

NATIONAL LIBRARY OF NEW ZEALAND

TE PUNA MĀTAURANGA
O AOTEAROA

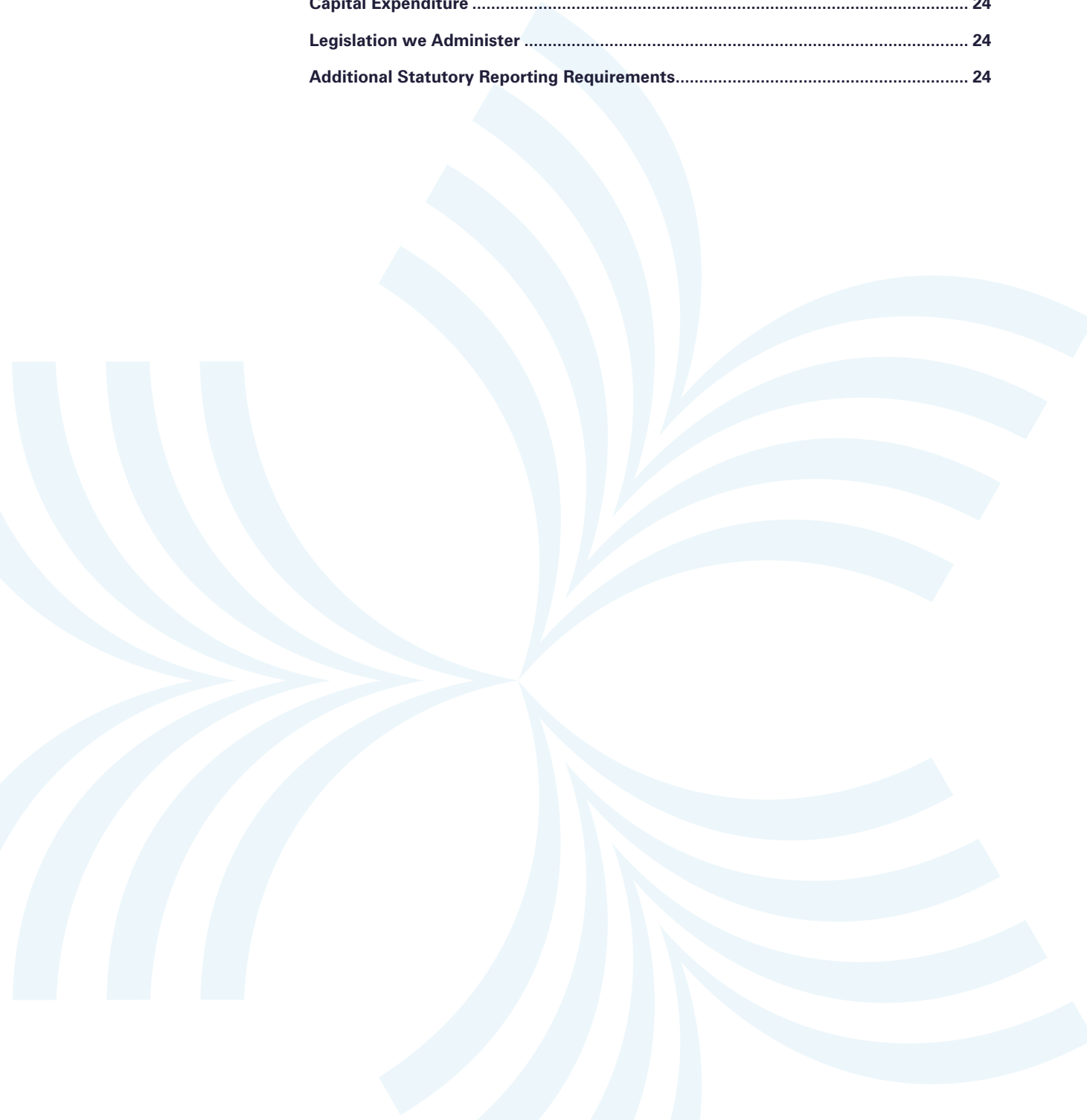
STATEMENT OF INTENT



TAUĀKĪ WHAKAMAUNGA ATU 2009/12

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FOREWORD: MINISTER RESPONSIBLE FOR THE NATIONAL LIBRARY

The National Library of New Zealand plays a key role in preserving the documentary heritage of the nation and in doing so is charged with enriching the cultural and economic life of New Zealand and its interchange with other nations. This role becomes even more significant as New Zealand moves towards a knowledge-based economy that is increasingly digital and global.

It is essential that the National Library continues to modernise the delivery of its services to ensure it remains relevant and responsive to the changing needs of future generations of New Zealanders, particularly within the digital environment. The National Library has embraced the opportunities offered by the digital world and is working towards opening up the heritage collections to all. Access to quality New Zealand content contributes to a robust knowledge infrastructure that not only promotes our unique heritage and culture but also contributes to economic growth.

In responding to the Government's focus on cost effective and responsive services, the National Library continues to work closely across government agencies and with the wider library sector to deliver value through collaboration and partnerships, and ensure relevance to the communities of New Zealand and internationally. Of particular importance is the National Library's ongoing partnership with the education sector to build services to suit the needs of next generation learners and support future skills development.

The National Library has a significant contribution to make to New Zealand's cultural heritage and I am confident the Library will deliver on its transformation programme and continue to contribute to a thriving culture and society.



Hon Dr Richard Worth

Minister Responsible for the National Library

Ministerial Statement of Responsibility

I am satisfied that the information on future operating intentions provided by my department in this Statement of Intent is in accordance with sections 38, 40 and 41 of the Public Finance Act 1989 and is consistent with the policies and performance expectations of the Government.



Hon Dr Richard Worth

Minister Responsible for the National Library

INTRODUCTION FROM THE CHIEF EXECUTIVE

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 has set an ambitious programme that will see it being responsive to the new challenges of the 21st century. This programme of continuous transformation is aimed at ensuring New Zealand's heritage collections are easily accessible to all, continue to be well protected and preserved, and contribute to the country's economic, social and cultural interests.

Underpinning the National Library's repositioning is an ongoing focus on reshaping and redefining services within an increasingly digital environment; building people capability to support new services; and planned improvements to infrastructure, both in Wellington and Auckland.

The National Library has forged strong relationships within the wider library and information and research sectors; as well as the education sector to support educational achievement and literacy, including digital literacy. These partnerships will continue to be important for the Library as we seek to build on shared opportunities, and maximise the benefit and reach of the services we deliver. And by working closely with these partners we ensure we continue to achieve goals that benefit all New Zealanders.

While the current economic environment is challenging, the Library remains focused on opening up the collections in a physical and increasingly digital way to improve access to New Zealand's unique collections and so ensure our collective knowledge and information can be re-used and re-purposed for generations to come.

National Libraries around the globe are confronted by a rapidly changing world that is challenging the way they operate and the services they provide. We are well underway to meet those challenges and deliver a revitalised National Library; one that will continue to make a significant contribution to our national heritage and identity, and our place in the world.

