

# NATIONAL LIBRARY OF NEW ZEALAND

TE PUNA MĀTAURANGA  
O AOTEAROA

STATEMENT OF INTENT

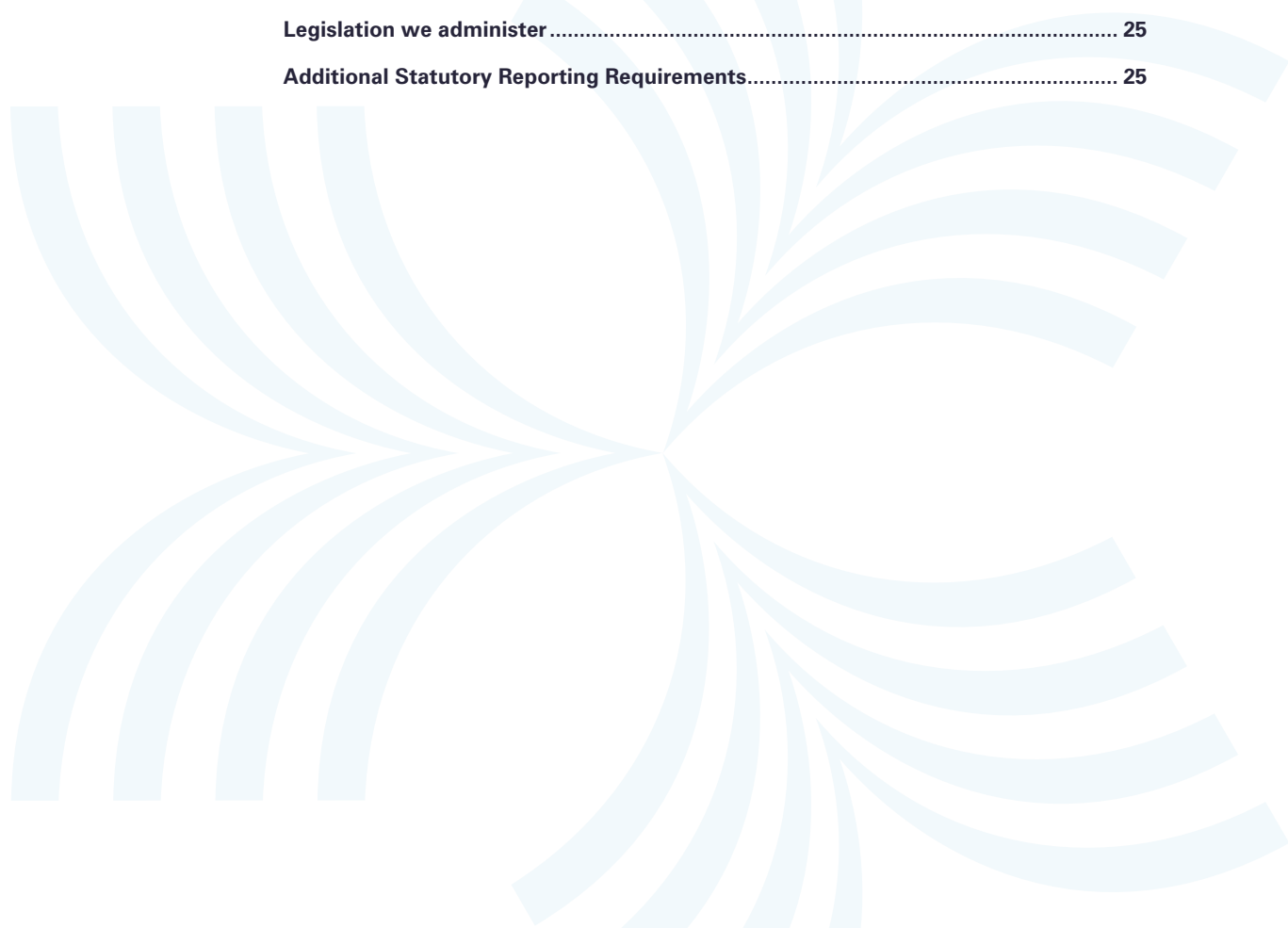


TAUĀKĪ WHAKAMAUNGA ATU 2008/11

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# FOREWORD: MINISTER RESPONSIBLE FOR THE NATIONAL LIBRARY

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If New Zealand is to be a true 'knowledge society' with all the economic, social and environmental benefits that flow from that, we need institutions that have the depth and flexibility to make this work for all of us. Libraries are places to research, debate and challenge ideas, as well as being safe and trusted places to store knowledge.

New Zealand aspires to be a world leader in using information and technology to realise all our goals; social, cultural, environmental and economic. To achieve this, we must expose ourselves to ideas, be critical yet constructive and work collegially across traditional boundaries.

The National Library links government, academic, community and business networks together, creating New Zealand's 'information bank' as well as collecting and preserving a wide range of contemporary and heritage collections that teach us about the world and ourselves. The Aotearoa New Zealand People's Network demonstrates how modern libraries are more than just places to house books. They are civic spaces where people learn to use and value information, to enjoy creative works and to exercise their rights as citizens.

Cooperation between agencies results in greater efficiencies, breaking down barriers to information and creating new opportunities. The Kiwi Research Information Service (KRIS), developed by the National Library and governed by a group of tertiary institutions and government agencies, is an exciting example of how to bring research and information together online so it is freely accessible. Projects like this contribute to the government's vision for New Zealand; improving the economy, through innovation and skills, productivity and developing first-class infrastructure. Investing in research and innovation and supporting people's education matters to a nation seeking a 'high skill/high wage' economy. I expect the National Library to continue to make a significant contribution to all these areas.

This year the National Library will be developing new services and significantly redesigning current products aiming to improve access to all information in their collections and to attract a broader range of users. To achieve this, New Zealand's National Library must be modernised and transformed inside and out. In this context the redevelopment of the National Library building in Wellington is vital. There are major challenges for the National Library in this coming year including planning to create a 21st century library building and services, while striving to meet the increasing demand on them; I look forward to the results.



**Hon. Judith Tizard**

Minister Responsible for the National Library

# INTRODUCTION FROM THE CHIEF EXECUTIVE

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E ngā iwi, e ngā karangatanga, te iti me te rahi, tēnā koutou, tēnā tātou katoa.

The National Library of New Zealand Te Puna Mātauranga o Aotearoa is poised to deliver a once-in-a-generation transformation that will present New Zealanders with a revitalised customer-facing organisation that fully opens up its heritage collections and taonga to all. We have set a clear course for this transformation and repositioning through our New Generation strategy which underpins all our initiatives and activities.

For the staff of the National Library, the delivery of the New Generation strategy is a significant challenge and opportunity, particularly in how we reshape core services to realise the digital opportunities. To move to a more on-line, virtual access service model, the Library will create and preserve more digital content, bring its collections on-line and connect the digital repositories of communities and other organisations through discovery tools and delivery mechanisms.

For our key communities and customers the New Generation transformation unlocks the potential and power of our content and collections, extending access to the National Library's collections well beyond current physical limits and attracting a much wider group of customers to engage with the rich material housed in the National Library.

The inspirational Wellington building redevelopment programme leads the way for the National Library to deliver on its New Generation strategy by providing a 21st century building that fully opens up collections, vastly improves their preservation and protection, and provides an environment that is sustainable, creative and welcoming.

While the building provides a physical representation of change, I am committed to leading the more challenging aspect of the transformation – our services and our people. Building organisational capability is key to making this happen and to support this, we have strengthened our People Capability function to embark on our programme, People in Transition, to encompass the wide-ranging organisational development and change management activities over the next three years.

Key to the new building redevelopment is optimising both the physical and digital space. Understanding and unleashing the power of digital content, particularly premium New Zealand content, in transforming the economy and building

our identity, has occupied a large part of our thinking and activity over the past few years. The National Library was very proud to take the lead in developing the Digital Content Strategy, an all-of-government strategy that is supported by a practical roadmap aimed at delivering a connected digital world across government, business and community.

Critical to New Zealand's digital transformation is ensuring our content is managed and preserved in perpetuity. The National Library will have the honour of being the first cultural organisation in the world to preserve its national digital memory through National Digital Heritage Archive. This year will see the first terabyte of material being taken into the archive with it expected to be fully up and running in 2009.

While the need to collect, protect and preserve the print and paper documents will never be a thing of the past, for the first time, the possibility of making them available to all is very real. Such is the power of the digital age.

