues in the library and information sector, and about all matters relevant to your Ministerial responsibilities for the National Library.

We are committed to maintaining a 'no surprises' policy, therefore ensuring you are well briefed on emerging or potential issues. We will actively seek your feedback to ensure we deliver the most effective support to you.

We will provide you with advice and briefings on current and strategic issues and projects. We will seek your guidance on your preferred format and frequency of meetings with National Library officials.

The National Library will also provide you with other support services, such as the preparation of replies to ministerial correspondence and official information requests, the drafting of speech notes, and replies to questions in the House.

As Minister, you can expect to receive invitations to speak at occasions relating to your portfolio. Your attendance at some of these National Library events would be welcome. Appendix 4 sets out the events coming up over the next few months.

A National Library staff member has been seconded for one day per week to the Minister's office as a Private Secretary, increasing to two days per week when the House is sitting. We have found this is an efficient means of promoting effective and direct communication with you and the National Library, and, where appropriate, with your colleagues.

2.2 Statutory Bodies

The National Library Act establishes two statutory bodies - the Library and Information Advisory Commission (LIAC) and the Guardians Kaitiaki of the Alexander Turnbull Library. Both bodies provide advice to you on library and information issues and services, including mātauranga Māori, and on key matters relating to the operation of the Alexander Turnbull Library.

It is your role to make appointments to LIAC and the Guardians Kaitiaki of the Alexander Turnbull Library. More information on these bodies, including their membership, is set out in Appendix 2.

There are no Crown entities associated with the National Library portfolio.

2.3 Legislative Requirements

The Minister Responsible for the National Library exercises a critical role in assisting the preservation of and access to New Zealand's documentary heritage. Your responsibilities under the Act contribute to the achievement of the Act's purpose to provide for the preservation, protection, development and accessibility, as appropriate, for all the people of New Zealand, of the collections of the National

Library (which includes the Alexander Turnbull Library) in a manner consistent with their status as documentary heritage and taonga.

The National Library advises and supports you as you carry out your responsibilities under the Act.

More detailed information on your role as Minister Responsible for the National Library is set out in Appendix 1.

As portfolio Minister, you are likely to engage with your colleagues who hold the portfolios of:

- Arts, Culture and Heritage
- Economic Development
- Finance
- Māori Affairs
- Pacific Island Affairs
- Education
- Communications and Information Technology
- Broadcasting
- State Services
- Infrastructure

There is a close connection with your role as Minister Responsible for Archives New Zealand.

As a Minister responsible for a government department, you have responsibilities under the Public Finance Act 1989 and the State Sector Act 1988, as well as a working relationship with Parliament. You will not be involved in the day-to-day management of the National Library, but you will be accountable to Parliament for its overall performance.

Under the State Sector Act 1988 the National Librarian is responsible to you for:

- carrying out the functions and duties of the department (including those imposed by statute or by the policies of the government)
- tendering advice to you as responsible Minister, and to other Ministers of the Crown
- general conduct of the department
- efficient, effective and economical management of the activities of the departments.

3. The National Library of New Zealand (Te Puna Mātauranga o Aotearoa)

3.1 Purpose of the National Library

The National Library is set up under the National Library of New Zealand (Te Puna Mātauranga of Aotearoa) Act 2003.

The purpose of the Act is:

“to provide for the preservation, protection, development and accessibility, as appropriate, for all the people of New Zealand, of the collections of the National Library (which includes the Alexander Turnbull Library) in a manner consistent with their status as documentary heritage and taonga”

The National Library’s purpose under the Act is:

“to enrich the cultural and economic life of New Zealand and its interchanges with other nations by, as appropriate:

- *collecting, preserving, and protecting documents, particularly those relating to New Zealand, and making them accessible for all the people of New Zealand, in a manner consistent with their status as documentary heritage and taonga; and*
- *supplementing and furthering the work of other libraries in New Zealand and*
- *working collaboratively with other institutions having similar purposes, including those forming part of the international library community”.*

3.1.1 Alexander Turnbull Library

The Act provides for the special place of the Alexander Turnbull Library, bequeathed to the nation by Alexander Horsburgh Turnbull, a wealthy Wellington merchant who died in 1918. His collection of 55,000 volumes was to be kept together 'as the nucleus of a New Zealand National Collection'.

Housed within the National Library, the Alexander Turnbull Library now holds the nation’s collection of books, photos, letters, drawings, maps, music and sound recordings that document the history of New Zealand and the Pacific. The Turnbull Collection is now valued at \$960 million.

3.1.2 Legal Deposit

A key part of the Act is the requirement for two copies of all public documents to be provided to the Library, generally known as “legal deposit”. This ensures that the Library has, as nearly as possible, a complete collection of material published in New Zealand over the last 21 years.