Nāku noa nei, nā



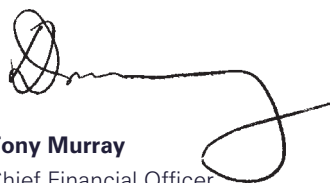
Penny Carnaby
Chief Executive/National Librarian

Chief Executive Statement of Responsibility

In signing this statement, I acknowledge that I am responsible for the information contained in the Statement of Intent for the National Library of New Zealand. This information has been prepared in accordance with the Public Finance Act 1989. It is also consistent with the proposed appropriations set out in the Appropriations (2009/10 Estimates) Bill, as presented to the House of Representatives in accordance with section 13 of the Public Finance Act 1989, and with existing appropriations and financial authorities.



Penny Carnaby
Chief Executive/National Librarian



Tony Murray
Chief Financial Officer

NATURE AND SCOPE OF FUNCTIONS

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 collections, which include 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

Contribution to Government priorities

Responsive services

The National Library's activities are aligned with Government's focus on responsive, cost-effective government services. Delivering the highest standard of service to all who engage with our services, products and collections has been, and continues to be our primary focus. Infrastructure improvements, enhancing people capability and refocusing our services are specific programmes of work underway with roll-out dates over the next three years to ensure services are streamlined, and customer satisfaction improved. Additionally, the National Library has leveraged the potential of the digital environment to expand the reach of its services to New Zealanders at home, and around the world.

Education for success

Education for success is a priority of Government. The National Library has been contributing to New Zealand's education outcomes since the establishment of the school services in 1942. We continue to look for opportunities to support educators and learners to achieve the literacy and 21st century skills required for success, in collaboration with the Ministry of Education and other learning agencies to support educational achievement.

A literate and skilful society

In ensuring New Zealanders have the skills and confidence in using information, the National Library has established a professional centre for educators in Auckland fostering the very best in literacy and information literacy practice to support a strong digital and print future for young New Zealanders. Another key initiative aimed at supporting high levels of digital inclusion and enhancing digital skills and access is the Aotearoa People's Network (APN). Delivered in collaboration with the public libraries of New Zealand, the APN is critical for achieving educational opportunities for all New Zealanders, particularly those in rural and provincial areas. The National Library is working with other stakeholders to define and promote the acquisition of Information and Communication Technology (ICT) skills and digital literacy that are needed for life in the digital age.

A connected productive society

Investment in high speed broadband will enable families, educators and learners, communities, researchers, businesses, service providers, and policy makers to connect to quality content, and enable it to be re-used and re-purposed to create new content.

The National Library plays a key role in ensuring both access to quality New Zealand content, whether in digital or physical form, and preservation of that content. This role ensures New Zealanders have the opportunity to use and access the National Library's products and services to create knowledge and achieve high standards in education and research. These products and services help promote the growth of an internationally competitive digital content creation sector, which ensures vital content is circulated, preserved, protected, and commercialised. With access to broadband, useful content and the right conditions, the digital entrepreneur can create new business opportunities.

New Zealanders connected with information important to all aspects of their lives

In today's knowledge-based and increasingly global economies, the emphasis on access to quality information becomes more critical in New Zealand's drive to build long-term economic, social and cultural growth. The National Library's primary outcome is aimed at providing New Zealanders, young and old, with digital and physical access to New Zealand's heritage in the present so that they can learn from the past and create new and emerging ideas for the benefit of New Zealand. Increasingly, this world is digital and the National Library has responded by building a strong digital presence that will ensure our digital memory is safe and easily accessible.

National Library Strategic Directions to 2017

The New Generation National Library - Strategic Directions to 2017 is our response to increasingly support 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. The National Library of New Zealand (NLNZ) has a clear framework to achieve its strategic direction by focussing on the following priorities:

Our strategic priorities

Accessing New Zealand's digital memory

Ensuring New Zealand's digital memory is trusted, safe, and easily accessible. The National Digital Heritage Archive is being developed to deliver a trusted repository for digital objects.

Sharing our nation's stories

Ensuring 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.

Inspiring knowledge creation and economic transformation

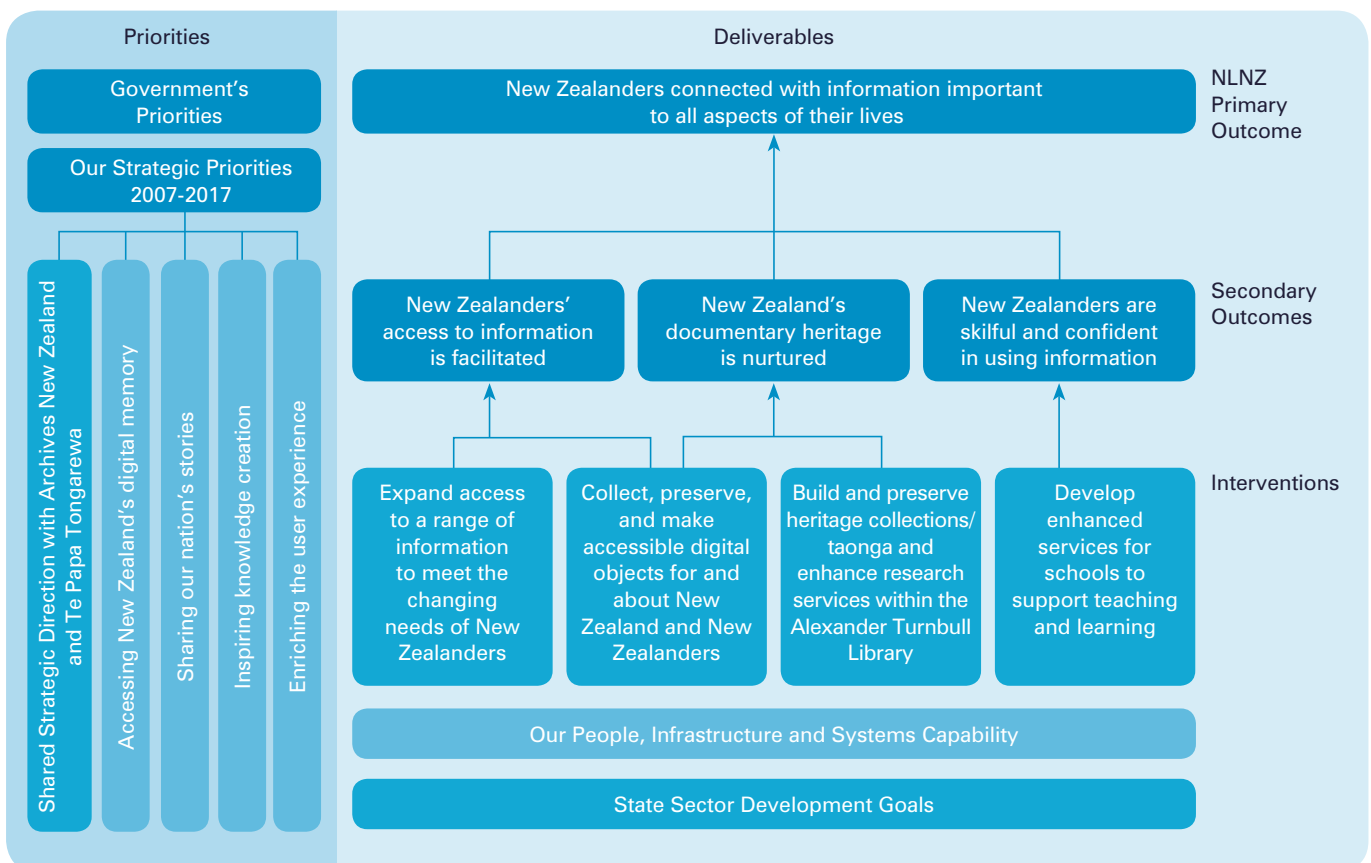
Contributing to New Zealanders' life-long engagement with learning for their economic, social, and cultural benefit.

