

NATIONAL LIBRARY OF NEW ZEALAND

TE PUNA MĀTAURANGA
O AOTEAROA

NEW GENERATION NATIONAL LIBRARY | STRATEGIC DIRECTIONS TO 2017





New Generation National Library Strategic Directions to 2017

The New Generation National Library is founded on the purpose and roles as defined in the National Library (Te Puna Mātauranga o Aotearoa) Act 2003, its values and its strategic and operating environment. This includes our strategic alignment with the Government's three key themes, New Zealand's Digital Strategy, and our collaborative relationships and partnerships with others.

I am pleased and excited to present to you the National Library of New Zealand Te Puna Mātauranga o Aotearoa New Generation Strategic Directions to 2017. It signals one of the most significant strategic repositionings of this country's national library since its inception.

In essence, this strategy describes how one of New Zealand's great national cultural institutions will transform its operations to unleash the potential of the digital environment. It is a strategy that will use national and global broadband networks to connect New Zealanders to information important to their lives in a more equitable and useful way. It is about the democratisation of information and the fostering of public digital space so that significantly more of the stories and intellectual endeavours of New Zealanders will be accessible online. This includes New Zealand digital content from businesses, communities, marae, researchers, and young New Zealanders. New Zealand will be online and available to the world. Global networks will bring the world's knowledge-banks to New Zealand.

This is a strategy that will realise Toffler's Future Shock prediction of a "high tech high touch" world. The National Library will continue to take care of the nation's rich tangible documentary heritage in the collections of the Alexander Turnbull Library, as well as using technology to unleash new content online and create greater access to these collections. Importantly this is not only a strategy about content creation, but about how we will preserve New Zealand's memory in perpetuity so that New Zealanders can always explore and understand the journey that is New Zealand and the Pacific.

Here we have identified our strategic priorities of assisting young New Zealanders, collaborating with other libraries and partners, developing a national digital library, and the provision of quality research services focused on New Zealand and the Pacific for all New Zealanders and researchers the world over.

The strategy builds on the wealth of skills, knowledge and experience of our staff. People are key to our success. This is a strategy about transforming our workplace to one where we will balance excellence and tradition with innovation and creativity.

Critical to every aspect of our strategy are the partnerships and collaborations we develop. We hope this strategy will stimulate conversations to help us move forward together. We trust our strategy to provide us with a sound basis for the future, which comes with its own unique set of opportunities and challenges.

The New Generation National Library of New Zealand will be a library that never sleeps, a library for all New Zealanders to connect with, and create their stories wherever they are. The digital dimension calls for us to adopt and explore new knowledge creation paradigms and for the Library to be responsive to our users, both present and future.

I invite all New Zealanders to engage with and contribute to our New Generation National Library.

Penny Carnaby
National Librarian and Chief Executive



Futurescape – 2017

The Web is the **centre of a new digital lifestyle** that changes our culture and touches every aspect of our lives. It is the platform for interaction, information, education, entertainment and communication

People will be able to **call up information on mobile and non-mobile devices** wherever and whenever they need to and library resources are responsive to this environment

All **information discovery** begins with the meta search engines including discovery of library resources

New Zealand has adopted international standards that make the discovery and sharing of data and content **easy and seamless** - with our intelligent discovery tools allowing users to get the right information for their needs

Specialised, aggregated content is **delivered to where users are** – the library role is to deliver niche content into research and learning workflows

Digital archiving in perpetuity preserves the world's knowledge and New Zealand is recognised globally as one of the key links in the network of trusted archival repositories

Books and printed material continues to increase at approximately 36% per annum as people create and publish print and digital materials

New Zealand's Digital Strategy and its child, the New Zealand **Digital Content Strategy**, have delivered connectivity and content to New Zealanders who are confident in using, sharing and accessing the digital world

The libraries of New Zealand are not merely in communities, they are communities: they **preserve and promote community memories**; they provide mentors not only for the exploration of stored memory, but also for the creation of new artefacts of memory

The libraries of New Zealand provide **shared curation** of the nation's cultural, scholarly, historic, scientific, citizen-created, independent research content and collections

Learning is driven by the learner working online in networked environments within their personal learning landscapes and within user-defined communities

In our diverse multi-cultural society people can easily find information and **enjoy reading and sharing their stories**

The people working in libraries are highly competent with technology and web-based tools; **they are experts** in organising and finding content, developing niche products and services and absolutely focused on what their users need.

Our Purpose

To enrich the cultural and economic life of New Zealand, and its interchanges with other nations.