3.1.3 Electronic Legal Deposit

The new Act, which came into force in 2003, includes legal deposit requirements for “electronic documents”. These are published public documents that exist digitally, as

opposed to printed or hardcopy form. This has fundamentally changed the way the National Library approaches its business and connects with New Zealanders. The inclusion of electronic legal deposit in the Act is extremely important for preserving the nation's published memory, and was the policy mandate for modernising the National Library.

3.2 New Generation Strategic Directions

The New Generation National Library: Strategic Directions to 2017 is a once in a generation transformation. It seeks to reposition and modernise the National Library of New Zealand. It is about the renewal of the National Library as a destination and moving from a semi-elite cultural institution, known only for New Zealand's tangible documents, to an organisation that is focused on digital as well. The Library must fundamentally change the services it delivers, the way it delivers them and how it applies its resources to achieve the best possible outcomes. The digital age is a great democratisation of information and access, and is also an opportunity to recognise the new ways of doing business and interacting in effective and more efficient ways.

While the National Library's legislation provides a framework to address the issues of the new digital age, the funding profile, services and infrastructure are still based in the print age. The Library now needs to take a major leap forward and reshape core services, resourcing and infrastructure before it is too far behind worldwide developments to do so.

Some steps have already occurred, including the release of New Zealand's Digital Content Strategy and the New Generation Strategic Direction to 2017.

3.2.1 Research

The process of research is changing rapidly, in particular where and how researchers access information through electronic means enabled by advanced broadband.

Connecting researchers, and all New Zealanders, with the digital and physical content of the National Library, particularly the pre-eminent heritage collections of the Alexander Turnbull Library, is a key strategic priority.

The ability to preserve and digitise the Library's collections, and make them available on-line, opens up new possibilities and challenges for service delivery to researchers. Enabling researchers to discover and engage with information to create new knowledge is a key part of our service delivery. To this end, a new service delivery model is being developed for researchers.

The Library will continue to maintain professional links within the region to inform decisions about the collection of materials relevant to New Zealand.

3.2.2 New Services for Young New Zealanders

For over 70 years, the National Library has supported New Zealand learners and their teachers through the provision of curriculum information resources, advice and professional development to strengthen library and information services in schools.

However, changes in the wider education environment and the impact of ICT require the library to reshape services in order to effectively support 21st century learning

and literacies, and to strengthen the contribution made to developing young New Zealanders as skilled users of information and motivated, engaged readers. This will mean an increased focus on online access, targeting priorities and strengthening our collaborative initiatives. The new service strategy for young New Zealanders will also require changes to our current organisational structure.

One example of our on-line service is AnyQuestions.

AnyQuestions

AnyQuestions.co.nz is a service that connects students doing their homework with 150 real-life, real-time librarians, from the National Library's school services team and from public libraries across New Zealand supported by funding by the Ministry of Education. AnyQuestions.co.nz is a free web-based virtual, bi-lingual reference service for all New Zealand school students, available Monday to Friday between 1pm and 6 pm in English, and 2pm and 3pm in te reo Māori.

150 librarians are available to respond to AnyQuestions during these hours. The resources meet the growing need for quality, safe information to support the school curriculum. The National Library works with thirteen of the largest public libraries to provide this service.

3.2.3 Digital Content and Infrastructure

Two aspects critical to the creation and preservation of digital content are:

- The large scale digitisation of the Library's collections
- The ability to link and access community repositories of digital material into New Zealand's overall digital collection.

Although the National Library is currently digitising its collections of published and unpublished objects, this is a considerable undertaking and will require significant new investment to complete. Without further investment, based on the Library's current ability to apply resources to this area, it would take more than 100 years to complete the digitisation of the Library's current collections, excluding annual growth/acquisitions in these collections.

The other driver to create and preserve digital content is the need for space for New Zealand communities to save their informal digital data. Provision of this facility will ensure not only that New Zealand's growing digital life is captured and preserved, but also that it is linked to other repositories and made available within New Zealand and worldwide.

The need to manage the information revolution so New Zealand can keep pace with content creation (digital and physical) is both urgent and compelling. It was for this reason the National Library received government funding of \$24m over five years to develop a National Digital Heritage Archive (NDHA) and why the Library led the policy development of the New Zealand Digital Content Strategy.

***National Digital
Heritage Archive***

In the modern world, digital and physical library space is required to provide the best access possible and to maximise use of the collections. Digital outreach can extend access to the Library's collections well beyond current physical limits while a destination-style building will attract researchers across the spectrum to come in and engage with the rich material housed in the National Library, much of which must remain onsite because of preservation considerations.

