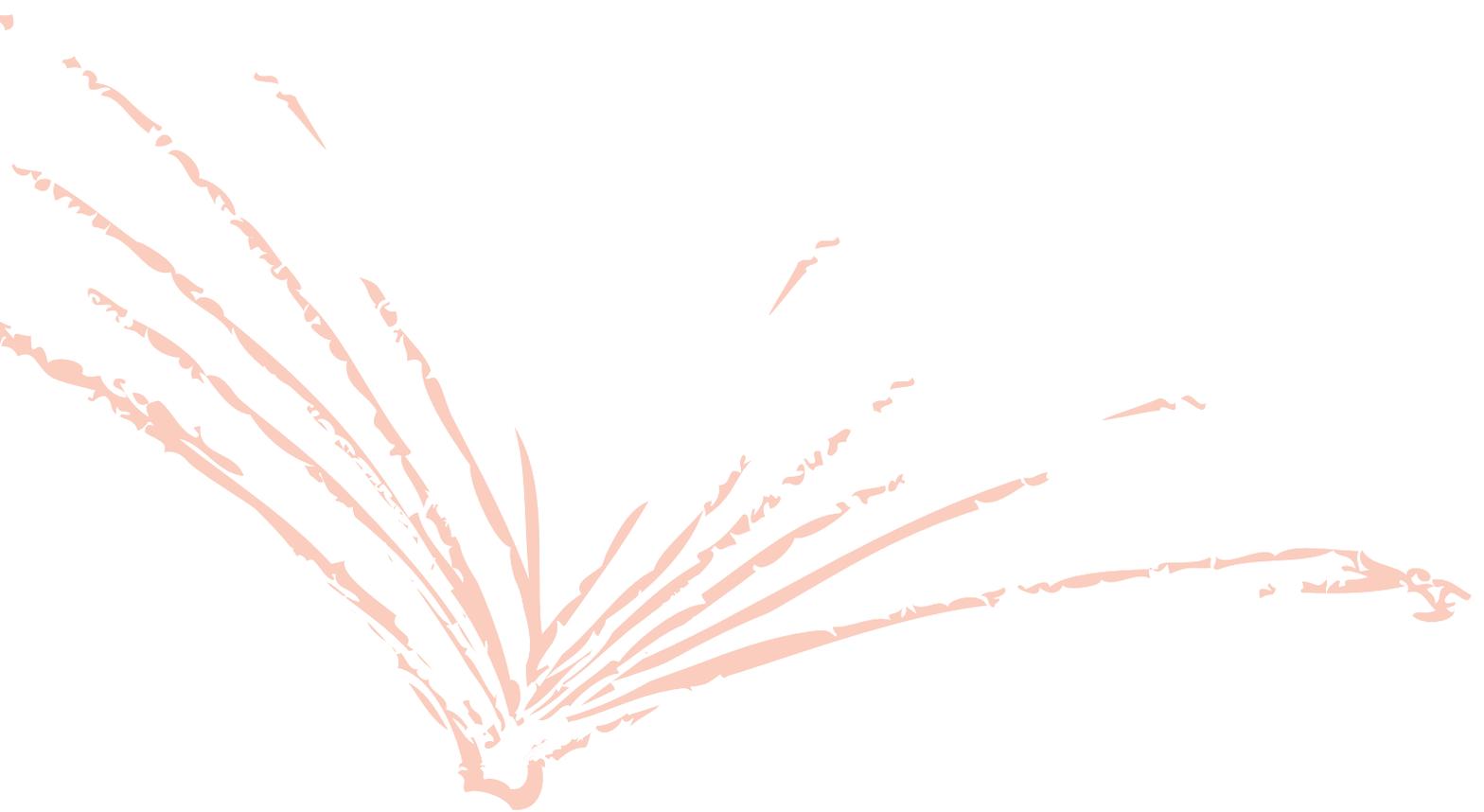


# **National** and **State Libraries Australasia**

Leading Collaboration

Strategic plan 2015-2017





# INTRODUCTION

## **What is NSLA?**

NSLA is a leading library sector collaboration, delivering value for the people of Australia and New Zealand. The ten members are the National, State and Territory libraries of Australia and New Zealand. We are committed to achieve more through working together.