Enriching the user experience

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

National Library outcomes framework

The managing for outcomes framework guides the National Library in delivering the strategic priorities and enables the National Library to be responsive to the Government's priorities, resulting in improved outcomes for New Zealanders.



A shared strategic direction to make information accessible

We will continue to focus on our major commitment to work with Archives New Zealand and Te Papa Tongarewa in areas of mutual interest. This shared strategic direction to make information accessible recognises the common role of three national institutions in collecting, preserving and providing access to the nation's art, culture and heritage collections and resources. The National Library is working with its partner institutions to provide seamless online access to New Zealand collections by rationalising infrastructure and processes to avoid service duplication and increase customer satisfaction.

To reach these objectives, the three agencies are working towards the following goal:

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

The three agencies have developed a governance arrangement to co-ordinate activities and are developing principles for aligning relevant areas of this work programme to meet this goal.



Contributing to New Zealand's education outcomes

The National Library will work with the Ministry of Education to strengthen its contribution to Government's education outcomes including, literacy, skills development and Māori education. Our areas of focus are to create engaged and motivated readers, develop skilled users of information, strengthen library and information services in all schools and to connect young New Zealanders with their culture and heritage.

Contributing to enhancing information management across government

In 2009/2010 the National Library will work collaboratively with the State Services Commission, Department of Internal Affairs, Archives New Zealand, Land Information New Zealand and Statistics New Zealand to improve the management of government information.

State Services Development Goals

The six State Services Development Goals are directly relevant to decisions we make about how the Library operates, develops its capability, and contributes to the state sector. The Development Goals underpin the Library's work to inform various initiatives that enhance organisational health and capability. Detail relating to the Library's activities can be found under the Operating Intentions and Assessing Organisational Health and Capability sections.

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. However 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 possible and 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
- ensuring its planning and budgeting prioritisation process tests 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.

Our evaluative activity is focused currently at the front-end development of new service design and of existing service models. Also, the focus and challenge of future evaluative efforts continues to be establishing an evidence base that ensures ongoing sustainability and growth of the National Library, in order to be 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 diversify the Library's user base over time.

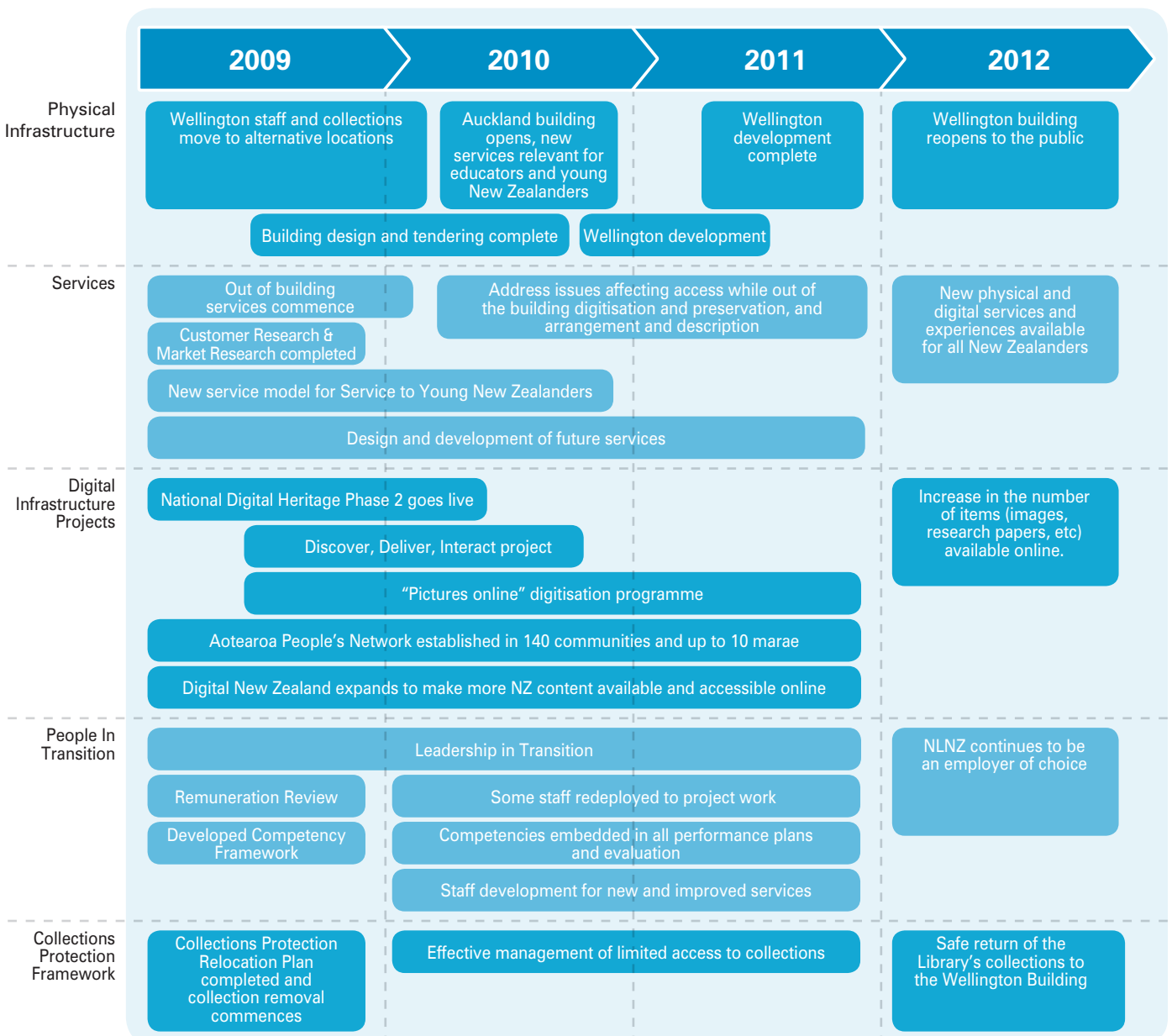
OPERATING INTENTIONS

Over the next three years we will be undergoing a major transformation of our services. During 2009/2010 we will be relocating people and collections from the National Library site in Wellington to temporary premises, and our Auckland services will be relocating to a more central location in mid 2010. During the relocation period the National Library will be focusing on service development, physical and digital infrastructure projects and people capability to progress the realisation of the Strategic Directions to 2017.