In enhancing our services to all New Zealanders, we have also recognised the strength of collaboration with key community and sector groups. The National Library has developed and strengthened its relationships with a range of sector groups from education, Māori, research and of course, New Zealand's public libraries, galleries, archives and museums. We will continue to work closely with these sectors to open up content and equally important, to deliver it in an equitable and useful way. This is particularly relevant in how the National Library supports the wider library industry to build a future-focused, knowledge-based network of New Zealand libraries.

As Chief Executive I am very proud to be leading a team that is actively working towards creating a dynamic civic space for all New Zealanders to connect with, and in a way that is responsive to our users, both present and future. I look forward to continuing the journey and realising the potential of a New Generation National Library of New Zealand.

Nāku noa nā



**Penny Carnaby**  
National Librarian/Chief Executive

# NATURE AND SCOPE OF FUNCTIONS

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## Purpose of the National Library

The purpose of the National Library, as set out in the National Library of New Zealand (Te Puna Mātauranga O Aotearoa) Act 2003 (Part 2, Section 7), 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;
- 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.

The National Library is responsible to the Minister Responsible for the National Library under Vote: National Library.

## Roles of the National Library

Roles fulfilled by the National Library are:

to develop and maintain the Crown's documentary heritage collections, principally the Alexander Turnbull Library, which includes a comprehensive collection of documents relating to New Zealand and the people of New Zealand;

- to make the National Library's collections accessible in order to provide for the most advantageous use of those collections and resources;
- to provide other services that include access to information resources, bibliographic and school services;
- to promote cooperation and work collaboratively with others on library matters within New Zealand and overseas; and
- to advise and assist the Minister Responsible for the National Library on library and information issues.

# STRATEGIC DIRECTION

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The National Library is responsive to the strategic environmental factors affecting the changing information society. Analysis of these factors assists us to anticipate and be responsive to change. The National Library recognises it needs to focus on priorities to best utilise its resources as well as being aware of emerging trends. It is important we remain responsive to these trends which impact on our role and ability to build and preserve New Zealand's published documentary heritage. The National Library is taking into account this strategic context and will work collaboratively to deliver its New Generation National Library Strategic Directions to 2017.

*Our vision is to connect all New Zealanders to information important to all aspects of their lives.*

## National Library Strategic Directions to 2017

National libraries are increasingly supporting the drive to knowledge-based economies and societies in a globally competitive world. Because information and communications technology is changing, it is vital that libraries redefine roles and services to meet the challenges ahead.

During 2007 the National Library completed the New Generation National Library Strategic Directions to 2017. The strategy identified four strategic priorities and four supporting critical areas that will contribute to the development and implementation of the 10-year strategic direction. As part of this process the Library consulted widely and received valuable feedback from staff and external stakeholders, including government, all of which has set the agenda for transformational change. This change will necessitate new collaborative partnerships across government and our key sectors. It will also mean that we must build organisational capability that balances a more customer-centric approach with cost effective delivery models. Our capability framework People in Transition will encompass this organisational development and change management activities over the next three years.

## Our Strategic priorities

### 1. Accessing New Zealand's digital memory

To ensure New Zealand's digital memory is trusted, safe, and easily accessible.

### 2. Sharing our nation's stories

To ensure that the significant record of New Zealand, Māori, and Pacific cultural heritage/taonga held within the Alexander Turnbull Library is collected and preserved, and all collections are easily accessible for research.

### 3. Inspiring knowledge creation and economic transformation

To contribute to New Zealanders' life-long engagement with learning for their economic, social, and cultural benefit.

### 4. Enriching the users' experience

To ensure experiences are enjoyable and meaningful when accessing collections both in-Library and online.

## Our value propositions

To deliver on our strategic priorities we have identified four customer-focused service delivery channels. These are:

### 1. Partnering with the Libraries of New Zealand

Working in partnership with the libraries of New Zealand, and the education, culture and heritage, Information and Communication Technology (ICT) and research and publishing sectors, to deliver global and national knowledge networks to enhance and strengthen capability to serve communities.

### 2. Delivering Digital Library Content for New Zealanders

Championing and enabling New Zealanders to interact with New Zealand digital content, preserving the content in perpetuity and showcasing it to the world, and providing New Zealanders with access to global content in partnership with the libraries of New Zealand.

### 3. Library Services for Young New Zealanders

Contributing the knowledge and expertise of the library and information sector to support educators in developing young New Zealanders who are engaged and motivated readers with the skills and literacies to be confident and creative users of information. Promoting the development of information networks to support learning outcomes for young New Zealanders and their educators.

### 4. Library Services for Researchers

Connecting researchers with the digital and physical content of the National Library, particularly the Alexander Turnbull Library and its focus on New Zealand and the Pacific. Enabling researchers to discover and engage with information to create knowledge supporting New Zealanders in their social, cultural and economic aspirations - and enhancing their sense of national identity.

## Critical areas that support our strategic agenda

### 1. Te Kaupapa Mahi Tahī - A Plan for Partnership 2005-2010

The National Library's Te Kaupapa Mahi Tahī Strategy will continue to strengthen relations with iwi and Māori, connecting Māori with information in all formats. The work the National Library is undertaking in relation to Māori language material and work with the archives sector will ensure Taonga Māori are cared for, protected, and made accessible in collaboration with iwi. The Government's Māori Language Strategy informs developments in this area.

### 2. Valuing strategic alliances

The National Library will collaborate with organisations in the information environment across community, business, and public sectors to advance knowledge. We will combine our strengths with others' capabilities and

co-ordinate joint approaches that serve users' needs. The National Library will co-ordinate projects with others to achieve joint outcomes, particularly as a key player in delivering the Digital Strategy and as lead agency for the Digital Content Strategy.

### 3. Positive people learning together

An innovative and skilled workforce is necessary to keep ahead in a highly competitive global information society. The strategy will mean the National Library is seen as an excellent and trusted state service and will also result in the National Library becoming an employer of choice. It will strengthen our organisation's culture in order to effectively deliver our services.

### 4. Sustaining our organisation

In order to respond to the multi-faceted digital environment and to ensure the best delivery of our services we need to ensure we have the resources to deliver our strategy.

## National Library outcomes framework

Our managing for outcomes framework guides us in how we deliver our strategic priorities in order to be responsive to government priorities for enhanced outcomes for New Zealanders.



## Our shared outcome

The National Library recognises that there needs to be effective collaboration with others in order to achieve its strategic priorities and outcomes. Collaboration with government agencies towards common goals also supports the State Services Coordinated State Agencies Development Goal.

### *New Zealanders can seamlessly access the nation's art, culture, and heritage collections online.*

The National Library of New Zealand Te Puna Mātauranga o Aotearoa, Archives New Zealand, and Te Papa Tongarewa are committed to working together in areas of mutual interest, recognising the common role the three national institutions have in collecting, preserving and providing access to the nation's art, culture and heritage collections and resources. This relationship also recognises the contribution each makes to the government's priority of strengthening national identity, as well as economic transformation, by supporting New Zealand's knowledge-based economy.

Within the context of this collaborative commitment, the three agencies have identified digital technologies as a particular focus. Digital technologies provide new opportunities for increasing access to collections, as well as presenting new challenges. In the online environment institutional boundaries are less important as people seek to draw information from a range of sources, making coordination essential.

The Digital Strategy (May 2005) sets out the government's goals and objectives for creating a digital future for all New Zealanders, using the power of ICT to enhance all aspects of our lives. The strategy focuses on three key themes - content, connection, and capability.

The National Library, Archives New Zealand and Te Papa Tongarewa recognise that meeting the goals set out in the Digital Strategy, and the New Zealand Digital Content Strategy (September 2007) developed by the National Library of New Zealand, will require them to work together in innovative ways, in particular in relation to the content and capability themes. Several other government strategies are also relevant; in particular the Ministry of Education's e-Learning Strategy.

As a result of these imperatives, the three agencies are working towards the following outcome for which they acknowledge they have a shared responsibility for achieving:

New Zealanders can seamlessly access the nation's art, culture, and heritage collections online.

Recognising there are differing levels of capacity and capability within the three agencies, and that they are at different stages in implementing digital technologies and making their own collections accessible, each has developed appropriate objectives and targets for its own contribution to this outcome.

There are however, several prerequisites to enabling seamless online access that will require the agencies to work together. There are also areas where greater efficiencies can be gained from collaboration.

## What will our shared outcome achieve?

As a result, the institutions have agreed to increase cooperation in the following areas:

### 1. Standards and interoperability

Selection, evaluation, and promotion of standards and protocols for developing and making digital collections accessible – both sector-specific, and cross-sector.