The National Digital Heritage Archive (NDHA) is a project (which is on time and within budget) aimed at protecting and preserving New Zealand's digital assets (broadcasting, moving image and textural memory). The NDHA refers to the technology, new business processes and other organisational changes the National Library has put in place to provide ongoing preservation, access to and preservation of digital heritage collections under the guardianship of the National Library and Alexander Turnbull Library. The global launch of the NDHA is scheduled for February 2009 and an invitation will be extended to your office

***Digital
New Zealand***

The world leading NDHA has been established through a public private partnership (PPP) with major software companies. The NDHA has achieved "Centre of Excellence" status with Sun Microsystems. The National Library is the first organisation in New Zealand and the first National Library in the world to achieve this status.

Digital New Zealand is an all-of-government innovative initiative, led by the National Library, to ensure New Zealand's digital content assets are discoverable. This is done so that New Zealand digital assets can be joined up into a scalable, sharable, sustainable knowledge network for New Zealand, pushing New Zealand's ideas, innovations and knowledge into the global marketplace, and enhancing the understanding of New Zealand's culture with the rest of the world.

Digital New Zealand aims to make content easy to find, including content from government organisations, education sector, industry, cultural institutions, communities and individuals. Over two thirds of New Zealanders regularly access the internet and of these 84% undertake general browsing using search engines which use digital content. Ease of use and ease of discovery ranks highly among students, researchers and the general public when looking for information.

Digital New Zealand is testing new ways to create digital content, collect and share existing content and build smart, freely available search and discovery tools. Through the work of Digital New Zealand, home-grown content previously undiscoverable through popular search engines, such as Google, will become more visible and accessible.

***Kiwi Advanced
Research Network
(KAREN)***

The Library is a foundation member of the Kiwi Advanced Research and Education Network (KAREN). The KAREN Network creates a high-speed connection between libraries and their users to a wide variety of national and international digital resources. The network enables the Library, New Zealand's universities and Crown Research Institutes to foster collaboration in teaching, learning, research and innovation, by seamlessly connecting members with educators, data, and internet resources anywhere in the world at any time.

Research and Education Advanced Network NZ (REANNZ), on behalf of the Library and the Ministry of Education, is exploring opportunities and issues associated with leveraging off KAREN access within both the education and library sectors.

***Kiwi Research
Information
Service
(KRIS)***

The Kiwi Research Information Service (KRIS) website <http://nzresearch.org.nz> is a gateway to open-access research documents produced at New Zealand research institutions. It is a collaboration between the National Library and New Zealand universities and polytechnics. The KRIS website collects metadata from New Zealand institutional repositories and presents it in one place, meaning people can access research documents from a large number of institutions on one site, which has effectiveness and efficiency benefits. KRIS continues to expand as more and more New Zealand research is being contributed to institutional repositories.

The National Library is integral to New Zealand's knowledge economy, and is a leading player in the transformation of New Zealand's need and desire to be a knowledge economy. Through the metadata managed by the National Library, libraries in New Zealand can connect to and share resources with each other, and with libraries around the world.

3.2.4 Libraries of New Zealand

The National Library has a leadership role with the library and information community. It does this by:

- Providing policy advice to government on the options for meeting New Zealanders' needs to access and create information and knowledge
- Delivering services to and with other libraries
- Developing national frameworks and infrastructure that benefit all libraries and provide best value to funders

To be effective in this role the National Library has entered into several collaborative partnerships to enable delivery of services and innovations that no one institution could achieve alone. Just a few of the more significant of these are listed below.

***Te Puna and the
Online Computer
Library Centre
(OCLC)***

The oldest of these collaborative developments is the New Zealand bibliographic network known as Te Puna. Starting life in 1982 Te Puna provides a way for New Zealand libraries to share the data about their collections.

Libraries throughout New Zealand contribute to the National Bibliographic Database and the National Union Catalogue by adding records of their holdings (the items they have in their collections). Te Puna supports 98 percent of New Zealand libraries and their clients with the library functions of cataloguing, inter-library loan, reference and acquisition. The National Library provides the technology infrastructure, manages the network, co-ordinates the inter-library loan facility and provides the front-end search capability. The economic value of the service was estimated at \$160.6 million in 2002.

In 2006, the Library moved to extend the reach and scope of Te Puna by partnering with OCLC (Online Computer Library Centre), a global not-for-profit library service company which provides access to the collections of more than 47,000 of the world's libraries in 112 countries. The on line search, Worldcat, allows anyone in the world to find the closest library which holds a particular item. This partnership between the Library and OCLC is a significant step forward in realising the New Zealand Digital Content Strategy aim of connecting New Zealanders with information important to their lives and of exposing New Zealand's content to the world.

***Aotearoa People's
Network
(APN)***

The government has invested almost \$7m over four years to roll out this highly successful programme through the public libraries of New Zealand. The digital divide has been identified by a number of countries around the world, including New Zealand, as a barrier to economic development, and personal learning and growth. The digital divide is characterised by a lack of access to information technology and the benefits it provides. This means people need to have access to the internet, usually by way of a computer; they need high speed broadband to be able to upload and download content, they need skills to not only use the computer and its attachments such as printers, web cams, etc, but they also need the skills to know how to find content, how to know whether it is reliable and increasingly how to create their own content and tools, whether this is for learning, business or leisure. And they need help and support to do this.