Performance and productivity during the relocation period

Key customer groups and stakeholders have been communicated with regarding the Library’s service provision during the relocation period. The National Library will continue to provide high quality and responsive services during this period. Performance standards for 2009/2010 have been revised to reflect the estimated impact of the Wellington relocation. Productivity will also increase in a number of areas as a result of the move.

All activities and initiatives align with our outcome framework and will contribute substantially to the achievement of our desired outcomes. The following diagram summarises the programme of activities during this time.



Physical infrastructure

The National Library in Wellington will be redeveloped to address storage space issues and replace the aging and failing infrastructure of the building to ensure the continued secure housing and protection of our collections. The Auckland centre will be strengthened to provide a development hub for services to young New Zealanders and their educators, supporting the creation of new and improved services nationally.

Service delivery during Wellington relocation

During the Wellington relocation period some of the collections will be stored remotely to ensure the collections are protected and maintained at all times. As a consequence the Library will only be able to offer reduced services at our customer access points in Wellington on Thorndon Quay and Willis Street. The services we will provide will continue to be high quality and responsive.

Design of new and existing services

The design and development of improved services for researchers and new physical and digital services and experiences will be responsive, more convenient and more personalised. 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.

Digital infrastructure projects

During the relocation period, there will be a focus on continuing to digitise the collections. The projects will result in an increase in the number of items (images, research papers, etc) discoverable online. National Digital Heritage Archive phase 2 will go live during this period.

People in transition

As part of the transformation programme we have introduced a leadership programme, as well as building internal capability overall. The National Library will be working 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.

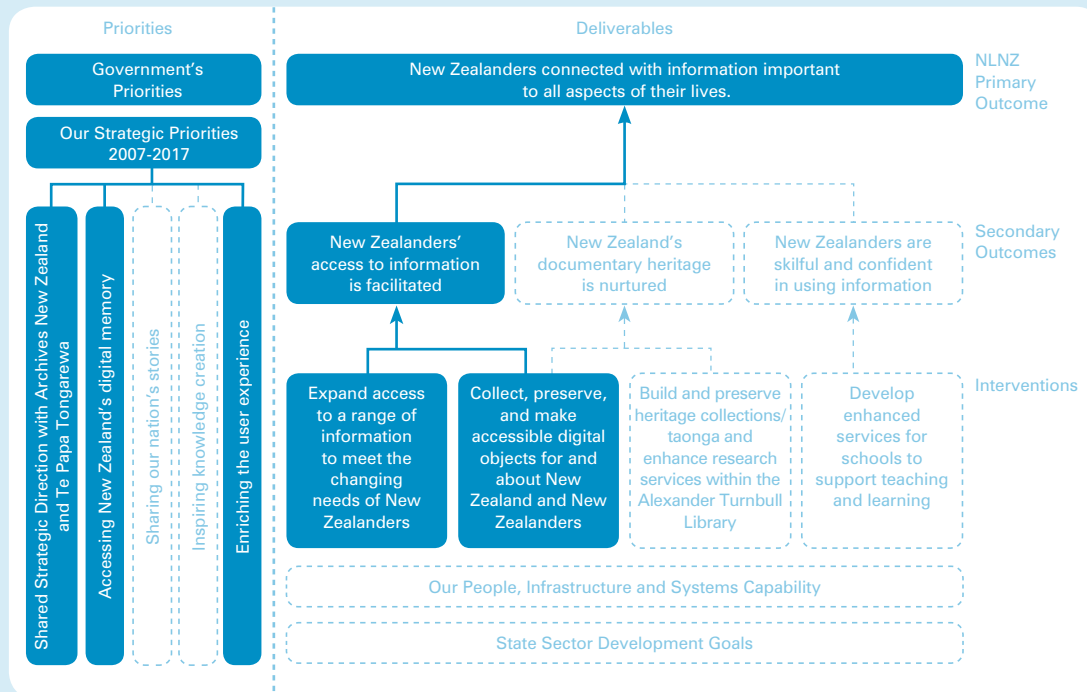
Collections protection framework

A programme and processes are in place to safely remove, store and return the collections at the Wellington location.

Outcome 1

New Zealanders' access to information is facilitated

New Zealanders are able to browse the collections in their own time at their own pace. Heritage materials contained in the Library are easily accessible to all: researchers, communities, hapū, iwi, government, business and international audiences, as well as our primary, secondary and tertiary institutions.



What we are seeking to achieve

All New Zealanders can access items of national significance online 24/7.

All New Zealanders can experience the tangible item in person.

Active partnerships with iwi and community.

What the impact will be

People will be able to access and explore New Zealand's heritage and stories through the National Library collections, regardless of time, place or demographics.

What we will do to achieve this

We will increase availability, access and reach.

We will transform our ways of working with our users, making services responsive and more convenient.

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
- 4.1 Policy advice and statutory servicing.

What we will do to achieve this outcome

Over the next three years:

We will increase availability, access and reach

The National Library will increase access to its collections through transformed physical and digital services which individually meet the needs of different audiences, and which collectively cater for a vastly diverse audience base.

Programmes and initiatives to be delivered in the medium term include:

- The Wellington redevelopment will establish spaces for people to interact with and use New Zealand's rich heritage collections of the Alexander Turnbull Library and the National Library. The development of a national centre of excellence in 21st century literacies in Auckland will enable the delivery of new and improved services, particularly for young New Zealanders. The redevelopment will also enable resources to be focused on arrangement, description and cataloguing of previously unknown New Zealand material, enhancing access to published and unpublished materials in the Alexander Turnbull Library.
- Completing the rollout of the Aotearoa People's Network (APN), addressing the digital divide through enabling digital access in provincial, rural and remote communities.
- Digital New Zealand, an initiative that aims to find new ways to create, describe, licence, store, surface and share New Zealand digital content.
- Discover, Deliver, Interact (DDI) will provide the National Library with a state of the art digital 'front-end' that allows seamless access to National Library resources, and collaborative resources.

We will transform our ways of working with our customers, making services responsive and more convenient

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. The National Library will provide mediated services that are targeted to areas of greatest need and depth – resulting in more people being supported in their interactions with the National Library's resources overall.

Programmes and initiatives to be delivered in the medium term include:

- Redeveloped Visitor Services: free and facilitated access to the internet, digital collections, collaboration spaces and services. A coherent and seamless experience of the Library's physical and digital collections, including displays, exhibitions and interactive activities. Informative and engaging events and programmes which express the richness of the Library's collections, especially the culture and heritage of New Zealand and the Pacific.

Policy advice and statutory servicing

Provide relevant policy advice to Government on the library and information sector, as well as cross-sectoral advice on information literacy, digital policy and strategic issues related to the library and information and research sectors.

How we will demonstrate success in achieving this outcome

Measures used to assess the contribution of our activities are a combination of visitor numbers, utilisation and workload statistics.