### 2. Cross-sector collaboration

Encouraging and supporting coordination and cooperation across the archives, library, museum and gallery sectors, and the development of partnerships with related sectors and private enterprise.

### 3. Capability

Supporting initiatives aimed at developing the capability of the archives, library, museum and gallery sectors to manage and make accessible digital collections.

### 4. Understanding user needs

Research into user expectations and requirements – both specialist audiences, such as the education sector, as well as the public.

### 5. Access

Supporting and/or developing initiatives aimed at aggregating and enhancing access to the nation's culture and heritage collections.

A collaborative agreement has been developed between the three agencies outlining a prioritised programme of actions in each of these areas. The priority in the first year will be planning towards the objective of providing aligned and complementary services to the communities that the National Library, Archives New Zealand and Te Papa Tongarewa serve - including outreach services and digital standards development.

It is expected that over the coming years, the agencies will develop a set of intermediate outcomes and measures by which to assess the contribution being made to the outcomes set out above.

## How our strategic direction contributes to key Government themes and strategies

The government has identified four key themes: *economic transformation, families young and old, national identity and sustainability*. The National Library plays an important role in New Zealand society as its activities, products and services contribute to delivering outcomes for New Zealanders that support these themes.

### Economic transformation

To participate and compete globally, New Zealanders need to be able to produce and sell quality products and services by means of secure electronic transactions, and the use of high-speed data networks. To do so, they need access to quality information. Our quality information sector is helping drive our international competitiveness and enabling us to take our place in the world.

New Zealanders will use the National Library's products and services to create knowledge and achieve high standards in education and research. The National Library's products and services will help promote the growth of an internationally competitive digital content creation sector, which ensures vital content is circulated, preserved, protected, and commercialised. The National Library will work with other stakeholders to define and promote the acquisition of ICT skills and digital literacy that are needed for life in the digital age. The New Zealand Digital Content Strategy describes an important value chain from content creation to the preservation and protection of content so it can be re-used and re-purposed to create new content through ideas and innovation.

### Families young and old

Everyone – at every age – needs information to participate in society. New Zealand libraries seek to serve people at all stages of their lives. Libraries support experiential learning so we need to adapt physical facilities (buildings, landscapes, publications, and collections) to increase the accessibility and appreciation of our New Zealand documentary heritage.

The Library will enable families, communities, businesses, service providers, and policy makers to connect to quality content. Our young people will increasingly access information to support their learning, leisure, joy of reading and contribution to society. People will also find it increasingly easy to link to the National Library for documenting their family histories and for recreation. Supporting high levels of literacy is critical to the wellbeing of families young and old and it is important to provide opportunities to enrich families' lives through an understanding of their culture and heritage.

### National identity

As a nation we need to better understand where we came from, who we are now, and what we have to preserve for future generations. We need to make our national identity and cultural values clear to others.

The National Library will promote the creation, sharing, and preservation of information that reflects the origin and development of our histories, identities, cultures, stories, languages, values, and beliefs. It will work to manage the preservation and protection of documentary content that is of national interest to all New Zealanders. The National Library will work with others to develop policies informed by robust research evidence about the changing shape of New Zealand society.

### Sustainability

The National Library is committed to being environmentally responsible. The National Library shares in responsibility for environmental sustainability both in the services it delivers and in its operations. In addition to achieving building efficiencies, the National Library will be focussing on waste reduction, reduced use of transport, the use of the Kiwi Advanced Research and Education Network (KAREN) network for teleconferencing to reduce travel miles, and reducing energy emissions.

The National Library is in the process of realigning its services to meet the objectives of its New Generation National Library strategy and is reviewing its products and services accordingly. The realignment process and the redevelopment of the Wellington building and Auckland premises will result in a range of sustainability improvements being implemented that relate to people, buildings and offices, systems and processes.

Major improvements in energy efficiency and high quality climate control conditions for preservation of collections will be incorporated in the planned Wellington building redevelopment. The building when completed will incorporate environmentally sustainable initiatives to meet updated international standards and further improve energy efficiency.

## Government strategies

The National Library acknowledges the New Zealand Digital Strategy and New Zealand Digital Content Strategy as key sources of guidance to the implementation of the National Library's strategic priorities, the Library's ongoing contribution to the state sector development goals of coordinated state agencies, accessible state services, and networked state services.

## The New Zealand Digital Strategy

The Digital Strategy aims to create a digital future for all New Zealanders, using the power of information and communications technology to enhance all aspects of our lives. This is reflected in the Digital Strategy's three themes of content, connection, and confidence. To address these themes the National Library will consider the changes in our national and international environment, and their impact on our activities and services, including:

- changing information demands
- the changing nature of communications and social behaviours
- changing demographics
- changing technologies
- the changing economy
- the changing natural environment.

The National Library will continue to participate in the governance of the Digital Strategy implementation, including the Digital Strategy 2.0 Refresh, and in its evaluation and review.

## New Zealand's Digital Content Strategy

The New Zealand Digital Content Strategy is about making New Zealand visible and relevant in a connected digital world, and ensuring that we are innovative, informed and capable as a nation in creating our digital future and telling our stories to each other and the world. The strategy includes five outcome areas – in which Digital Content is:

- being created and protected
- accessible and easily discovered
- being shared and used
- being managed and preserved
- understood.

National Library Initiatives related to the New Zealand Digital Content Strategy include:

- Digital New Zealand: Discovery and Digital Content Exemplars; Standards and Digitisation Frameworks
- Aotearoa People's Network
- National Digital Heritage Archive
- Te Reo Māori and Pacific Languages Metadata Project
- Kiwi Research Information Service

## Strategic collaboration

The National Library is an integral part of the culture and heritage sector, the education sector, the research sector, and the library and information sector.

Government organisations and local communities need to collaborate to achieve positive cultural and economic outcomes for New Zealanders. The National Library contributes to increasing digital access for communities to valuable information resources by working collaboratively across central government, local government and with key partners across a range of sectors. We also collaborate with sectors on the development of our services and products in New Zealand's official languages of English, Māori and New Zealand Sign language.

Acknowledging and embracing this complexity is essential to the National Library's commitment to the government focus on managing for outcomes, and the state services development goals of coordinated state agencies, accessible state services, networked state services and trusted state services.

## Culture and heritage sector

The National Library plays a complementary role to other cultural organisations. The National Library is active in supporting the National Digital Forum Board – a coalition of 123 organisations across New Zealand with an interest in digital resources. These organisations include museums, archives, art galleries, libraries, and government departments. 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 other agencies throughout New Zealand which have significant collections of documentary heritage materials.

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. The archives sector plan of the Māori Language Strategy will guide the National Library in its collaborative projects with iwi, Māori, and the culture and heritage sector.

## Education sector

The National Library seeks to help increase the achievements of young New Zealanders through its relationships across the education sector. The National Library provides services for New Zealand schools that contribute to the Ministry of Education's key education goals. The National Library works with the Ministry on collaborative projects around e-learning, online resourcing, and literacy initiatives.

The National Library contributes to the outcomes of the tertiary education sector by providing collaborative systems and supporting nationwide access to collections which underpin the country's information and research infrastructure.

The National Library worked closely with the Ministry of Education in the development of the ICT strategy and framework for the education sector, and will continue to do so in its implementation.

We work collaboratively with a range of agencies to provide innovative services to schools to create readers who are skilled users of information. We also work directly with schools to enhance library and information services to support learning.

## Research sector

The National Library's engagement with the research sector covers the science, humanities and social sciences, the natural sciences, and technology. This includes direct contact with researchers and work with 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 National Library has worked with the Tertiary Education Commission to develop a national search and discovery framework, the Kiwi Research Information Service (KRIS) which harvests the metadata from institutional repositories in New Zealand Universities and some Polytechnics. This aims to enhance the impact of New Zealand research by providing open access to New Zealand's publicly funded research outputs and theses.

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 domestically and internationally. The National 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 a bibliographic utility, web-based products and services and collections to complement those of individual libraries.

The National Library works closely with key bodies in the sector such as the New Zealand Library Association (Incorporated) known as LIANZA, Te Ropu Whakahaui (Māori in Libraries and Information Management), the Council for New Zealand University Libraries (CONZUL), the School Libraries Association of New Zealand Aotearoa (SLANZA), the Polytechnic Libraries of New Zealand, and the Association of Public Library Managers (APLM). It has close working relations with local government through Local Government New Zealand (LGNZ).