Our libraries are at the centre of the cultural and creative life of our jurisdictions. We enable people to access, use and share local and global knowledge and ideas. We have a legislated role to collect and preserve cultural heritage and to make the intellectual and historical record of the 21<sup>st</sup> century available for the future. We connect people to information and to each other; we create opportunities for creativity; we engage diverse communities; we are trusted collaborators with public libraries and many other partners; and we inspire learning.

NSLA is the shared voice and peak body for these leading libraries. Our collaboration

respects and appreciates their different environments and priorities, and delivers results for each jurisdiction.

Since 2007 NSLA has undertaken an extensive program of activity to maximise the benefits of this partnership. Our libraries share strategic thinking, expertise and specialist solutions; our collaboration aims to increase productivity and achieve better outcomes.

## **About the *Leading Collaboration* strategic plan**

The *Leading Collaboration* strategic plan outlines the priorities for NSLA for the next three years. It is for those inside NSLA libraries who are integral to this collaboration, and it is for those who are interested in partnering, connecting and collaborating with us.

The plan summarises how we work together, the shared understandings that underpin our collaboration, and our agreed priority projects.

# LEADING COLLABORATION 2015-2017

In 2015-2017, the NSLA libraries will work together under two broad strategies:

**STRATEGY 1** – Shared solutions

**STRATEGY 2** – Communication and influence

The next phase of work builds on the achievements, trust and deep mutual understanding gained during *Re-imagining Libraries 2007-2014*, and it acknowledges the opportunities and imperatives of collaboration.

The member libraries expect tangible and direct benefits from the collaboration, outcomes that we would not be able to achieve on our own. We are also willing to share our expertise and experience, working together for the benefit of the communities of New Zealand and Australia.

This work is anchored by agreement on the following directions, themes and priorities for 2015-2017:

## **Shared benefits**

All NSLA libraries will benefit from the NSLA collaboration even though roles and needs are different. The needs of the larger state libraries differ from those of the medium and small libraries. The National Library of Australia supports the collaborative objectives of the NSLA partnership but also has national responsibilities and operates in the federal context. The National Library of New Zealand works in a different ecosystem of governance and relationships but should similarly benefit from the collaboration.

## **Experimentation and enterprise**

NSLA will continue to support the exploration, testing and evaluation of new ideas, new systems and new practices, and to undertake research. The collaboration can effectively share risk, encourage experimentation, and allow all members to benefit from the vanguard thinking we promote across our network and in partnership with other organisations. We acknowledge that sharing risk advances improvement and innovation.

## **Clear priorities**

NSLA libraries will continue our productive partnership through active, structured projects to deliver our agreed collaborative objectives. Each of our libraries commits staff and resources to the projects that align with the library's priorities. In addition to the projects, NSLA will support communities of practice. These are networks of leading specialists who share information and grow their expertise through interaction with their colleagues across Australia and New Zealand.

## **Strong relationships**

NSLA will work closely with library sector organisations, foster richer collaborative activity across the GLAM (Galleries, Libraries, Archives & Museums) sector at national and local levels throughout Australasia, and build relationships into other sectors where there are intersecting interests and common goals.

### **Heritage collections**

The custodianship of heritage collections is a defining responsibility of the NSLA libraries. This is a legislated role and these collections make up a significant percentage of the value of the recorded cultural heritage of the two nations. In 2013-2014, the combined collection valuation was AUD 5.4 billion/ NZD 5.6 billion and the cultural value inestimable as they encompass Indigenous, colonial, national and contemporary experience. The collaboration will continue to support the development of collection expertise and best practice in managing, interpreting, valuing, communicating and conserving our unique collections.

### **Digital Capability**

NSLA libraries are deeply engaged in establishing the infrastructure, skills and processes to support digital collecting and access. Printed works will continue to be

produced and collected and preserved but it is the websites, social media, digital images, mapping, research data, email archives and scholarly communications that present the greatest challenges for long term preservation, mass ingest and access. NSLA projects will concentrate on shared cost-effective solutions and a bi-national or international approach to resolving technical problems and creating streamlined services.