Outcome Indicators (3 - 5 year goals)

	Current	2015
Number of visitors post redevelopment	115,000	200,000+
Number of users of the Library's collections and services - online and in person	2 million	3 million

Benchmarking

	Current	2015
Demographics of library users - more diverse users	Market Research Survey 2009	Increasing
Increase in percentage of population per demographic group to be determined by survey		

Performance Measures (12 month targets)

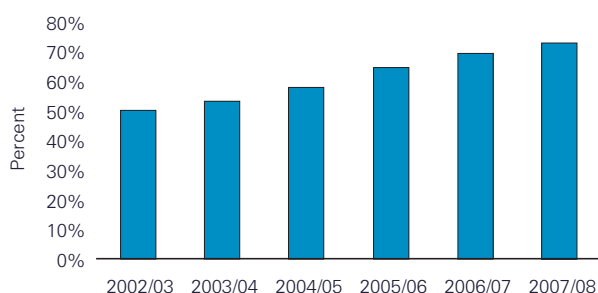
	Projected 2008/2009	Standard 2009/2010
Number of researchers assisted <i>(2009/2010 standard reflects the estimated impact of the Wellington relocation)</i>	105,000-110,000	80,000-100,000
Number of unique visitors to the National Library website (www.natlib.govt.nz)	600,000	500,000-600,000
Number of digital objects created in a number of formats	650,000-700,000	500,000-550,000
Number of new and retrospective records added to TAPUHI	26,000	24,000-29,000

How we will measure value for money

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 is that all New Zealanders have access to a more complete record of New Zealand's documentary heritage than was 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 outlines the increased percentage of the published heritage collections with online records – 73% of the collection in 2007/2008 compared with 49% in 2002/2003. Over the stated period, 2002/2003 – 2007/2008, the published heritage collections increased by 17%, but the number of electronic records for items increased by 74%. As predicted, this trend has flattened because of the preparations required for the relocation from the Wellington building, but the trend is still upward, increasing the ability of users to identify and retrieve a range of New Zealand heritage material.

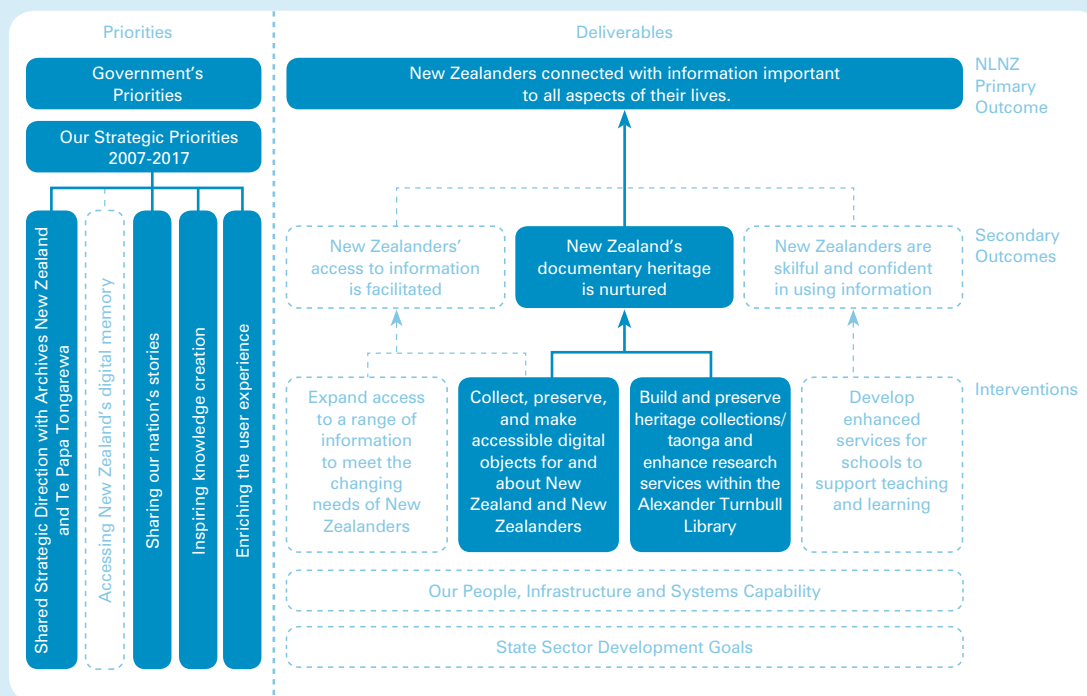
Increase in percentage of electronic heritage catalogue records



Outcome 2

New Zealand's documentary heritage is nurtured

We will ensure the National Library is seen as an authoritative and trusted source of New Zealand's documentary heritage. New Zealanders' access to the richness of our published and unpublished collections of the Alexander Turnbull Library is assured as our collections continue to be built, preserved and maintained. We will also encourage the development of new knowledge by supporting all New Zealanders' engagement with the collections through a range of services and delivery channels.



What we are seeking to achieve

All New Zealanders regard the collections, products and services provided by the National Library as authoritative and trustworthy.

All New Zealanders know their documentary heritage is preserved for future generations.

New Zealanders create new knowledge from our collections.

What the impact will be

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

The National Digital Heritage Archive (NDHA) ensures New Zealand's heritage is preserved for future generations.

More items of national significance are made accessible online.

Strengthen New Zealand's ability to contribute to New Zealand scientific, creative and business industries.

What we will do to achieve this

We will continue to build a heritage collection that reflects society.

We will continue to provide appropriate and secure handling, preservation, and housing of our heritage items.

We will provide opportunity, encouragement, and content to enable all New Zealanders to be creative.

Primary contributing outputs

2.1 Collecting and preserving information

2.2 Preservation and conservation activities.

What we will do to achieve this outcome

Over the next three years:

We will continue to build a heritage collection that reflects society

One of the functions of the National Library 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, in a manner consistent with their status as documentary heritage and taonga.”

Programmes and initiatives to be delivered in the medium term include:

- National Library collections and access policies are reviewed annually, and will be updated to ensure they continue to align to the Library’s strategic direction.

We will continue to provide appropriate and secure handling, preservation, and housing of our heritage items

All preservation standards, guidelines, services and procedures are developed with reference to national and international published standards and guidelines, in consultation with national and international experts, and follow national and international best practice.

Programmes and initiatives to be delivered in the medium term include:

- The redevelopment of the Wellington building will see the safe housing of, and adequate space, for the collections through to 2026.
- Collections protection plan - ensuring the safe removal, storage and return of all the Library’s collections.
- Consultation and collaboration with statutory advisory bodies - Guardians Kaitiaki of the Alexander Turnbull Library and advisory group Te Komiti Māori.
- The National Digital Heritage Archive will provide advice and support across the culture and heritage sector with a view to a national approach to digital preservation policy standards.

We will provide opportunity, encouragement, and materials digitally to enable all New Zealanders to be creative

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. Enabling researchers to discover and engage with information to create new knowledge is a key part of our service delivery. Increasingly, New Zealand’s documentary heritage is born-digital and therefore we are expanding services to researchers to include New Zealand’s activity on the web and born-digital publications.