The National Library continues to support whole-of-country initiatives such as EPIC (a consortium for the purchase of electronic resources) 'anyquestions.co.nz' for young New Zealanders and the Aotearoa People's Network. In the next three years it will also continue to realise the agenda proposed by the Public Libraries of New Zealand: a strategic framework 2006 – 2016 and the decisions of the New Zealand Public Libraries Summit held in February 2007.

The National Library will also work with the 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 and internationally on the basis of best practice and technical standards. The National Library in an agreement with OCLC (a non-profit organisation) has enabled New Zealand libraries to access and contribute to a bibliographic network used by 57,000 libraries worldwide.

In cooperation with other agencies, the National Library will continue to advise Government on the appropriate New Zealand response to global developments in the information society. In particular, the National Library will maintain its strong links with public and private sectors international bodies and multilateral organisations dealing with intellectual property, cultural diversity, technical standards, content description, applications of ICT, public and school library developments, digital archiving, the provision of bibliographic information services, and digital libraries through the Conference of Directors of National Libraries (CDNL), which is chaired by the National Librarian.

The National Library will continue to strengthen the gains made through the New Zealand Digital Strategy and the New Zealand Digital Content Strategy, and the development of a National Digital Heritage Archive by the National Library. The initiatives resulting from the National Digital Forum continue to be of importance to the National Library's strategic direction.

## Advisory bodies

The National Library works with two statutory advisory bodies that were established under the National Library of New Zealand (Te Puna Mātauranga o Aotearoa) Act 2003, as well as two key forums that advise the National Librarian on strategic priority areas for Māori and the Libraries of New Zealand. These advisory bodies help the National Library deliver accessible and trusted state services.

### **The Guardians/Kaitiaki of the Alexander Turnbull Library**

Provide assurance to the people of New Zealand about the quality and integrity of the collections and services of the Alexander Turnbull Library.

### **The Library and Information Advisory Commission/Ngā Kaiwhakamārama i ngā Kohikohinga Kōrero (LIAC)**

Provides independent advice to the Minister Responsible for the National Library on library and information issues.

### **Te Komiti Māori**

An advisory body set up to provide advice to the Chief Executive/National Librarian on matters pertaining to Māori.

### **Strategic Advisory Forum**

An all-of-New Zealand Libraries sector forum whose objective is to provide 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.

## Cost effectiveness

The National Library recognises that interventions in the cultural and information sector and their cost-effectiveness can be difficult to measure in relation to the outcomes sought. It is not always easy to identify the impacts and effectiveness of National Library interventions and outputs but the operating intentions section of this statement of intent shows how we intend to do this.

The National Library ensures its operations are efficient and cost effective by:

- benchmarking services with other national libraries, and like institutions where appropriate.
- adopting international standards for cataloguing, preservation, and storage, where appropriate.
- regularly initiating reviews and evaluation of ongoing activities to ensure effectiveness and efficiency.
- participating in international forums and exchanges of information with other national libraries.
- seeking out best practice where possible for service delivery.
- National Library planning and budgeting prioritisation process is used to test cost-effectiveness of proposed expenditure and alignment to our strategic directions, outcomes and interventions.

## Research and evaluation

The National Library works within a culture of learning that values and needs evaluative information to progress. Over the next three years the National Library will further enhance its evaluative capacity, building capability across the National Library to promote and support evaluative activity at every level of the organisation. The aim is to embed evaluation so it is implicit in decision-making. Recent research has provided the National Library with a sound understanding of the ways that existing users interact with its services and resources. This research has helped us revise our performance indicators.

The focus and challenge of future evaluative efforts will be to establish an evidence base that ensures the ongoing sustainability and growth of the National Library, and ensures it is responsive to the needs of current and future customers in a rapidly changing information world. This will include:

- demonstrating the outcomes of our services in the community.
- identifying the needs of potential new user groups that will serve to diversify the Library's user base over time.

# OPERATING INTENTIONS

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## Outcome 1:

### New Zealanders' Access to Information is Facilitated

Facilitating access to information contributes to whole-of-Government outcomes and, in particular, those signalled through the Government's Digital Strategy. The Digital Strategy aims to create a digital future for all New Zealanders, using the power of information and communications technology to enhance all aspects of our lives.

Over the next five years the National Library will undergo a fundamental transformation of the services the library offers its customers. There are three dimensions underpinning these changes, and they are:

- **Increasing availability, access and reach**

The National Library's collections have intrinsic value, but their value is far greater if people are able to access and explore them. The National Library will increase access to its collections through transformed physical and digital services which individually met the needs of different audiences, and which collectively cater for a vastly diverse audience base.

- **Shifting services from mediated to unmediated.**

To enable the services and content of the National Library to be available to a more diverse audience, significant emphasis will be placed on assisting as many customers as possible to become self-sufficient in their use of National Library resources. In this way, staff resources available for mediated services can be targeted in the areas of greatest need – resulting in more people being supported in their interactions with the National Library's resources overall.

- **Moving more from physical to virtual on the access continuum**

Increasing the level of digital access is vital to enabling the National Library to increase access and reach and shift services from mediated to unmediated. In so doing, the National Library will open up its services and

resources to an increased and much more diverse group of users who will explore, interact and use our services and resources in new and exciting ways.

These three dimensions are directly supported by the strategic priorities set out in the National Library's Strategic Directions to 2017, and in particular through the priorities:

- Enriching the user experience to ensure experiences are enjoyable and meaningful when accessing collections both in-Library and online.
- Sharing our nation's stories to ensure that the significant record of New Zealand, Māori and Pacific cultural heritage / taonga held within the Alexander Turnbull Library are easily accessible for research.

## OUTCOME 1: NEW ZEALANDERS' ACCESS TO INFORMATION IS FACILITATED

INTERVENTIONS	STRATEGIC PRIORITIES	IMPACTS	NLNZ OUTCOMES	GOVT PRIORITIES	NLNZ OUTPUTS	OUTCOME INDICATOR	TREND
Expand access to a range of information to meet the changing needs of New Zealanders	Redevelop the National Library in Wellington to provide a distinctive, innovative and important cultural heritage space and acknowledge an increasingly diverse NZ society.	Transformed ways of working with our customers  Fewer visitors during redevelopment of the Wellington building– more visitors post development	New Zealander's access to information is facilitated	Theme: Economic transformation	Number of researchers assisted by the Alexander Turnbull Library	Numbers of visitors during redevelopment	▼ Trend
						Numbers of visitors post redevelopment	▲ Trend
	Work collaboratively with the libraries of New Zealand, Australia and other nations to extend access to knowledge resources in a variety of formats.	Increased access to information – New Zealand to the World and the World to New Zealand.		Digital Strategy Connection	Number of reference enquiries and independent on-site use of general collections  Access to Te Puna Database available for subscribers 23/7	Increased access to New Zealand content  New Zealanders have increased access to international content	▲ Trend
	Provide policy advice to government in relation to libraries, information and documentary heritage	Joined up policy and strategy - shared understanding of issues related to libraries, information and documentary heritage			Percentage of Policy Papers that the Minister is satisfied with	National Library contributes to a wider range of policy across government	▲ Trend

**We will deliver our outcome through the following interventions:**

**Intervention:** Expand access to a range of information to meet the changing needs of New Zealanders

**What are we seeking to achieve?**

The National Library will increase access to its collections through more available and accessible physical and digital services which individually meet the needs of different and more diverse audiences. To encourage people to create and share their own content about their lives and New Zealand and connect this throughout New Zealand for all communities to share.

The key areas where we are seeking to make a difference are:

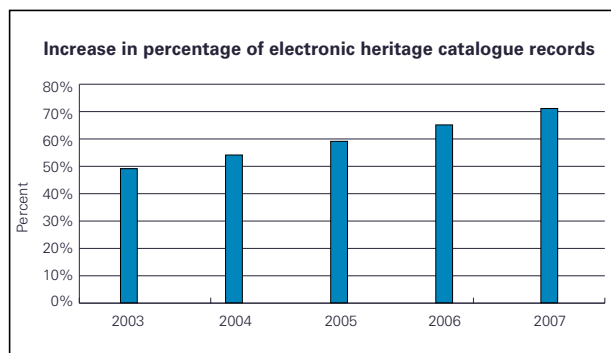
- increasing New Zealanders' access to information through a variety of sources and networks.
- providing content in a variety of formats to meet New Zealanders' changing information needs.
- addressing Mātauranga Māori.