### **Articulating value**

NSLA will be more visible and more vocal in speaking for our libraries and increasing the understanding of their role and value. NSLA complements the individual libraries that work within a jurisdictional frame, and can collectively and clearly express the priorities and concerns of libraries and their communities.

# STRATEGY 1 – SHARED SOLUTIONS

Collaboration is the key to developing effective digital infrastructure to enable the collection and management of digital objects over the long term. All NSLA libraries are immersed in working towards solutions and all have gaps in their skills and capabilities. The requirements for each library align very closely and the expertise is spread across the libraries. Working together and undertaking peer review processes maximises efficiency, innovation and sustainability, and provides better outcomes for library users.

The collection of digital publications is supported by new legislation coming into force across several NSLA jurisdictions. The quantity of published digital materials coming into the library collections is expected to increase very rapidly. At the same time, the unique archival, map and image collections that were previously in physical form are now in a mixture of digital and physical formats requiring new skills, processes and infrastructure to manage this material and provide access.

NSLA libraries will work together on shared solutions through project work and communities of practice, and through linking and contributing to international innovation and best practice.

## **Priorities for 2015**

- 1 Ensure ongoing access to heritage and contemporary collections through digital preservation infrastructure
- 2 Ensure effective collection of contemporary publications through the development of a national approach to digital legal deposit
- 3 Enhance our digital skills and lead the library sector in improving workforce capabilities

## STRATEGY 2 – COMMUNICATION AND INFLUENCE

NSLA libraries have a web of communication challenges, some that can be supported by a collaborative approach and some that are necessarily local, jurisdictional or contextual. All libraries face an ongoing requirement to articulate and explain the role and value of their libraries – ‘why libraries’ – to different audiences and for many purposes.

Broad aims for using our influence are 1) the removal of barriers that hamper collecting materials and providing access to information for the community, and 2) the ongoing improvement of broadband connectivity to enable access throughout Australia and New Zealand.

Libraries represent the rights of library users, including fair access to information, open approaches to data and copyright, opportunities for creative re-use and repurposing of materials, access to community spaces, and connections to informal and unstructured learning.

In addition, NSLA as a library peak body, supports the library sector in Australia and New Zealand as a vigorous and evolving profession, and part of a rich cultural sector. It is linked to the global library network, and must attract innovative partnerships, creative minds and fair recognition.

NSLA will address these challenges through project work, communities of practice, extending relationships and partnerships, representation on external groups, communication with government and leading broader collaboration in the sector.

### **Priorities for 2015**

- 1 Promote freedom of access to information and the value of libraries
- 2 Improve understanding of digital citizenship and build digital skills and participation in the community
- 3 Strengthen cultural collaboration across Australia and New Zealand

# ACTIONS 2015

## Strategy 1: Shared Solutions

2015	Responsibility
Undertake Stage 1 of the Digital Infrastructure Collaboration, including digital preservation pilot project and exploration of a national deposit portal	Digital Infrastructure; State Library of QLD; Legal Deposit
Investigate joint approaches to managing obsolete physical carriers	Digital Preservation; State Library of NSW
Investigate next stage collaborative web-archiving issues and options	Digital Infrastructure; National Library of Australia
Consider options for resourcing the TREASURES format registry with international partners	National Library of NZ
Begin research project on the digital preservation of web applications (apps) with Flinders University	Digital Preservation
Explore agreements with international publishing platforms to deposit Australian and NZ material	Legal Deposit
Manage and roll-out the first year of the Digital Skills program including the DPOE course, and plan 2016	Digital Skills
Initiate archival collections online discovery audit project; and implement digitisation process improvements for pictures and other formats	Heritage Collections
Leverage the eResources Consortium to maximise value and access to subscription databases	eResources Consortium

## Strategy 2: Communication and Influence

2015	Responsibility
Promote collaboration in the library and GLAM sectors in Australia and New Zealand	Chair; Deputy Chair; NSLA CEOs; Executive Officer
Explore the opportunities for linking NSLA work more closely to NLNZ and the New Zealand environment	Deputy Chair; Executive Officer
Plan Digital Preservation Week as a focus for activities and advocacy in second half of 2016	Digital Preservation
Plan Digital Citizenship public seminar to be held in New Zealand in second half of 2015	Literacy & Learning
Increase NSLA representation on external groups in the cultural and education sectors; and explore opportunities for more collaboration and advocacy	NSLA CEOs; All Projects and Communities of Practice; Executive Officer
Continue the active contribution to public debate and understanding of copyright and related areas	Copyright; ALCC/ADA Representative
Improve visibility of public documents on the NSLA website and trial new online communication tools	Executive Officer
Begin curation and web development for the Right Wrongs digital exhibition	Indigenous