Programmes and initiatives to be delivered in the medium term include:

- Redeveloped Research Services will include: streamlining a number of customer touch points into one cohesive research centre; refocused staff competencies and knowledge of the collections to provide more convenient and comprehensive customer care; specialist services to be offered by expert curators and conservators; and increased access to collections by making more collection items available online through the Pictures Online project.
- Research, document, and publish notes on particular topics and research collections, including notes on Māori material.

How we will demonstrate success in achieving this outcome

Measures used to assess the contribution of our activities are a mixture of utilisation and workload statistics.

Outcome Indicators (3 - 5 year goals)

	Current	2015
Reduction in preservation backlogs	60%	80%
Number of people creating 'new knowledge' using material accessed through NLNZ and our partners. Measured through citations in all formats	200	500
Number of online records created - demonstrated by an increase in the percentage of electronic catalogue records created for New Zealand's published documentary heritage	70%	80%

Performance Indicators (12 month targets)

	Projected 2008/2009	Standard 2009/2010
Number of items acquired for the Alexander Turnbull Library	61,000	69,000- 70,000
Number of collection items included in preservation treatment, copying, and archival storage programmes	650,000	309,000- 592,000
Number of Alexander Turnbull Library citations in published formats from books to born-digital	200	330-360
Successful completion of the National Digital Heritage Archive programme	<i>New measure 09/10</i>	<i>Achieved/ Not achieved</i>
No loss or damage to collections during the relocation period	<i>New measure 09/10</i>	<i>No major incidents recorded</i>

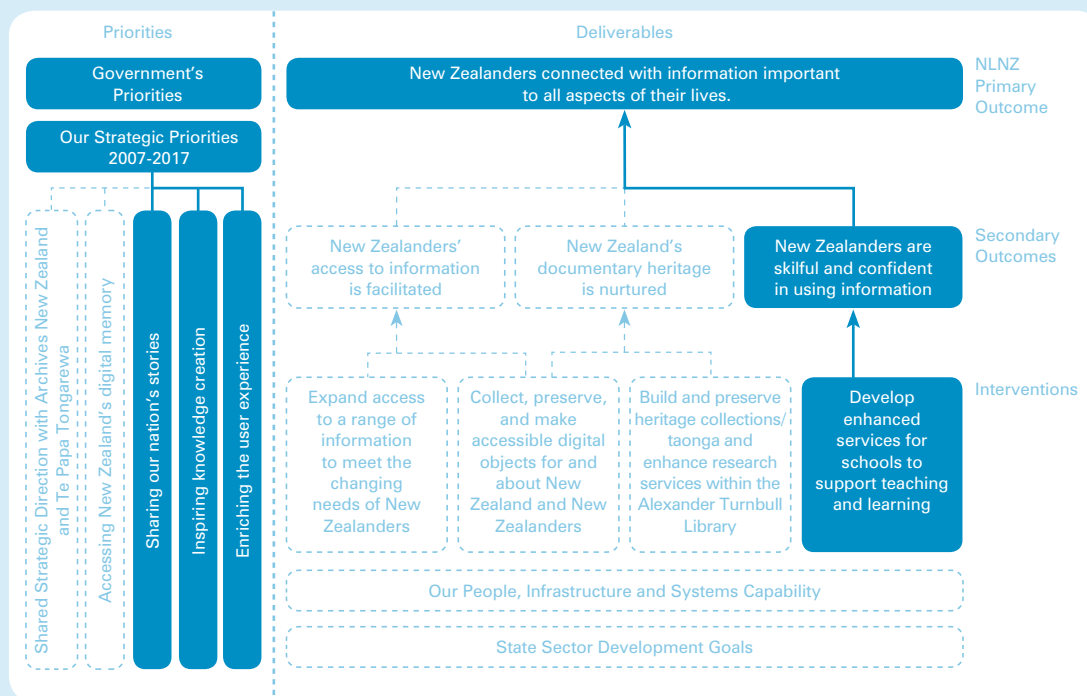
How we will measure value for money

Value for money in relation to this outcome is demonstrated by the preservation of New Zealand's documentary taonga for generations to come and also the creation of electronic catalogue records for New Zealand's published documentary heritage, resulting in increased exposure and discoverability both domestically and internationally.

Outcome 3

New Zealanders are skilful and confident in using information

All New Zealanders can access a range of services and programmes to develop skills and confidence in using information, through formal and informal learning environments, in their communities. The National Library will work towards creating motivated and engaged readers to support educational achievement, and to develop a creative knowledge economy.



What we are seeking to achieve

All New Zealanders are skilled and creative users of information.

Young New Zealanders are motivated readers.

Educators are supported in their development.

All New Zealanders have access to technologies to increase their digital literacy.

What the impact will be

School libraries developed to support learners and educators.

Public libraries and learning institutions improve for the benefit of all New Zealanders.

Transformed service delivery for our customers.

What we will do to achieve this

We will strengthen the contribution of libraries to education, life-long learning and information, and 21st century literacy.

We will transform our ways of working with our customers, to engage, connect and inspire all New Zealanders.

We will encourage contribution and participation in knowledge creation.

Primary contributing outputs

- 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
- 4.1 Policy advice and statutory servicing.

What we will do to achieve this outcome

Over the next three years:

We will strengthen the contribution of libraries to education, life-long learning and information and 21st century literacy

By working collaboratively with public libraries, schools, the Ministry of Education and other agencies to develop library and information access, management and use.

Programmes and initiatives to be delivered in the medium term include:

- a web-based school library zone, professional resources and practical management support for school boards and managers.
- The 'Strengthening School Libraries' Project.
- Community kete repository support for new users of the Aotearoa People's Network (APN).

We will deliver services to engage, connect and inspire all New Zealanders

By engaging, connecting and inspiring all New Zealanders through creative, interactive and innovative learning spaces and services in our physical and virtual environments.

The National Library will be working with a wide range of government and learning agencies to coordinate the delivery of services to all New Zealanders.

Programmes and initiatives to be delivered in the medium-term include:

- Redeveloped Services to Young New Zealanders and their Educators will include: revised programme of professional development for educators and school library staff, primarily delivered via a refreshed schools' advisory model, supported by online materials, advisory help-line and targeted in-school support for educators.
- Web-based repository of professional resources and practical management support for school boards and managers to assist in the development of school libraries being dynamic agents of learning.
- The Auckland centre will be strengthened to provide a development hub for services to young New Zealanders and their educators, supporting the creation of new and improved services nationally. In Wellington we will provide a distinctive, innovative and important cultural heritage space to encourage all New Zealanders to engage with the collections and services of the Library.

- Complete the full rollout of the Aotearoa People's Network (APN) and ensure its sustainability into the future in partnership with the public libraries and local authorities of New Zealand.
- Work with educational agencies to deliver increased efficiencies by joining up ICT architectures and facilitate their smart use to support learning outcomes through the ICT Education Standing Committee.

We will encourage contribution and participation in knowledge creation

Providing all New Zealanders with the opportunity to develop the necessary skills to enable them to share and contribute to New Zealand's documentary heritage, encouraging citizen-created knowledge.