The APN, a collaboration of the National Library and the public libraries of New Zealand, is a practical, on the ground way of bridging this divide. It has had one full year of operation with a managed network of over 400 computers available in 93 public libraries by January 2009, and a further 40 plus libraries scheduled to join over the next year. New Zealanders are also able to use their own computers over the free wireless network, can create their own content and deposit that in the community kete (a content store using New Zealand developed open source software), and digitise their old photographs and diaries, contributing to New Zealand's social and local history.

The impacts of the APN for users and their communities have been significant. An independent impact evaluation showed the benefits as being increased confidence and capability, particularly among adult users, increased connection (particularly for rural businesses where high speed bandwidth has not been available), positive outcomes for young people previously disadvantaged by limited access to the internet, and a whole new group of customers being introduced to libraries.

EPIC

In 2004, the National Library brokered the first whole-of-country consortium, which provides access to electronic journals and other full-text content, known as EPIC (Electronic Purchasing In Collaboration). This programme brings over 19,000 e-journals, thousand of online references such as encyclopedias, dictionaries, and newspapers to almost all of the public, school, university, polytechnic, research and special libraries in New Zealand. This means that every New Zealander has online access, through their library, or from their desktop, to the same knowledge, regardless of where that person lives in New Zealand. The National Library's role is to broker and manage the procurement, and support libraries to make best use of this important resource.

***Public Libraries
Strategic
Framework***

In 2006 the National Library, working with public libraries and local government, published “Public libraries of New Zealand: a strategic framework 2006-2016”. This policy framework provides a blueprint for public library development in the 21st century and led to the first Public Libraries Summit in February 2007. This brought together decision makers from central and local government, business and community leaders and other from the library, education and technology sectors to agree the agenda for getting the best value from their public library. The summit highlighted a number of areas of focus:

- One voice - the need for all the stakeholders in public libraries to speak with one voice
- The digital world - the role of public libraries in enabling access
- Collaboration - working with others to strengthen the outcomes of public libraries
- Equality of service - bridging the urban rural gap
- New skills and capabilities - public libraries play a strong role in supporting learning for life by providing guidance and expertise to those seeking new skills and knowledge.

The National Library continues to work with public libraries under a memorandum of understanding and is currently investigating the feasibility and benefits of a national consortium for a shared library management system.

3.3 International Collaboration

To fulfil its mandate to remain abreast of international developments affecting the area of libraries and information and provide key New Zealand stakeholders with an informed assessment of such developments, the National Library maintains links with peer organisations and institutions overseas.

These links allow the library to exercise a leadership role in its areas of particular expertise, to benchmark its services and operations, and to showcase innovative NZ solutions and best practice. There is an economic value in lowering barriers and costs of access to other collections. This allows New Zealand to specialise in its own areas of interest, and to facilitate access to other collections

3.3.1 Linking national libraries globally

The National Library is a member of the Conference of Directors of National Libraries (CDNL), a forum for leaders of national libraries around the world to discuss strategic issues and solutions. The Chief Executive/National Librarian is currently the Chair of CDNL, and has used the opportunity to foster debate in the international library community on technical standards and new services in the area of digital access to information, freedom of access to information, intellectual property and preservation of the digital cultural heritage.

Of particular interest is the debate in the international community of national and other research libraries on the concept and applications of collaborative 'digital libraries'. The purpose of a digital library at the national level is to provide seamless access, for a broad public, to the most significant collections of all participating libraries, for purposes of research and education, and to gain maximum value from these collections.

3.3.2 Relationships with the national libraries of the UK, Singapore and China

The National Library has a long-standing professional relationship with the British Library (BL), the national library of the United Kingdom. The two national libraries draw inspiration from each other's work in such areas as legal deposit of electronic publications, preservation of the national documentary heritage, digital archiving, technical standards for interoperability in digital access to information, and public policy matters such as increasing public access to broadband. The National Library and the BL have jointly developed innovative software for web harvesting. The BL expressed great interest in the inclusion of electronic legal deposit in the 2003 Act, and we have noted the BL's report on the economic valuation of information services.

The National Library has signed a Memorandum of Understanding with the National Library Board of Singapore (NLB). That has led to joint project work on digital access to collections, and leaders of the National Library were invited to peer review the operation of the NLB.

A Memorandum of Understanding has also been signed with the National Library of China: within this framework, exchanges of directors have begun, to discuss strategic issues in common. A high-level delegation from the National Library of China will visit the National Library in Wellington in December 2008 to learn from New Zealand's innovations in digital access to information.