**What will we do to achieve this?**

- Collect and manage items for the National Library's General Collections in accordance with the National Library's Collection and Access policies.
- Provide advice to individuals and libraries.
- Build on our strengths such as family history and children's literature.
- Provide and maintain databases, online catalogues, indexes, and directories.
- Support resource-sharing activities in libraries.
- Present exhibitions and events.
- Evaluate electronic resource needs and further develop access to physical and digital objects.
- Develop a digitisation policy framework that enables priority setting for funding.

Looking out three years we will:

- Provide multiple ways to discover, deliver and interact with New Zealand content held in collections, repositories, databases and websites through a collaborative National Digital Library.
- Enhance the experience of visiting the National Library in Wellington by creating a distinctive, innovative and important cultural heritage space and acknowledge an increasingly diverse New Zealand society.
- Have completed the full rollout of the Aotearoa People's Network and ensured its sustainability into the future in partnership with the public libraries and local authorities in New Zealand.
- Develop a national centre of excellence in 21st Century literacies in Auckland.
- Work collaboratively with the libraries of New Zealand, Australia and other nations to extend access to knowledge resources in a variety of formats.
- Contribute knowledge and expertise to the library and information sector to support educators in developing young New Zealanders literacies.



**How will we demonstrate success in achieving this?**

*Performance Indicators*

- Number of unique visitors to the National Library website.
- Percentage increase of unique visitors to all national library websites.
- User satisfaction with access to services and collections.
- Number of items copied for access copying programmes for addition to collections and databases.
- Items issued to readers both onsite and offsite.

**How will we achieve cost effectiveness?**

The cost-effectiveness indicator the National Library uses is the intervention activity of cataloguing the published heritage collections. The impact of this intervention is the ease of access by all New Zealanders to a comprehensive catalogue of New Zealand's published documentary heritage. This is a record of the published heritage of New Zealand. It contains records for New Zealand and Tokelau books, serials, papers, online resources, music, maps, videos, sound recording, kits, and pictures.

Publications New Zealand is used for research, as a source of information for purchasing New Zealand publications, and as a record of the published heritage of New Zealand that the National Library makes available to all New Zealand libraries, tertiary institutions and schools, and the population at large.

The graph above indicates the cost effectiveness of this measure over a time series, which illustrates the increased productivity by the National Library in creating the records for New Zealand's documentary heritage. The impact and cost of doing this once by the National Library for multiple uses by the libraries of New Zealand, and subsequently libraries overseas, means efficiencies can be made across the information and library sector.

**Contribution to State Services Development Goals**

**Networked state services**

The National Library will:

- Lead the implementation of the New Zealand Digital Content Strategy through collaborative partnerships across government.
- Lead the development of networked bibliographic services enhanced with content contributed collaboratively by the libraries of New Zealand.
- Preserve New Zealand's digital heritage through the National Digital Heritage Archive (NDHA).
- Provide a national search and discovery framework to

connect research and community repositories both sector-specific and cross-sector.

### **Coordinated state agencies**

National Library of New Zealand Te Puna Mātauranga o Aotearoa, Museum of New Zealand Te Papa Tongarewa, and Archives New Zealand Te Rua Mahara o te Kāwanatanga are committed to working together and in this statement of intent have developed a shared outcome for all three agencies: "New Zealanders can seamlessly access the nation's art, culture, and heritage collections online". This recognises the common role the three national collecting institutions have in preserving and providing access to the nation's culture and heritage collections and resources.

The National Library is working with the libraries of New Zealand to provide national frameworks that benefit all New Zealanders in their access to information.

The National Digital Forum has shifted from a central government forum to a community driven forum supported by the National Library, Te Papa Tongarewa, and Archives New Zealand – a trend that will continue.

### **Primary Contributing Outputs**

- 1.1 Maintaining and Building Databases and Access Tools
- 1.2 Providing Access to the Collections
- 1.3 Advice and Support for New Zealand Libraries and Information Organisations
- 1.4 User Satisfaction and Access
- 3.1 Curriculum and Library Information Support to Schools

## **Intervention: Collect, preserve, and make accessible digital objects for and about New Zealand and New Zealanders**

### **What are we seeking to achieve?**

To enable people to access and explore New Zealand's heritage and stories through the National Library collections regardless of time, place, ability or demographics.

The key areas where we are seeking to make a difference are:

- determining what should be selected for our digital collections.
- collecting digital objects (whether digitally-born or digitised) for New Zealanders today and in the future.
- providing appropriate infrastructure and preservation methods for digital objects through the National Digital Heritage Archive (NDHA).
- giving access to the range of digital objects about New Zealand and for New Zealanders in the National Library Collections (including the Alexander Turnbull Library Collections)
- addressing Mātauranga Māori.

### **What we will do to achieve this?**

- Select, acquire, catalogue, describe, and hold digital items for the Alexander Turnbull Library.
- Maintain collection management databases and develop electronic access tools, for example, TAPUHI and Integrated Library System.
- Extend the range of electronic resources collected

through electronic legal deposit.

- Preserve incoming digital material.
- Continue development of the National Digital Heritage Archive programme.
- Provide access to digitised resources to meet the objectives of the Digital Strategy.
- Expand and develop digital resources such as Timeframes, and Papers Past.
- Participate in the International Children's Digital Library (ICDL).
- Provide advice to organisations, communities, and iwi.

Looking out three years we will:

- Have fully implemented NDHA and embedded digital preservation into our work practice.
- Work collaboratively to increase exponentially the volume of analogue content also available in a digital format, including building the case for large-scale digitisation.
- Provide relevant policy advice to government on the libraries sector and the information society, as well as cross-sectoral advice on information literacy, digital policy and strategic issues related to the library sector.

### **How will we demonstrate success in achieving this?**

#### *Performance Indicators*

- Percentage increase of digital objects collected in a variety of formats.
- Number of digital objects made accessible.
- Number of records added to TAPUHI and the National Library Catalogue.

### **Contribution to State Services Development Goals**

#### **Accessible state services**

The National Library is the lead agency in developing the Aotearoa People's Network initiative in collaboration with the public libraries of New Zealand, Local Government New Zealand (LGNZ), and the Library and Information Association of New Zealand Aotearoa (LIANZA). 34 libraries throughout New Zealand have been part of phase 1 and a further 36 libraries will join the network by June 2009. The Aotearoa People's Network enables New Zealanders to access state services through the Internet in their local public library free of charge. By the end of three years a total of 150 to 200 libraries could be connected, dependent on funding.

The National Library will increase the volume of digitisation to provide greater access to the Alexander Turnbull Library collections for the people of New Zealand.

### **Primary Contributing Outputs**

- 1.1 Maintaining and Building Databases and Access Tools
- 1.2 Providing Access to the Collections

## Outcome 2: New Zealand’s documentary heritage is nurtured

This outcome is directly supported by the strategic priorities set out in the Library’s Strategic Directions to 2017, and in particular through the following priorities:

- Accessing New Zealand’s digital memory - to help ensure New Zealand’s digital memory is trusted, safe and easily accessible.
- Sharing our nation’s stories - to ensure that the significant record of New Zealand, Māori and Pacific cultural heritage / taonga held within the Alexander Turnbull Library is collected and preserved, and all collections are easily accessible for research.
- Enriching the user experience - to ensure experiences are enjoyable and meaningful when accessing collections both in-Library and online.

OUTCOME 2: NEW ZEALAND’S DOCUMENTARY HERITAGE IS NURTURED							
INTERVENTIONS	STRATEGIC PRIORITIES	IMPACTS	NLNZ OUTCOMES	GOVT PRIORITIES	NLNZ OUTPUT MEASURE	OUTCOME INDICATOR	TREND
Build and preserve heritage collections / taonga and enhance research services within the Alexander Turnbull Library	Ensure that the significant record of New Zealand, Māori and Pacific cultural heritage / taonga held within the ATL is collected, preserved, and accessible.	Increased ATL items made accessible digitally.  Increased use of ATL items.	New Zealand’s documentary heritage is nurtured	Theme:  National Identity	Maintaining and developing new title records for the heritage collection	Items of material reflecting our unique New Zealand and Pacific culture and society are accessible digitally and physically.	▲  Trend
Collect preserve and make accessible digital objects for and about New Zealand and New Zealanders.	Promote innovative national digitisation initiatives that unlock the rich taonga, resources and stories of New Zealand, Māori and the Pacific.	Items of national significance made accessible online.  Increased use and creation of ‘new knowledge’ from items of national significance.		Digital Content Strategy	Number of ATL citations in all published formats from books to born-digital  Digital objects in a number of formats  Number of unique visits to National Library Website	Number of people creating ‘new knowledge’ using material accessed through NLNZ and our partners	▲  Trend

We will deliver our outcome through the following intervention:

### Intervention: Build and preserve heritage collections/taonga and enhance research services within the Alexander Turnbull Library

#### What are we seeking to achieve?

New Zealanders’ access to the richness of New Zealand’s published and unpublished collections of the Alexander Turnbull Library is assured as our collections continue to be built, preserved and maintained. Researchers are supported through a range of services and delivery channels.