Programmes and initiatives to be delivered in the medium term include:

- Work with public libraries to maximise the potential of the Aotearoa People's Network (APN) in generating new content and participation in the virtual/digital environment.
- Further promote Digital New Zealand products and services such as 'search builder' and 'memory maker' to encourage contribution and participation.

Policy advice and support to advisory bodies

Provide relevant policy advice to Government on the library and information sector, as well as cross-sectoral advice on information literacy, digital policy and strategic issues related to the library sector.

How we will demonstrate success in achieving this outcome

Measures used to assess the contribution of our activities are a mixture of usage and workload statistics.

Outcome Indicators (3 - 5 year goals)

	Current	2015
Number of users of the Library's collections and services - online and in person	2 million	3 million

Benchmarking

	Current	Trend
Level of usage by schools of National Library products and services	Benchmark 2009/2010	Increase to 95% by 2015
Demographics of library users - more diverse users Increase in percentage of population per demographic group to be determined by survey	Market Research Survey 2009	Increasing

Performance Indicators (12 month targets)

	Projected 2008/2009	Standard 2009/2010
User access to online collections 23/7	95%	95%
Access to Te Puna database available for subscribers 23/7	95%	95%
User satisfaction with access to services for young New Zealanders in schools	95%	95%
Annual programme of formal collaborations and targeted services is delivered	<i>New measure</i>	<i>Achieved/ Not achieved</i>
Percentage of schools rated decile four and below that received School Services support	92%	70-80%

How we will measure value for money

Value for money in relation to this outcome is defined by the provision, acquisition and delivery of programmes and resources to New Zealand primary and secondary schools. The Aotearoa People's Network provides value for money through addressing the digital divide by providing access for all New Zealanders to information technology that would otherwise be unobtainable.

MANAGING IN A CHANGING 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
Whole-of-organisation		
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.
Wellington building redevelopment is not delivered on time and within budget.	Financial and reputation impact.	Sound project planning and management, including integrated programme plan development and monitoring. Independent quality assurance on programme and cost. Procurement processes targeted to balance cost and risk.
Outcome 1: New Zealanders' access to information is facilitated.		
Intervention 1: 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. The partnering agreement with the Online Computer Library Centre incorporates our bibliographic utility content into worldwide search engines, increasing its discoverability beyond National Library services.
Intervention 2: 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.	Phase 1 of NDHA implemented in November 2008. Ensure planning for and delivery of phase 2 of NDHA programme continues to address 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 into the NDHA is user-friendly.

Risk	Impact	Mitigation
Outcome 2: New Zealand's documentary heritage is nurtured.		
Intervention 3: Build and preserve heritage collections/taonga and enhance research services within the Alexander Turnbull Library.		
Collections are damaged or lost during construction, relocation or re-occupation.	Damage caused during relocation. Deterioration of collections during decant.	Collections protection plan developed. Library specialist staff involved in selecting temporary locations, planning and overseeing the move and storage of collections. Independent quality assurance.
Decant of the Wellington building affects the ability to maintain essential National Library services, in turn affecting our customer relationships.	Unacceptable decrease in services during change.	Communications with key stakeholders on services that will be available during decant. Maximise access to high use collections during decant. Maintaining continuity of our digital services and increasing our digital content.
Outcome 3: New Zealanders are skilful and confident in using information.		
Intervention 4: 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 are 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 New Generation Implementation Steering Committee and the external Assurance and Risk Advisory Committee to support the governance activities of the Strategic Leadership Team. These committees are positioned within the management and reporting structure so that key performance and risk information is effectively monitored and actioned.

A new Risk Management Policy and Risk Management Framework was implemented during 2008/2009 and now forms the basis for all National Library risk management.

ASSESSING ORGANISATIONAL HEALTH AND CAPABILITY

Direction

Our vision of New Zealanders connected with information important to all aspects of their lives requires leadership and a culture that encourages excellence and innovation. We are committed to building organisational capability that balances a more customer approach with cost-effective delivery models.

We have developed a plan of work that supports the State Services Development Goals (Employer of Choice and Excellent State Services) and strategic priorities set out in the New Generation Library Strategic Directions to 2017. At the heart of this work is the evolution of culture, shared behaviours and values. We will focus on ensuring that there are systems in place to support the organisation to manage its people and performance, and to assist the business to operate successfully.

Laying the foundation

We have recently negotiated a new collective agreement, implemented a new remuneration framework, and reviewed and implemented our performance planning and review process. We continue to use the results of our recent culture survey to strengthen staff engagement.

Looking to the future

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 activities that support this vision include:

- **Competency models** - provide a basis for assessing the 'how' components of a job. We will continue to roll out our competency model with a focus on building and maintaining a culture that supports and celebrates strong performance.
- **Culture** - in 2008 we conducted a culture survey and are using the results to identify opportunities for moving from the actual to the preferred culture, as articulated by staff.
- **Performance planning and review** - involves managing and developing staff against an agreed set of objectives.
- **Remuneration** - ensures we have a robust but flexible model within the National Library.
- **Career development** - ensures we are developing the right people with the right skills for the roles that we require in the future.

We have reviewed some of our organisational structures to ensure our readiness to meet the challenges ahead and that we are flexible enough to respond to future changes. Underpinning all this work is our new competency model that is being integrated into the way we do things. Together, these pieces of work set the foundation and focus our activity on the components of work that will transform our workplace.

Developing our capability

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

- **Management and leadership development** - developing key management and leadership skills.
- **Organisational design** - ensuring our structure is aligned with our strategy.
- **Workplace change** - providing our staff with the skills needed to support them through this time of change.
- **Talent management and succession planning** - recognising the skills we currently have and planning for our future requirements.
- **Developing Māori capability** - design and implement further Māori capability building across the organisation.

Government Focus	National Library Focus	Measures
Productive and responsive government services.	Exceptional customer service supported and maintained.	Customer feedback. Culture Survey results.
	Building and attracting talent to fulfil future requirements.	Time taken to fill vacancies. Numbers of internal promotions and transfers. Match of skills to required competencies across all positions.
	A flexible and resilient workforce.	Turnover. Culture survey results. Exit survey outcomes.

Equal employment opportunities (EEO)

Equal employment opportunities apply to all aspects of the Library's human resource policies, including recruitment, selection and appointment practices, organisational development, performance management, career development, conditions of employment and the work environment. Over the coming year we will review our EEO and Diversity Policy.

Strategic collaboration

The National Library works in collaboration across a range of government agencies to leverage more benefit from the Library's services and collections and deliver value for money. Government organisations and local communities need to collaborate to achieve positive cultural and economic outcomes for New Zealanders. For that reason, the National Library works in partnership with the libraries of New Zealand, and the education, culture and heritage, ICT and research and publishing sectors, to deliver global and national knowledge networks to enhance and strengthen capability to serve communities. 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.

Advisory bodies

The National Library works with three statutory advisory bodies, two of which were established under the National Library of New Zealand (Te Puna Mātauranga o Aotearoa) Act 2003. A third statutory advisory group relates to administering the Public Lending Right for New Zealand Authors Act 2008, which became the responsibility of the National Library in January 2009. The Library also works with two key forums that advise the National Librarian on strategic priority areas for Māori and for the Libraries of New Zealand. These bodies are:

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. Provide independent advice to the Minister Responsible for the National Library on matters relating to 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.