3.3.3 Importance of these relationships for the New Zealand brand

The National Library's achievements are widely known: it receives many international professional visitors on fact-finding missions. The National Library is small relative to its international peers, and nimble in its responses to digital challenges and opportunities. Unlike the National Library, many of the larger national libraries overseas are not government departments in their own right, and struggle to make the same input into national policy making for the information economy that the National Library makes. A major illustration of this was the high level of interest internationally (particularly in North America and the EU) to New Zealand's Digital Strategy, and the National Library's role in shaping it and guiding its various applications.

The National Library's advisory services to schools are remarked upon internationally, as being an influential service, unusually found in a National Library, and indicative of New Zealand's commitment to developing high levels of literacy and technical skills among its national community.

The National Library's services to Māori have also been widely remarked upon overseas, and correctly seen as indicative of New Zealand's respect for its indigenous community and for cultural diversity.

The National Library will continue its collaboration from time to time with partner institutions of the small island states in our region, to support their bibliographic work and the professional development of their staff, in collaboration with other NZ partners such as the Ministry of Education and NZAID

3.4 Cross Government Collaboration

The National Library is committed to working collaboratively with other public sector agencies to deliver on the outcomes required by the government. We have a strong history of collaboration in our sector, which has built skills, attitudes and ways of working that aid this approach.

Some of the more significant across government collaborations are listed below.

3.4.1 Shared Outcome with Archives NZ and Te Papa Tongarewa

The National Library, Archives NZ, and Te Papa Tongarewa have agreed to a shared outcome:

“New Zealanders can seamlessly access the nation’s arts, culture and heritage collections online.”

The National Library recognises that there needs to be effective collaboration with others to achieve its strategic priorities and outcomes. The National Library, Archives NZ, and Te Papa Tongarewa are committed to working together in areas of mutual interest, recognising a common purpose. Within the context of this collaborative commitment, the three agencies have identified technologies as a particular focus.



3.4.2 Digital Strategy 2.0 and Digital Content Strategy

The National Library made a major contribution to the development of New Zealand’s original Digital Strategy, launched in May 2005, and its refresh, Digital Strategy 2.0 released this year. We worked closely on both occasions to support the Ministry of Economic Development in the development of these policy frameworks so crucial to New Zealand’s economic future and to its brand recognition in the global environment.

The National Library was the lead agency for New Zealand’s Digital Content Strategy, 'Creating a Digital New Zealand', launched in September 2007.

Digital content is one of the strategic enablers of the Digital Strategy. Access to and creation of content, including the applications that are vital for creating, discovering, using and sharing content, is a compelling reason to provide digital connectivity, skills and security. The availability of unique New Zealand content will help drive demand for broadband, improve the return on investment in capability, and create opportunities for commercial use.

Whilst the Digital Content Strategy provides a robust policy framework for considering the issues, further work is needed to realise the potential of digital content to New Zealand. This includes the digitisation of important publicly held New Zealand content, the balancing of the free flow of information with intellectual property rights and the leveraging of the benefits of the National Digital Heritage Archive across government.

3.4.3 Other Collaboration

In addition to our collaborative work, outlined above, the National Library works closely with a wide range of government agencies.

Education Sector

The National Library contributes to the outcomes of the tertiary education sector by providing collaborative systems and access to collections which underpin the country's information and research infrastructure. The National Library is working closely with the Ministry of Education in the development and implementation of an ICT strategy and framework for the education sector, and will do so in its implementation.

The Library also works closely with the Ministry of Education in the development of its services to schools especially in the areas of literacy support and online resources and e-learning initiatives.

Culture and Heritage Sector

The National Library plays a complementary role to other cultural organisations. The National Library also engages with the Ministry for Culture and Heritage on national policy development, such as the protection of cultural property and local government cultural outcomes.

The National Library works with iwi and Māori to ensure that distinctive elements of New Zealand's culture are protected and accessible for future generations.

Research Sector

The National Library's engagement with the research sector covers the sciences, humanities and social sciences, the natural sciences, and technology. This includes direct contact with researchers and work with the Tertiary Education Commission, Crown Research Institutes and other bodies such as the Council for the Humanities. The National Library will continue to be closely associated with the development of the Kiwi Advanced Research Network (KAREN).

The collections of the Alexander Turnbull Library support learning, academic research, the creative arts, and the work of historians and others both nationally and internationally.

Library and Information Sector

The National Library has a leadership role within the sector both nationally and internationally. The Library works at a strategic level with other libraries and with information providers to guide the development of the sector in the 21st century. At an operational level it provides bibliographic utilities, web-based products and services and collections to complement those of individual libraries.