The key areas where we are seeking to make a difference are:

- determining what is collected.
- collecting items for our heritage collections to ensure they continue to reflect society.
- providing appropriate and secure handling, preservation, and housing of our heritage items.
- providing improved facilities and services to all New Zealanders to meet their needs for research.
- addressing Mātauranga Māori.

### What we will do to achieve this?

Collect and manage items in accordance with the National Library's Collection and Access policies, including collections in Te Reo Māori.

- Preserve and conserve Alexander Turnbull Library collections, including digital resources and work to reduce preservation backlogs.
- Maintain legal deposit and extend activities to include electronic resources.
- Remodel research services to meet the needs of researchers.
- Research, document, and publish notes on particular topics and research collections, including notes on Māori material.
- Award the National Library Fellowship annually, and the New Zealand Poet Laureateship every two years.

Looking out three years we will:

Ensure that the significant record of New Zealand, Māori and Pacific cultural heritage/taonga held within the Alexander Turnbull Library, is collected and preserved.

Promote innovative national digitisation initiatives that unlock the rich taonga, resources and stories of New Zealand, Māori and the Pacific.

Position National Library as an international leader in the preservation of digital content.

### How will we demonstrate success in achieving this?

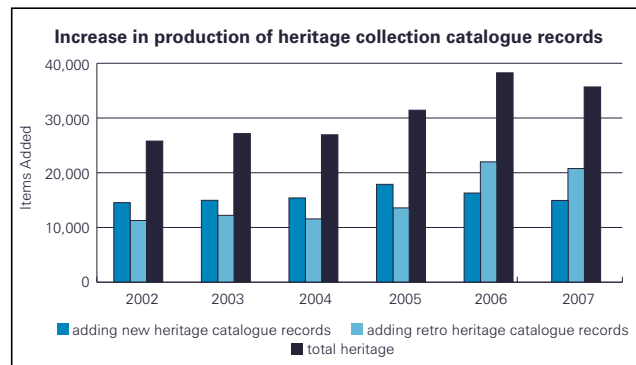
#### Performance measures:

- Number of items acquired for the Alexander Turnbull Library.
- Number of collection items included in preservation treatment, copying, and archival storage programmes.
- Number of research notes and guides on Alexander Turnbull Library collection subjects and Māori language material completed.
- Number of citations for the Alexander Turnbull Library.
- Research and evaluation of user needs.

### How will we achieve cost-effectiveness?

The cost-effectiveness indicator the National Library uses is the percentage of the published heritage collections with online records. The investment in collecting and preserving heritage material is realised when descriptive records for the material are accessible online.

By creating these online records for older heritage material that previously had no electronic record, the National Library is enabling access to a broader range of New Zealand's published heritage. The impact of this intervention is that all New Zealanders have access to a more complete record of New Zealand's documentary heritage that was not previously available without physically visiting the National Library in Wellington. The cost attached to collecting and preserving heritage material is therefore more effective due to the broader provision of access both nationally and internationally.



The graph above indicates the cost effectiveness of this measure over a time series, which outlines the increased percentage of the published heritage collection with online records – 71% of the collection in 2008 compared to 49% in 2003. In the next year this trend will flatten due to the preparation required for decanting the Wellington building during the redevelopment. As well, New Zealand researchers and interested users are able to access this information with electronic access any time from any place.

### Contribution to State Services Development Goals

#### Trusted state services

The collections of the Alexander Turnbull Library that hold a significant record of New Zealand, Māori and Pacific cultural heritage/taonga are collected and preserved.

The collections, products and services provided by the National Library will continue to be seen by the public as authoritative and trustworthy.

The National Library builds trust in government by providing New Zealanders with quality services and experiences.

#### Primary Contributing Outputs

- 2.1 Collecting and Preserving Information
- 2.2 Preservation and Conservation Activities

### Outcome 3:

## New Zealanders are skilful and confident in using information

This outcome is directly supported by the strategic priorities set out in the National Library’s Strategic Directions to 2017, and in particular through the following priorities:

- Inspiring knowledge creation and economic transformation to contribute to New Zealanders’ life-long engagement with learning for their economic, social and cultural benefit.
- Enriching the user experience - To ensure experiences are enjoyable and meaningful when accessing collections both in-Library and online.

OUTCOME 3: New Zealanders are skilful and confident in using information							
INTERVENTIONS	STRATEGIC PRIORITIES	IMPACTS	NLNZ OUTCOMES	GOVT PRIORITIES	NLNZ OUTPUTS	OUTCOME INDICATOR	TREND
Develop enhanced services for schools to support teaching and learning	Engage, connect and inspire learners through creative, interactive and innovative learning spaces and services in our physical and virtual environments.	Transformed service delivery for our customers	NZers are skilful and confident in using information	Theme: Families Young and Old	User satisfaction with access to services for young New Zealanders in schools	Increased awareness of the role of the library and literacy in educational achievement  Awareness of the role of libraries in supporting learning and literacy	▲ Trend
	Provide leadership to strengthen the contribution of libraries to education, life-long learning and information and digital literacy.	Libraries, schools, learning institutions improve for the benefit of young NZers.		Digital Strategy: Confidence  ICT Education Strategy  Ka Hikitia – Managing for Success  Enabling the 21st century Learner - e-Learning Action Plan	Number of school professional development seminars and network meetings  Percentage of low decile schools that receive school services support		▲ Trend

We will deliver our outcome through the following intervention:

**Intervention:** Develop enhanced services for schools to support teaching and learning

### What are we seeking to achieve?

New Zealand is becoming an increasingly diverse nation, a trend we can see from the 2006 Census of Population and Dwellings where there are now over 200 different ethnicities in New Zealand. Also we see from this recent census data that 70% of our population lives in 16 main urban areas, with the distribution of older people in rural areas and the

significant numbers of young people in some communities. We need to recognise and be responsive to this diversity, while respecting the place of tangata whenua in New Zealand. The National Library has a key role in traditional and digital literacies and will provide a range of services and activities that support young New Zealanders in developing these competencies, particularly through formal and

informal learning environments, and in their communities. The National Library contributes to a range of government strategies that seek to ensure young New Zealanders, and others, contribute to the development of our country, and in building a cohesive society. The National Library will work towards creating motivated and engaged readers to address disparity of achievement, and to develop a creative knowledge economy.

The key areas where we are seeking to make a difference are:

- identifying and implementing opportunities to improve National Library services for New Zealand schools and young New Zealanders.
- ensuring professional development, advice and consultancy.
- ensuring products and services support the New Zealand curriculum and government directions and strategies.
- providing resources to schools from our collections to meet teaching and learning needs.
- addressing Mātauranga Māori.

#### **What will we do to achieve this?**

- Manage the Schools Collection in accordance with the National Library's Collection and Access policies.
- Deliver professional development, advice and consultancy both virtually and physically.
- Provide reference services in support of teachers and students.
- Support Māori educational achievement by delivery of targeted services to meet identified needs.
- Support the development of library and information services in schools, including strengthening libraries in low decile schools and establishing new school libraries.
- Deliver specific programmes to support reading engagement and development of literacy skills.

#### **Looking out three years we will:**

- Engage, connect and inspire learners through creative, interactive and innovative learning spaces and services in our physical and virtual environments.
- Create a library information development hub in Auckland to deliver a digital library experience to educators, learners and communities.
- Strengthen our effectiveness through transforming our online, advisory and learning and curriculum services.
- Provide leadership to strengthen the contribution of libraries to education, life-long learning and information and digital literacy.
- Provide an online suite of services for young New Zealanders and their educators to access resources to support learning.

#### **How will we demonstrate success in achieving this?**

##### *Performance Indicators*

- Percentage of schools rated decile four and below that received School Services support.
- Level of usage among schools of National Library products and services.

#### **Contribution to State Services Development Goals**

##### **Coordinated state agencies**

Educational agencies and the National Library work together to deliver increased efficiencies by joining up ICT architectures and facilitating their smart use to support learning outcomes through the ICT Education standing committee.

In developing a 21st Century Centre for Digital Literacy in Auckland, the National Library will be working with a wide range of government agencies to coordinate the delivery of services to young New Zealanders, educators and communities.