# RESOURCING AND SUCCESS FACTORS

## Measuring impact

NSLA will continue to measure the success of the collaboration wherever this is possible. Data will be gathered and analysed; programs will be reviewed and evaluated; and milestones will be identified and achievement monitored.

In addition, NSLA will promote national data collection that illustrates the impact of libraries, for example the inclusion of digital literacy data in the national literacy measures, and we will look to improve communication of cultural value to the community and to stakeholders.

Selected milestones for 2015:

- 1 Digital Infrastructure Collaboration, Digital Preservation Trial – to begin in April 2015, with preliminary outcomes to be submitted to NSLA in November 2015.
- 2 Digital Skills 2015 Program (Digital Preservation Outreach and Education train-the-trainer course) – to be delivered in June 2015.
- 3 Heritage Collections Forum for staff specialists in archival collections, pictures, maps and Indigenous services – to be held in May 2015.
- 4 Digital Citizenship public seminar – to be held in October-November 2015.
- 5 Customer inquiry data for 2014-2015 collated and analysed – by August 2015.

## Resourcing and responsibilities

The NSLA collaboration is led by the chief executives of the ten libraries. They agree on the strategic priorities of NSLA and commit resources and staff expertise to undertake the work. They are responsible for the outcomes.

The chief executives are the lead communicators about NSLA within their libraries and externally to partners, the GLAM sector, government, stakeholders and other industries. They represent NSLA on external committees or nominate specialist colleagues.

**NSLA Chair 2015-2016** Dr Alex Byrne, State Librarian, State Library of New South Wales

**Deputy Chair 2015-2016** Bill Macnaught, National Librarian, National Library of New Zealand

The Executive Officer manages NSLA business and the collaborative program. The NSLA Office is based at the State Library of Victoria. Project work will sometimes include additional short-term roles for staff or contractors to lead or undertake specialist tasks.

**NSLA Executive Officer** Kate Irvine  
**NSLA Program Coordinator** Dr Barbara Lemon  
**NSLA Web Coordinator** Aimee Said

### **NSLA Projects**

Digital Infrastructure Collaboration	Copyright
Digital Preservation	Digital Skills
eResources Consortium	Indigenous
Legal Deposit	Literacy & Learning
Heritage Collections	Refracker

### **NSLA Communities of Practice**

Communications & Marketing	Storage Management
Funding & Sponsorship	Trove
Public Libraries	

### **Related documents:**

NSLA Memorandum of Understanding  
NSLA Program Governance  
Guidelines for NSLA Communities of Practice

# BACKGROUND

In 2007, the NSLA members announced their intention to increase their work together to accelerate change in their libraries, with particular emphasis on new digital services, processes and infrastructure. This announcement was the *Big Bang: Creating the new library universe*. It articulated key concepts that still resonate, including: digital is mainstream; no job will be unchanged; experimentation and risk are necessary; and some things we have always done, we will no longer do.

The *Big Bang* was followed by NSLA's *Re-imagining Libraries* strategic plans 2007-2014, built on priorities that were encapsulated as: one library; accessible content; and enabling people. This strategic framework underpinned an effective and integrated collaboration involving hundreds of staff.

There have been enormous professional benefits through these years of active collaboration for both our libraries and our staff. We now share far greater understanding of the other NSLA libraries and have established networks of specialists across many of our core areas of responsibility.

*Re-imagining Libraries* has tested ideas, articulated joint positions on broad and specialist issues, shared data and technical solutions, benchmarked, piloted services, aligned communications and policies, implemented standard systems, worked

with diverse partner organisations, and enhanced national systems. It has illuminated priorities and questioned practices. It has delivered major benefits to the people of our jurisdictions.