The National Library is seeking to play an even stronger leadership role in linking related services together across New Zealand libraries for increased efficiencies for the whole sector. The National Library works closely with key bodies in the sector. (A full listing is available in the Statement of Intent 2008-2011.) An all-of-New Zealand Libraries Strategic Advisory Forum provides independent advice to the Chief Executive/National Librarian on current and emerging issues affecting the wider New Zealand library sector, together with potential strategies for addressing those issues. The National Library also works with an international network of national libraries, the National and State Libraries of Australasia (NSLA), with publishers and other private sector organisations, and with non-profit professional bodies, to promote the continuing improvement of systems and services in New Zealand on the basis of best practice and technical standards.

3.5 Important Relationships

3.5.1 Partnership with Māori

The National Library's specialised Māori team was established to integrate services to Māori across the National Library and to build stronger relationships with iwi across the country. Te Kaupapa Mahi Tahī - A Plan for Partnership 2005-2010 guides the National Library in developing mātauranga Māori and effective partnerships with Māori.

***Ngā Upoko
Tukutuku Māori
Subject Headings***

New Zealand is the first country in the world to develop a subject headings list structure around a traditional indigenous worldview. Māori Subject Headings allow for a uniquely Aotearoa New Zealand set of structured subject headings that Māori users can relate to - headings that take into account te ao Māori (Māori worldwide view) and tikanga Māori. Those seeking information now have access in te reo to a unique system of subject headings that takes their culture, history, institutions and language into account. The subject headings have been adopted by other countries as a standard.

***Māori Language
Strategy Archives
Sector Plan***

The National Library was the lead agency for the Māori Language Strategy Archives Sector Plan (a subset of the umbrella Māori Language Strategy). The Archives Sector Plan guides the National Library in its collaborative projects with iwi, Māori, and the culture and heritage sector.

3.5.2 GLAM Sector

The National Library forms part of the GLAM (Galleries, Libraries, Archives and Museums) forum that aims to foster collaboration and connection across the sector. Areas have been identified as having potential for collaboration, for professional development, and a "one voice" approach to relevant policy and legislation. The forum is investigating a bringing together of community training and advice around conservation and preservation of community archives and taonga in both the physical and digital formats.

The National Digital Forum (NDF), with over 134 partners from the GLAM sector, is a coalition of museums, archives, art galleries, libraries and government departments working together to enhance electronic access to New Zealand's culture and heritage. The objective of the NDF is to facilitate a national approach to building collections of digital cultural heritage resources. Representatives from a number of 'memory institutions' meet to discuss the challenges and issues involved in creating and delivering the country's cultural resources in digital form. A national cross-sectoral approach will help NDF organisations to avoid duplicating effort, share information and develop expertise in the regions and nationally, and negotiate funding and apply for grants, by providing a strong national platform.

3.5.3 The World Internet Project

The World Internet Project is a government funded biennial international survey coordinated by the Auckland University of Technology which aims to uncover national attitudes and behaviour in relation to information and communication technology.

4. New Generation Implementation Programme

4.1 Review of baseline funding

During 2007 the National Library commissioned an independent and comprehensive review of its baseline funding. This review considered whether:

- National Library resources and capability were appropriately aligned to deliver the National Library's strategy
- Whether the National Library was efficient in its use of resources and
- Whether the National Library was paying the appropriate amount for its services

The key findings from the review were:

- The Library's financial management was sound with a strong control environment
- That the Library had shown significant productivity gains in a number of business areas but in others further gains were possible and should be pursued
- That critical backlogs of preservation of heritage materials, arrangement and description and digitisation were major blockages to the Library moving forward and
- That the support areas in the Library were not adequate to support existing operations and were not equipped to move the Library to its next stage of development.

The review also noted that the period of decant from the existing Wellington building would allow the Library to redirect resources from service delivery to address some backlog issues. This proposal has been incorporated into our planning for the decant period. The implementation of the New Generation Strategy over the next few years is targeted to address as many of the remaining recommendations as is possible within the Library's existing funding envelope.

4.2 Wellington Building Redevelopment

The \$69 million full redevelopment of the National Library Wellington building is driven by a number of fundamental capability issues with the current building, as well as delivering the New Generation Strategic Directions to 2017.

- i) Failing building infrastructure is putting the heritage collections of the Alexander Turnbull Library at risk
- ii) The building is effectively full, based on current growth rates to 2010
- iii) The building is difficult for visitors and researchers to access and work in
- iv) The building does not provide an environment to access and showcase the Nation's collections

v) The building does not meet sustainability standards and requirements

The redevelopment will provide a more accessible, open environment, increasing the quantity and quality of collection space, as well as providing better facilities for protecting and preserving the National Library's collections. The collections, if laid out end to end, would cover 65kms. It will ensure our taonga are show cased in a way that gives New Zealanders and the international community a sense of who we are, of the influences on us and how we develop as a nation.