National Library
(Te Puna Mātauranga o Aotearoa)
Act 2003

Our Four Strategic Priorities

Our strategy identifies four strategic priorities and four supporting critical areas that will contribute to the development and implementation of the National Library's 10-year strategic directions.

Accessing New Zealand's digital memory

To help ensure New Zealand's digital memory is trusted, safe and easily accessible we will:

- Position the National Library as an international leader in the preservation of digital memory and recognised globally as a trusted digital space and place, by working with other libraries and our international partners to make New Zealand's content seamlessly available to the world and the world's content to New Zealand;
- Promote innovative national digitisation initiatives that unlock the rich taonga, resources and stories of New Zealand, Māori and the Pacific;
- Contribute to a national research e-infrastructure including institutional research and community repositories in collaboration with sector partners;
- Provide national bibliographic infrastructure to enable the delivery of content effectively and economically for the benefit of all New Zealanders;
- Work with Iwi/Māori to build the most comprehensive and accessible collections of digitised Māori materials representing mātauranga Māori;
- Work collaboratively nationally to encourage the adoption of national/New Zealand-wide interoperability standards, and internationally to connect digital content and to ensure a networked approach to finding solutions in preserving New Zealand's digital memory; and
- Strengthen the research and development capability of the National Library, particularly in the areas of digital preservation, social software, Web 2.0, and citizen-created content.

Inspiring knowledge creation and economic transformation

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

- Ensure our education and learning services, products and programmes are focused on achieving 21st Century literacies¹ for learning communities;
- Engage, connect and inspire learners through creative, interactive and innovative learning spaces and services in our physical and virtual environments, to support their learning needs, to create skilled information users and to encourage and develop the joy of reading;
- Support New Zealand's economic transformation by encouraging the creation of New Zealand content and knowledge;
- Undertake and coordinate research into the economic value of new knowledge as a tool for economic transformation;
- Encourage collaboration and interaction between users for the free exchange of ideas and creating content through both our in-Library and online services in a Web 2.0 environment to contribute to building confident communities online;
- Develop innovative programmes and activities to meet the needs of Iwi/Māori;
- Provide advocacy and leadership to strengthen the contribution of libraries to education, life-long learning and information and digital literacy; and
- Understand the diverse needs of young New Zealand learners and their expectations of their learning environments, and strengthen collaborations to create access to the most relevant, engaging and effective information resources and services.



¹ 21st century literacies includes traditional literacy along with digital and multi-media literacy, and the ability to process and synthesise information in meaningful ways

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, we will:

- Continue to value the importance of the collection and preservation of New Zealand's documentary heritage both in their original format as well as through the digital paradigm;
- Connect citizens to stories of New Zealand, Māori and the Pacific by enabling wider access to the richness of New Zealand's cultural heritage and taonga held within the Alexander Turnbull Library;
- Create authoritative records and content for the published output of New Zealand and the Pacific;
- Collaborate across the research community to ensure research outputs are preserved and available for the researchers of tomorrow;
- Work collaboratively with the libraries of New Zealand, Australia and other nation's to extend access to knowledge resources in a variety of formats;
- Enhance access for Iwi/Māori to content containing mātauranga Māori through the depth and range of our records and catalogues; and
- Acknowledge and respond to an increasingly diverse and multi-cultural New Zealand society.

Enriching the user experience

To ensure experiences are enjoyable and meaningful when accessing collections both in-Library and online, we will:

- Launch our new online interface to enable citizens to create and access information of their choice through a rich interactive web environment;
- Facilitate Iwi/Māori access to mātauranga Māori by creating pathways to information in the collections;
- Build on our strengths such as family history and children's literature;
- Refocus our General Collections by placing a greater emphasis on New Zealand and the Pacific;
- Reshape our customer contact points to ensure we are responsive in meeting user's needs both in-Library and online;
- Enhance the experience of visiting and using the National Library in Wellington by creating a distinctive, innovative and important cultural heritage place and space and acknowledge an increasingly diverse New Zealand society; and
- Develop our services in Auckland to bring the Library's wealth of information and expertise to the people of New Zealand.



Our Outcome

New Zealanders connected with information important to them
E hono ana ngā tāngata o Aotearoa ki ngā pārongo e waiho ana i te mātauranga

Our Value Propositions

To deliver on our strategic priorities we have identified four customer-focused value propositions. These are:

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.

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.

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.

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.



t to all aspects of their lives.

whai tikanga ana ki ngā āhuatanga katoa o ō rātau ao.