The National Library will contribute to public sector debate on issues around e-government, authentication, copyright and intellectual property.

##### **Primary Contributing Outputs**

#### 3.1 Curriculum and Library Information Support to Schools

# MANAGING IN A CHANGEABLE OPERATING ENVIRONMENT

## Managing our key risks

The National Library takes seriously the risks and constraints to achieving business goals and works actively to manage those risks. The key risks have been identified through the framework outlined in the table below. The National Library views risk at a strategic level, at a programme/project level and at the business operations level.

Risk	Impact	Mitigation
<b>Whole-of-organisation</b>		
National Library services do not adapt to the changing needs of users in a rapidly evolving environment.	Services may become less relevant to users.	Implement the National Library's New Generation Strategic Directions to 2017 and realign resources to deliver new services and products.
Insufficient organisational capacity to achieve the National Library's outcomes and legislative mandate.	Ability to deliver the National Library's interventions is diminished.	Undertake more strategically aligned organisational and workforce development. Implement a new remuneration framework.
Wellington Building redevelopment is not delivered on time and within budget.	Financial and reputation impact.	Sound project planning and management.
<b>Outcome 1:</b> New Zealand's documentary heritage is nurtured.		
<b>Intervention 1:</b> Build and preserve heritage collections/taonga and enhance research services within the Alexander Turnbull Library.		
Collection at risk during the decant of the Wellington building.	Deterioration of collections during decant.	Identification of appropriate leasehold space during decant.
Decant of the Wellington building affects the ability to maintain essential National Library services.	Unacceptable decrease in services during change.	Communications with key stakeholders on services that will available during decant.
<b>Outcome 2:</b> New Zealanders' Access to Information is Facilitated		
<b>Intervention 2:</b> Collect, preserve and make accessible digital objects for and about New Zealand and New Zealanders.		
The National Digital Heritage Archive does not meet the Library's requirements for preservation and accessibility.	Functionality of technology does not meet expectations for preservation or accessibility. Users unable to access information.	Ensure planning for, and delivery of, the National Digital Heritage Archive addresses this risk.
Digitally-born material within collecting scope is lost before it is collected or deposited by participants.	Digital information not captured will be lost to current and future generations of users.	Ensure selection guidelines for digitally-born material targets important material first. Encourage publishers to willingly contribute content. Ensure the ingest process for publishers for materials in to the NDHA is user-friendly.
<b>Intervention 3:</b> Expand access to a range of information to meet the changing needs of New Zealanders.		
The National Library does not leverage off content in the bibliographic utility to provide better access for users.	Access to published content is not enhanced for New Zealanders.	Redevelop the user interface to Te Puna to enhance the user experience. Through the partnering agreement with OCLC incorporate our bibliographic utility content into worldwide search engines increasing its discoverability beyond National Library of New Zealand services.
<b>Outcome 3:</b> New Zealanders are skilful and confident in using information.		
<b>Intervention 4:</b> Develop enhanced services for schools to support teaching and learning.		
Services to schools do not respond to changing needs of users and directions in education.	Services provided become less relevant to users and demand for these services diminishes.	Collaborative working relationships with key educational agencies are fostered to ensure regular information, current thinking, direction and outcomes are incorporated into school services delivery.
The National Library services to schools do not reflect New Zealand's changing demographics.	New Zealand's changing demographics is not sufficiently serviced by products, services and resources.	Continue to invest in the development of new services and review existing services to ensure that these meet the needs of users.



Alongside the key risks outlined above the National Library also delivers its business as usual services and outputs across the organisation. As with the key strategic priorities and projects, these National Library outputs are tracked through standard and formal reporting requirements. All business units provide current progress on performance measures against expected targets on a monthly and quarterly basis.

The National Library has established the Implementation Programme Committee and the external Risk and Assurance Committee to support the governance activities of the Strategic Leadership Group. These committees are positioned within the management and reporting structure so that key performance and risk information is effectively monitored and actioned.

# ASSESSING ORGANISATIONAL HEALTH AND CAPABILITY

## Leading People in Transition

Our vision of New Zealanders connected with information important to all aspects of their lives – requires leadership and culture that encourages excellence and innovation. As a national heritage institution committed to delivering the New Generation Strategic Directions to 2017, we recognise that we must build organisational capability that balances a more customer-centric approach with cost effective delivery models. People in Transition is the phrase we have coined to encompass the nature of the organisational development and change management activities.

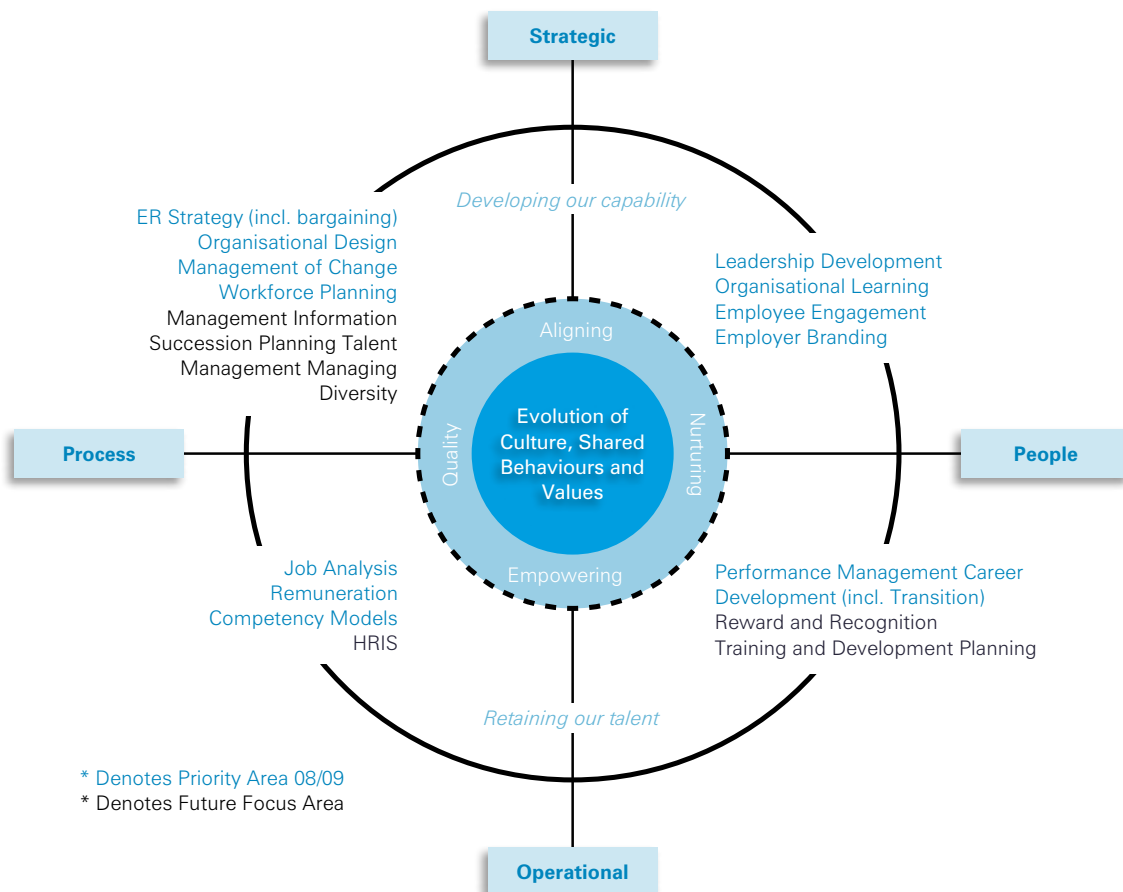
## Our capability framework

A capability framework is a compilation of human resource activities and practices that research has demonstrated has a positive impact on business performance. Our framework will allow the measurement, management and active development of the capability, knowledge, competency, culture and behaviour necessary for the enduring success of the New Generation Library. It sets a platform for those activities we will actively pursue over next 12-18 months. The framework is reflected below.

At the heart of the framework is the evolution of culture,

shared behaviours and values. Recognising the State Sector Development Goals of Employer of Choice and Excellent State Services, we have built our New Generation Transformational framework to facilitate and underpin all our programmes of work. This is demonstrated through our commitment to build and sustain a culture that embodies the strategic priorities set out in the New Generation Library Strategic Directions to 2017. This takes time and effort and requires a conscious focus to ensure we build, support and recognise appropriate values and behaviours. Transformation of our culture is an ongoing activity that is consciously reflected in all programmes of work we undertake.