Access to the Library's significant assets of \$960 million by all New Zealanders can only be made possible through digital/on-line service delivery. Additionally, failing building infrastructure such as a leaking roof, poor security systems and cool storage facilities is putting the heritage collections at risk of damage.

In order to be culturally sustainable, revitalisation of the National Library's physical environment is as important as the strategic realignment that is currently underway. The National Library's physical collections contain many treasures, including the world's most complete collection of printed Māori material.

The Wellington redevelopment, which will see the National Library re-imagined as a public civic space, will be the National Library's signature project over the next three years. Once completed, the new Wellington building will address the collection problem and preservation and access issues, as well as being environmentally sustainable. The transformation will deliver a vibrant civic place that encourages the public to access freely and in a way that will encourage exploration and discovery.

4.2.1 Improved Operating Efficiencies

The building redevelopment is expected to result in operating efficiencies improving over current levels, as well as generating both gross and net positive economic benefits from increased usage and visitation over and above any benefits from improved storage and security collections.

The full redevelopment of the existing National Library building is focused on public accessibility to its collections and a range of digital networked services.

The development will provide for excellent access to the holdings - showcasing digital and physical collections: more exhibition and display space for digital and other collections; more reading spaces that cater for group use, as well as meeting storage space needs to 2026. The reconfigured building will comply with 'international standard' climate control conditions for preservation, with major improvements in energy efficiency.

The full redevelopment will increase the net social, cultural, economic and financial outcomes produced by the National Library. There are two sets of factors that will produce these benefits:

4.2.2 Visitor Numbers

The expanded public programmes enabled by the redevelopment are likely to reposition the library as a tourist and visitor destination, complementing other cultural and heritage institutions in Wellington such as Te Papa, the Museum of the City and Sea and the Wellington City Gallery. The National Library could generate tourism benefit in a role as a "cornerstone" of the Parliamentary Precinct in Wellington.

4.2.3 Increased Use

Judging by international comparisons, the development of the National Library's digital services will greatly increase its range of users. It therefore seems likely that enhanced digital services provided by the National Library would consolidate and grow a new range of Internet based users.

It is internationally recognised that the economic benefits of national heritage collections are less easy to quantify, but they have the potential to help transform economies by leveraging knowledge to underpin the whole economy.

Research indicates that libraries generate considerable tangible and intangible benefits. It is estimated that the British Library generates revenue which is about 4.4 times the level of public funding invested. A similar study of Florida's public libraries proposed a value of \$6.54 for every dollar of state investment.

Although the benefits of redevelopment cannot all be costed from an economic perspective, an evaluation of the tangible benefits demonstrates that the building proposal has a (significant) projected positive net present value. The return for investing \$69.4 million is a set of economic benefits, whose potential net present value is around \$73.6 million.

The estimated economic benefits likely to arise from the redevelopment of the National Library building will be of national value. It is estimated that an additional 425,000 per annum visitors would visit the National Library after it has been redeveloped, which would result in increased research activity due to more people using the collections, and numbers of tourists making the National Library a favoured destination. The National Library currently has approximately 115,000 visitors per annum.

4.3 Auckland presence for the National Library

The demographic changes in Auckland will be standard across New Zealand in 10 years time. One in five Aucklanders is of Pacific descent. The challenge to the National Library is to strengthen its presence in Auckland and its focus on Pacific communities.

The Library is therefore redeveloping its presence in Auckland. The new centre will be the national development hub for the Library's services for young New Zealanders with a strong focus on supporting 21st century literacy and future learning needs. The Auckland redevelopment will also provide an opportunity to strengthen access to the National Library's services for the diverse communities of Auckland. This opportunity has been presented by the need to vacate our current premises by 2010.

4.4 Service development and design

Further steps towards the National Library's readiness for transformation include the completion of the conceptual design of a new service delivery model, working within parameters of the digital and Internet age, and a thorough analysis of the current position, capabilities and internal allocation of funding to determine ability to redirect and reposition for the future.

In this context, the design of its future service encapsulates the Library's need to move from low volume, highly mediated services to high volume services largely self-

managed by the customer. To enable this, more services and information need to move on-line where they can be broadly available to all.

The National Library does, and will continue to, provide specialist services for key customer groups including schools, researchers and other libraries. But these also need to change for the digital age. Customers who expect more on-line access to documents and support through virtual means are driving many of these changes.

The continued collection, cataloguing, preservation, storage and maintenance of the physical collections remain central to their accessibility and the Library's ability to make them available on-line and on-site.

5. Issues and Challenges for Your Attention

5.1 Immediate Issues

There are several immediate issues that you will need to address in your first few months in your role as Minister Responsible for the National Library.

5.1.1 Funding for the New Generation Library Strategy

The Library is progressing to plan with the implementation of improved frontline customer services and infrastructure associated with the implementation of our new generation strategy.