## **Achievements 2007-2014**

Notable achievements for NSLA during *Re-imagining Libraries* include:

- Development of a technical solution and building an international partnership to build a global file format registry for effective long-term digital preservation – the foundation for preserving digital content.
- Creation of detailed tools to assess organisational capability for digital preservation and skills – an essential enabler to fulfil our mandate to preserve heritage in all its documentary forms.
- Endorsement of policies and guidelines for working with Indigenous communities, supporting Indigenous language collections and partnerships, and working with culturally sensitive materials – a key support for cultural recognition and enhancement.
- Development, launch and continuous improvement of the TROVE national discovery service; led by the National Library of Australia, TROVE now includes

web archiving, born digital and made digital content including more than 15 million pages of historical newspapers – a boon for local and family historians, students and researchers.

- Establishment of the NSLA eResources Consortium for joint purchasing for subscription databases – providing rich resources to the people of Australia and generating considerable savings annually for member libraries.
- Presentation of submissions to more than 50 government and related inquiries on issues including copyright, broadband access, heritage strategies, literacy, Indigenous information, and education – articulating the central importance of access to information and preservation of heritage.
- Advancing the library sector through research, benchmarking and best practice projects for collection formats and specialist functions including collection storage, community created content, online delivery, maps, large picture collections and archival collections – the outcomes of these projects are made widely available to improve practice, productivity and outcomes.
- Creation and application of the Libraries Learning Maturity Matrix for assessing the integration of learning principles and practice – providing a framework for planning and evaluation that has been adapted for use nationally and internationally in libraries and in other sectors.
- Building community capacity through public seminars and specialist workshops on disaster preparedness for cultural organisations, digital collecting, heritage collections, valuing pictures and archives, information services, and the role of libraries in community learning – sharing our expertise widely.