Public Lending Right for New Zealand Authors Scheme - Advisory Group

Tasked with advising the Chief Executive/National Librarian on any proposal to change the Public Lending Right regulation, as well as advice on policy and administrative matters affecting the scheme.

Te Komiti Māori

Provides 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.

Implementing our property strategy

The Library will be updating its Property Management Strategy in 2009/2010. During the next three years the National Library building in Wellington will be redeveloped. 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-for-purpose 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, the external capability to support the New Zealand library community, and to enable access by all New Zealanders to our digital resources and services. While phase one of NDHA is now live and preserving our heritage digital content, there is an ongoing programme of work associated with the system to implement additional features, as well as ensuring the system is well maintained to assure the highest levels of content security and availability. We are also looking to develop a flexible, open environment, which fosters digital innovation and demonstrates, through the use of appropriate new technologies, our commitment to becoming an employer of choice.

The National Library is undertaking a programme to optimise its resources in the information technology arena. We are actively value managing our information technology investment to ensure our services represent value for money.

Sustainability

The National Library is committed to sustainability. Our sustainability criteria are also now included in the procurement of all goods and services. Our objective is to operate in a sustainable, resource-efficient manner, reducing emissions and operating costs where practical.

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

Government Focus	National Library Focus	Measures
Enhanced sustainable government procurement – mandatory standards.	Full compliance with Ministry of Economic Development rules and standards on sustainable procurement.	Contract Management System incorporates vendor level compliance reporting. Print Supply tenders incorporate sustainable print measures. The inclusion of sustainability clauses in the tenders and tender evaluation of all goods and services.
Travel plans - mandatory.	Reducing travel-related impacts.	Development and adoption of a workplace travel plan by 2010.

CAPITAL EXPENDITURE

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

Asset Class	Budget 09/10 \$000	Budget 10/11 \$000	Budget 11/12 \$000	Budget 12/13 \$000
Property, Plant and Equipment	13,395	15,732	16,547	6,533
Intangibles	541	526	1,027	2,500
Other	2,529	2,515	3,014	4,488
Total	16,465	18,773	20,588	13,521

LEGISLATION WE ADMINISTER

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

Public Lending Right for New Zealand Authors Act 2008

ADDITIONAL STATUTORY REPORTING REQUIREMENTS

Report to Parliament by the Chief Librarian of the Alexander Turnbull Library

OUR VALUES

Information

We value the power of information.

Service

We focus services on our communities' needs.

People

We value and respect all people.

Excellence

We strive for excellence and innovation.

Treaty of Waitangi

We value the Treaty of Waitangi.

Ko te Pārongo

Mohio pai mātau ki te mana o te pārongo.

Ko te Whakarato

Aronui rawa atu mātau ki te hunga tuku tonu mai.

Ko ngā Tāngata

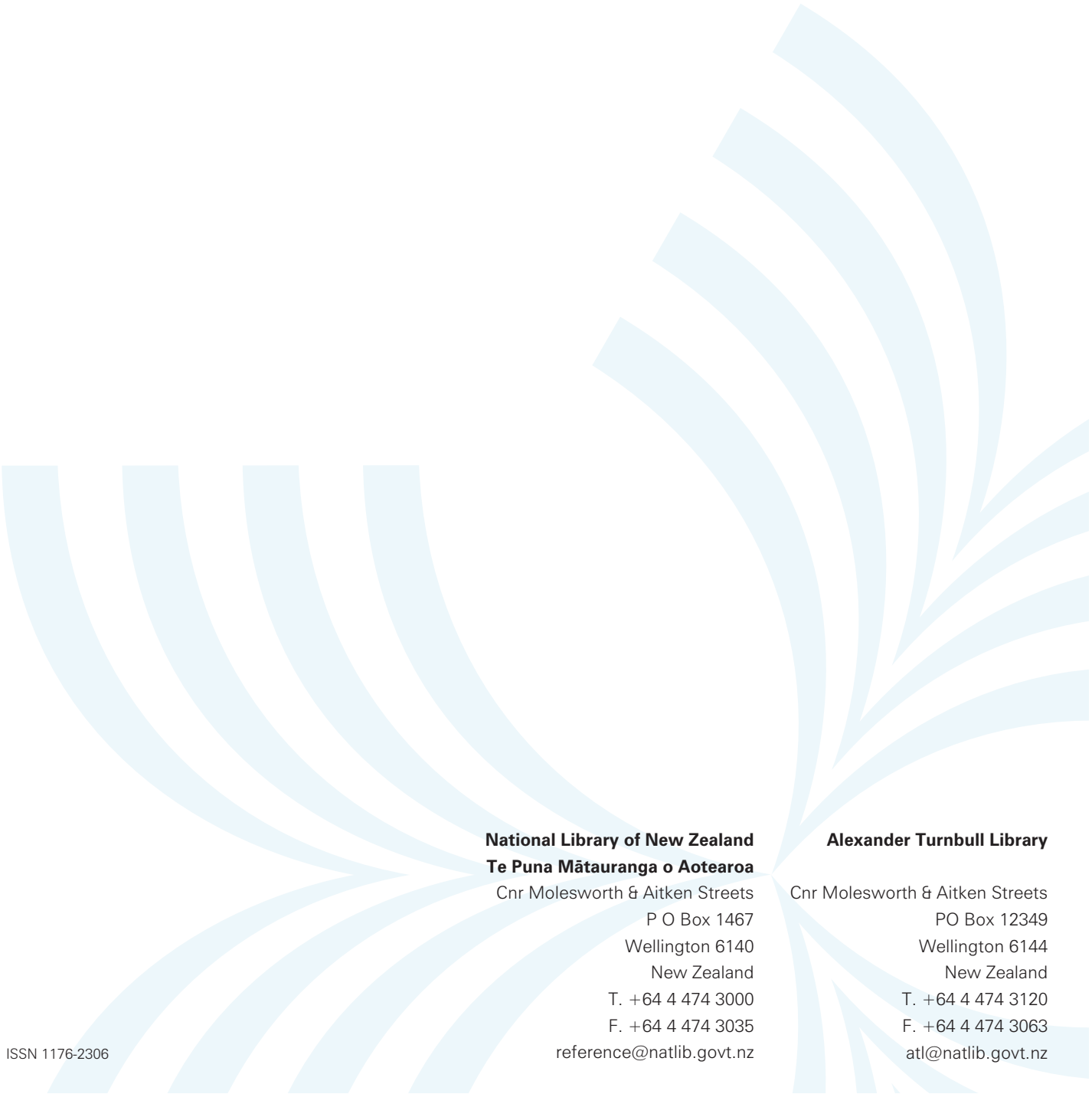
Ngākaunui rawa atu mātau ki ngā hunga e mahi tahi ana mātau.

Ko te mutunga mai o te pai

E whai ana mātau i te tino painga o ngā mahi katoa.

Te Tiriti o Waitangi

Ngākaunui rawa atu mātau ki te Tiriti o Waitangi.



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