The redevelopment of the Wellington building is on schedule for construction to be completed by the end of 2011. The Library has applied vigorous cost reduction reviews to the redevelopment project, however a number of issues have arisen which were not knowable at the time of the initial budget funding (this funding was based on estimates received from our external construction and cost advisors). These include:

- The soils under the building being weaker than those in the surrounding area. As a result additional earthquake protection will be required for the building to ensure staff, visitors and collections are not put at risk and the redeveloped building will comply with the building code.
- Multiple sites being required for the decant from the building (although the costs of this include investment in sharing storage with Archives New Zealand).
- Continued escalation in the construction costs despite the more general downturn in the economy.
- The National Library is finalising the impact of these cost issues over the next month and will report back to you once these have been completed. In the event that additional funding is required to complete the project, we will be seeking to include this within Budget 2009.

5.1.2 Digitisation

Many organisations are facing challenges in digitising their collections of significant material. One way of prioritising funding needs is a digitisation fund. This would see the digitisation and migration of non-digital content held in repositories throughout the nation, containing material of current and/or future significance and practical benefit to New Zealand (eg content about our heritage, history and cultures; scientific, geographical and academic data).

This fund would be accessible to multiple government agencies, libraries, galleries, museums and archives. This will fund large scale digitisation of significant publicly held content. Implementation of large scale digitisation is one of the actions under the Content stream of Digital Strategy 2. The National Library is the lead agency for this joint initiative and we will discuss this possible budget initiative with you.

5.1.3 Public Lending Right for New Zealand Authors Act 2008

In the 1970s, the government recognised that authors lose revenue from their works when copies are held by libraries, and a fund was set up to make payments to New Zealand authors on the basis of the number of copies of their books held in libraries. The Public Lending Right for New Zealand Authors Act 2008 was passed prior to the dissolution of the House in September. It replaces the current Authors' Fund administered by Creative New Zealand.

The National Library will administer the Act from 1 January 2009. The National Library will face some costs in establishing the fund under the new Act and a briefing paper is being prepared on this issue.

5.1.4 Reviews of Services

The National Library is undertaking a review of its services in preparation for the relocation. We are anticipating public and media interest and are developing a communications strategy. We will advise you and keep you up-to-date with developments.

5.2 Longer Term Issues

5.2.1 Disaster Recovery for IT Systems

The National Library's information technology function will also need to be enhanced to enable it to better manage the ongoing development of customer services and business management technologies.

While the Library undertakes prudent maintenance and backup of its systems and data, it has no established disaster recovery site or capability. An incident that occurred in the late 1990s where it took three months to fully recover the Library's services illustrates the Library's vulnerability to a significant service failure.

5.2.2 Critical backlogs

There are backlogs of preservation, arrangement and description, and digitisation which are a major blockage to moving forward. These backlogs are continually growing and the problem is therefore increasing each day. The Library will never be in a position through internal reallocation alone to address this situation and reach a "maintenance" level of activity. Additionally, over the next three to five years, the National Library will need to undertake critical work instigating a programme of retrospective preservation work (both for general preservation purposes and to prepare material for digitisation); and complete significant work on accessibility platforms for New Zealanders and others the world over to access New Zealand material on-line.

An estimated 3 million items are at risk of being lost forever due to natural degradation over time as resources are not available for essential conservation/preservation work. Annual digitisation of the National Library's collections, in order to make them available on-line more widely, is currently less than 0.01% per year. Digitisation is dependent on preservation being completed, and upon description of items so that they can be found when people are searching digitised images on-line.

5.2.3 Port Nicholson Block (Taranaki Whānui ki Te Upoko o Te Ika) Claims Settlement Bill

A Deed of Settlement between the Crown and Taranaki Whānui was signed 19 August 2008. The Port Nicholson Block Claims Team will have up to 10 years to purchase the land on which a number of buildings that have a strong cultural association with Taranaki Whānui (Wellington) are sited. This includes the land on which the National Library's Wellington building is sited. The National Library has been involved in developing the detail of the sale and leaseback mechanism with the Port Nicholson Block Claims Team. The lease terms have not yet been agreed.

5.2.4 Management of the National Library General Collections and other Holdings

We would like to discuss with you issues regarding the National Library's holdings and to advise you on strategies for the on-going management of the National Library's General Collections. Any documents owned by the National Library are departmental assets, which require your permission before any agreement concerning their transfer, or disposal is entered into.

5.2.5 Copyright Issues

The National Library's collections are subject to copyright legislation. There are several issues relating to copyright, especially in relation to digital content, that pose challenges for the National Library and for libraries in New Zealand. There are also international dimensions to copyright with implications for libraries, including upcoming trade agreements such as the Anti-Counterfeiting Trade Agreement (ACTA) and the P4+ negotiations.