Our framework focuses activities into Strategic and Operational and People and Process quadrants – allowing us to balance the day-to-day nature of running a People Capability function and those that add strategic and long-term value to the National Library. The identified activities primarily reflect those that are required to assist the Alexander Turnbull Library, the National Digital Library and Service to Young New Zealanders along with the corporate and supporting functions of the National Library of New Zealand to manage the magnitude of change.



## Assessing our capability

Understanding our current capability is the starting point and we have recently completed a Strategic Pay Job Evaluation exercise to rationally assess the requirements and relative size of jobs, as they exist today from an organisational-wide perspective. This exercise evaluates the job and sets the foundation on which we can build a remuneration approach that balances knowledge with accountability.

## Developing our capability

To develop our capability, we need to ensure our structure, processes and behaviours support our values and desired culture. The Capability Framework activities that support this vision include:

- **Leadership development** involves developing those key leadership and management skills required to deal with the magnitude of change expected over the next 12-24 months through a structured Leadership and Management Development Programme.
- **Employee engagement** builds employees who are inspired by their work and committed to the strategic outcomes of the New Generation Library. Over the next 12 months we will conduct an Engagement Survey and use the results to identify opportunities for strengthening engagement through a planned programme and an ongoing focus on those things that matter most to our people.
- **Organisational design** aligns our structure with our strategy. The output is an organisational structure that groups roles together effectively to deliver the required outcomes. The intention is to form structures and processes which deliver business outcomes and at the same time remain flexible enough to respond to any future changes.
- **Management of change** ensures a well-executed and robust programme of work. This covers preparing for the change, managing the transition and embedding the changes. The intention is to ensure consistent principles and approaches are used for all parts of the National Library.
- **Workforce planning** analyses and forecasts the 'people' requirements to execute the New Generation strategy. This involves understanding the future nature of work and the skills required to execute the strategic intent, assessing the current capability and identifying the gaps.

## Retaining our capability

We actively recognise that as we move into a period of significant change, we need to ensure we recruit and retain those people who live the values required to deliver the New Generation strategy and who provide exceptional levels of customer service to both internal and external customers. The Capability Framework activities that support this vision include:

- **Performance management** involves managing and developing staff against an agreed set of targets and objectives – and focuses on both the 'what' and the 'how' aspects of getting the job done. The intention of the performance management discussion is to ensure a 2-way dialogue on progress and competencies.
- **Career development** ensures we are developing the right people with the right skills for the roles that we require in the future. Development pathways allow staff to progress along a career route of their choice – which is aligned to the needs of the National Library and outlines the skills, competencies and expectations of roles with suggested training and development pathways.
- **Remuneration** ensures we have a robust but flexible model for paying market rates for roles within the National Library. Our approach is to balance the requirements of PSA Collective agreement, the PfQ3 and individual agreements.
- **Competency models** provide a basis for assessing the 'how' components of a job. We will be rolling out Lominger© competency tools with a focus on building and maintaining a culture that supports and celebrates strong performance, and sustainable productivity gains.

Government Focus	National Library Focus	Measures
Government agencies intention to assess and report on future performance	Employees are inspired by their work and committed to the strategic outcomes of the New Generation National Library	Employee engagement survey Benchmark to be set 2008/09
	Building and maintaining a culture that supports performance	Lominger Competencies are implemented library-wide 95% by June 2009
	Assessing the current capability and identifying the gaps.	Workforce Planning Transition Plan Completed by March 2009

## Equal Employment Opportunities

The National Library actively supports the principles of Equal Employment Opportunities (EEO) approaching its integration into National Library practice from a both a strategic and operational perspective. Recognising that there are clear organisational benefits to be gained from having a practical EEO focus, the National Library is committed to recruiting and retaining a diverse workforce that is representative of New Zealanders. Over the next 18-36 months as we re-brand the National Library as an Employer of Choice and recognise that in a tight employment market potential employees actively consider some of the social equity aspects of employment as part of their decision making and, additional focus will be given to EEO alignment.

Principally, the EEO goals for the National Library are to consistently:

- reflect the National Library's EEO policy in its structure, and operational systems and practices.
- promote the importance of EEO and employee diversity to ensure that the National Library policy advice reflects the full range of views in the community.
- appropriate services are delivered to meet identified employee and customer needs.
- establish and maintain a supportive culture and tolerant working environment for all National Library employees.

A focus on these goals has been demonstrated through the National Library's first pay and employment equity review response plan. The first response has been for the National Library to develop and implement a new remuneration framework and system to ensure the attraction and retention of key skills that are aligned to the strategic direction. Once this new remuneration framework is in place, the National Library will carry out a further review to see if any progress has been made or whether a pay investigation is still required.

Government Focus	National Library Focus	Measures
Partnership for Quality 3	Ensure we attract and retain people with key skills and their alignment with the strategic direction.	New Remuneration Framework Completed by March 2009

## Implementing our property strategy

The National Library building in Wellington was designed in the 1970s and built in the 1980s and is no longer adequate for accessing, housing and preserving its collections. The National Library's public and non-public spaces are straining to cope with the demands of accessing and caring for documentary heritage that comes in both physical and electronic form and no longer meets the highest international preservation standards as it did when the National Library first opened its doors in 1987.

During the next three years a radical remodelling of the National Library building in Wellington will be undertaken. The Library will also be developing its new presence in Auckland. The National Library's statutory obligations in terms of legal deposit and caring for the nation's heritage collections, including the Alexander Turnbull Library, remain extremely important, and fit accommodation is central to this principle of good stewardship.

## Enhancing our information technology capability

Due to the nature of the National Library's products and services, a significant emphasis is placed on maintaining sound and responsive information technologies. This is important for both internal capability of people and systems in meeting organisational needs, and external capability to support the New Zealand library community. This includes the development of the National Digital Heritage Archive, which will develop the National Library's capability for the long-term preservation of digital material. We are also looking to develop a flexible, open environment, which fosters digital innovation.

The National Library is undertaking a programme to optimise its resources in the information technology arena. We are also implementing measures to reduce the environmental footprint of our technology. Additionally, we have a real focus on process and IT policy improvement. We are adopting best practice management frameworks and reviewing our IT security policy settings to ensure we are able to protect New Zealand's digital assets.

Robust networks and the availability of ubiquitous high-speed broadband are key goals for the National Library and its user communities. We are pursuing a network strategy that leverages the Kiwi Advanced Research and Education Network (KAREN), the Government Shared Network (GSN), the Urban Fibre Networks and third party network providers.

## Sustainability

The National Library is committed to the Govt3 sustainability initiatives. Our Sustainability Action Plan will focus on energy efficiency, waste reduction, and sustainable practice in energy use, water use, transport, and waste disposal. Our objectives are to make buildings and vehicle fleets more efficient, reduce energy and transport bills, purchase more environmentally friendly products, and reduce waste. Redevelopment of the Wellington building will enable the most advanced energy efficient technologies and systems to be introduced.

The following table outlines our areas of focus and key measures.

Government Focus	National Library Focus	Measures
Enhanced sustainable Government procurement	Sustainable procurement of office consumables and IT/communications equipment	Contract Management System incorporates vendor level compliance reporting Print Supply tenders incorporate sustainable print measures All goods and services tenders incorporate Sustainability Tender Clauses
Towards a carbon neutral public service	Sustainable buildings, vehicles and travel Greenhouse gas emission reduction	Building works and leases meet Ministry for the Environment commissioning guidelines Energy audit conducted in 2008 Workplace travel plan implemented by 2010
Waste minimisation and management	Recycling and waste minimisation	Waste Minimisation Plan implemented by 2009

## CAPITAL EXPENDITURE

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### National Library Capital Intentions (to be incurred in accordance with section 24 of the Public Finance Act 1989)

Asset Class	Budget 08/09 \$000	Budget 09/10 \$000	Budget 10/11 \$000	Budget 11/12 \$000
Property, Plant and Equipment	12,561	32,466	19,483	2,850
Intangibles	6,936	5,185	4,595	677
Other	3,765	3,765	3,765	3,765
<b>Total</b>	<b>23,262</b>	<b>41,416</b>	<b>27,843</b>	<b>7,292</b>

## LEGISLATION WE ADMINISTER

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National Library of New Zealand (Te Puna Mātauranga o Aotearoa) Act 2003

## ADDITIONAL STATUTORY REPORTING REQUIREMENTS

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Report to Parliament Chief Librarian Alexander Turnbull Library.

**National Library of New Zealand  
Te Puna Mātauranga o Aotearoa**

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