**[www.nsla.org.au](http://www.nsla.org.au)**  
**[nsla@slv.vic.gov.au](mailto:nsla@slv.vic.gov.au)**

April 2015

## NSLA IN AUSTRALIA AND NEW ZEALAND



**10** libraries

**2** national

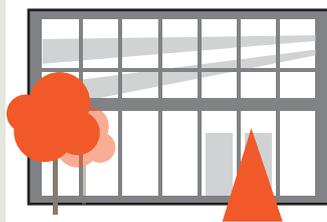
**6** states

**2** territories

**39** Indigenous Knowledge Centres  
and Community Libraries

**1500+** public library services **300+**

## NSLA ANNUAL STATISTICS – combined data from the 10 libraries



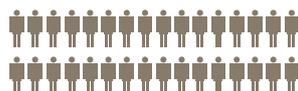
**11.8** million



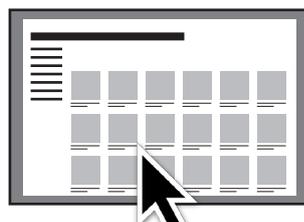
visited our  
library buildings



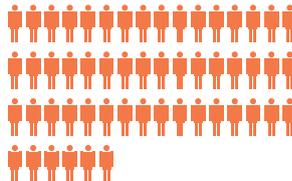
**31.3** million



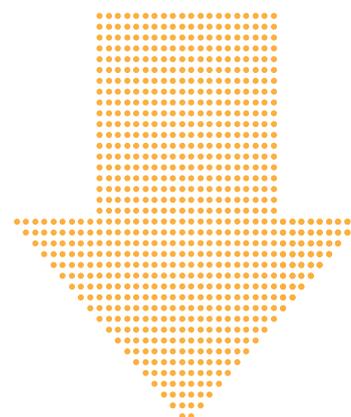
visited our  
websites



**53.8** million



visited our  
online catalogues

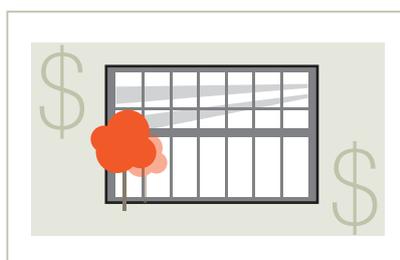


**3822** terabytes

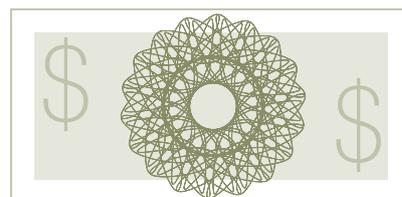
of digital collections  
were stored



AUD **5.4** billion  
asset value of our collections



AUD **974** million  
asset value of our buildings/sites



AUD **38** million  
total spend on collections

NSLA COLLECTIONS – a snapshot of recent data

**20,000** objects plus



**9.2** million pictures

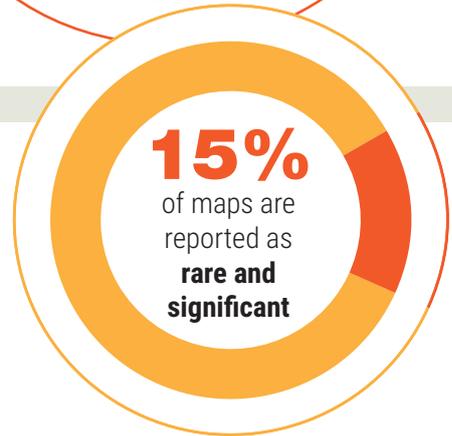
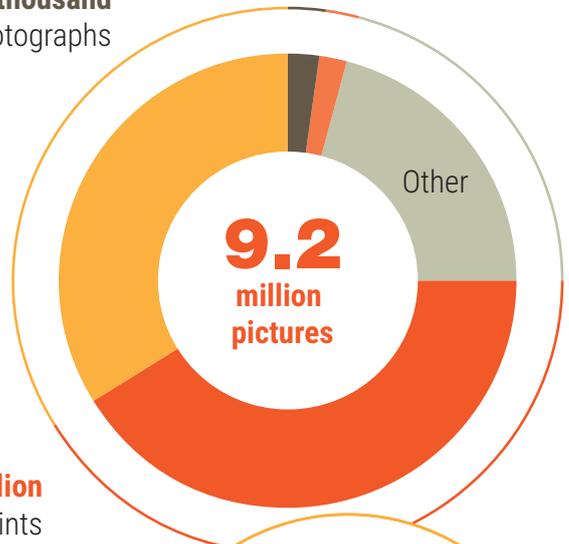
**220** thousand  
Digital photographs

**3.1** million  
Flexible base  
negatives

**3.8** million  
Photographic prints

**177** thousand

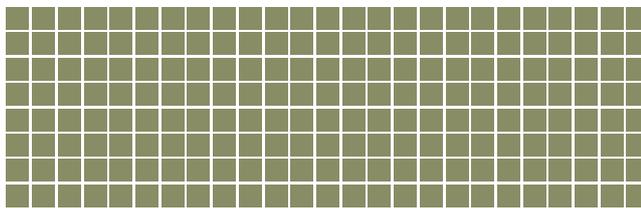
Original paintings or watercolours



**2500** maps

maps in the  
smallest  
collection

**>1** million  
in the largest



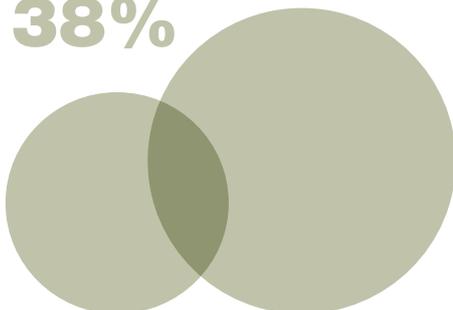
**57** km (57,000 linear metres) of archival collections

**8.5** km:

growth of physical  
collections per year

Ebooks in NSLA Libraries increased

**38%**

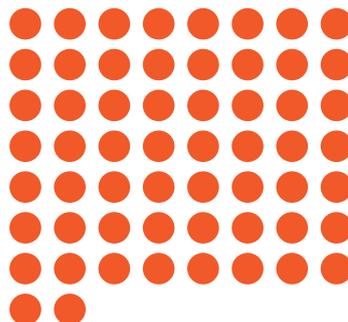


2011-12

2013-14

**300** subscriptions

to 58 database products



**16** million

newspaper pages  
digitised and available  
through Trove





**NATIONAL**  
and **STATE**  
**LIBRARIES**  
**AUSTRALASIA**  
Leading Collaboration