Critical to our success in achieving our challenging strategic agenda, within the Library we will focus on:

Te Kaupapa Mahi Tahī

We will ensure:

- Taonga Māori are cared for, protected and made accessible in collaboration with Iwi/Māori, and in collections held by other cultural institutions;
- Our services, products and programmes are relevant to Iwi/Māori;
- Our interventions for Iwi/Māori are clearly articulated through our strategic and business planning processes;
- Leadership and commitment to build our capability and capacity for mātauranga Māori is embedded across the Library; and
- Our values acknowledge the mauri of taonga and we respect that mātauranga Māori resides with Iwi/Māori.

Valuing strategic alliances

We will:

- Provide professional leadership and work collaboratively to develop and strengthen national frameworks within the library and information sector;
- Collaborate more closely with other research libraries, museums, archives and galleries, and the key sectors of library and information, culture and heritage, education, ICT and research to deliver whole-of-country services that connect New Zealanders to information, and to ensure national collections are managed, accessible and preserved to ensure a fully sustainable New Zealand knowledge infrastructure for the nation and our communities;
- Ensure relationships between Iwi/Māori and the National Library are enhanced, created, shared and valued;
- Collaborate with our key partners in government;
- Work collaboratively with our advisory bodies to increase access to content and advance knowledge creation; and
- Collaborate with our strategic international partners in redefining the role of libraries in the digital age.

Positive people learning together

We will:

- Encourage leadership, and support creativity and innovation;
- Build our skills, competencies and knowledge base of expertise in accessing, managing and using information in the 21st century by providing learning and development opportunities in digital literacy;
- Create a future focussed workplace to ensure diverse, motivated and skilled people are recruited and retained;
- Promote a learning organisation to ensure we stay focused on achieving our strategic direction; and
- Grow our understanding and responsiveness to the present and future needs of our customers.

Sustaining our organisation

We will:

- Regenerate our organisation to respond to the multi-faceted digital environment for the best delivery of our services;
- Optimise our efficiency and effectiveness to deliver our services and to free up resources to deliver on our strategic priorities by aligning our business systems;
- Ensure we have the resources to deliver our strategy by actively exploring opportunities for partnerships;
- Fulfil our obligations under the National Library (Te Puna Mātauranga o Aotearoa) Act 2003; and
- Invest in infrastructure to deliver on our strategy.



All images are taken from the Collections of the Alexander Turnbull Library

01 Charles Blomfield 1848-1926, G-375

02 Poster - Boat Show '84, 1984, MSI-Papers-7081-3-1

03 Joseph Bruno Moran d 1952, Eph-D-MORAN-1920s-01

04 Takurua Tamarau and his grandson Leo Tamarau sharing a hongi. On Takurua's knee is Leo's twin Alfred. On the right is Leo and Alfred's Sister Lorna. Taken at Ruatoki.

H R Vine fl 1939, F- 2659-1/2 -MNZ

05 Eric Albert Lee-Johnson 1908-1993, PAColl-0522-1-03

06 Charles Heaphy 1820-1881, A-147-015

07 Photographer unidentified, 1937, PAColl-8632

08 Photographer unidentified, 20 June 1958, C- 25666-1/2

09 Photographer unidentified, [ca 14 July 1941], F- 1269-1/4 -DA

10 Clean your teeth for dental health, 1950s, Eph-C-DENTAL-HEALTH-1950s-01

Our Key Focus Areas

To deliver on the first year of our strategic directions we will focus on:

- Implementing actions from the New Zealand Digital Content Strategy, including phase 2 of the rollout of the People's Network;
- Building the National Digital Heritage Archive to capture and preserve in perpetuity the digital memory of the nation;
- Continuing to provide greater access to key collections and stories held within the Alexander Turnbull Library through digitisation and the creation of descriptive records;
- Working with the National Digital Forum to increase the volume of digital content available through a single search;
- Strengthening library and information services to support learning, including an increased focus on 21st Century literacies;
- Working with public libraries and local government to realise the outcomes from the New Zealand Public Libraries Summit;
- Planning at a detailed level the building redevelopment in Wellington;
- Developing our services in Auckland to bring the Library's wealth of information and expertise to the people of New Zealand;
- Realigning resources to deliver on our customer-focused value propositions in the New Generation National Library Strategic Directions to 2017;
- Assessing organisational capability and capacity by reviewing our skills, competencies and associated remuneration framework needed to deliver our outcomes;
- Exploring the potential of a network strategy that leverages KAREN (Kiwi Advanced Research and Education Network) to deliver our New Generation National Library Strategic Directions to 2017; and
- Implementing the new information access programme for the libraries of New Zealand connecting them to international search engines and the resources of 57,000 libraries worldwide.

Our Strategic Alignment

