

# Positioning for the future

Draft Strategic Directions  
to 2030

Consultation Document  
14 July – 31 Aug 2016



Kōkiri, kōkiri, kōkiri!  
Whakarongo ake au ki ngā reo o te motu  
E karanga mai ana  
Huakina mai ngā tatau o tō whare  
Kia mahi tahi tātou, kia inu ai mātou  
I Te Puna Mātauranga o Aotearoa

*The message from the people  
Clearly asks us  
To open our doors  
So that we may work together  
And share the information  
Held in the National Library of New Zealand*



The National Library of New Zealand is part  
of the Department of Internal Affairs





# Introduction

The National Library of New Zealand is proposing a bold and ambitious set of strategic directions to 2030.

Our aspiration is for a prosperous New Zealand that ensures New Zealanders everywhere have easy access to knowledge; engages everyone in reading for pleasure; and celebrates words as a valued part of our diverse heritage. We are setting ourselves this challenge to bring to life the National Library's core purpose to enrich the cultural and economic life of New Zealand and its interchanges with other nations.

**We want your feedback on the strategic directions we have outlined, insights on your areas of common strategic interest and expertise, and ideas on opportunities to work together to turn knowledge into value.**



# Turning knowledge into value

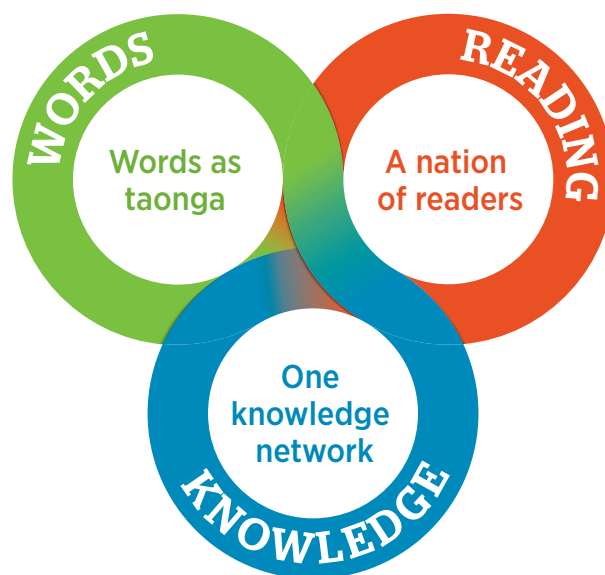
In 2015, the National Library commissioned exploratory research involving library and cultural sector stakeholders to help shape our strategic directions through to 2030.

We undertook a series of staff workshops and consultation briefings with peers across government, and completed a desktop review of key New Zealand and international data and experiences.<sup>1</sup>

This work affirmed our core purpose as the National Library, and our roles to collect, protect and share New Zealand's documentary heritage, support the work of libraries across New Zealand and collaborate with others.<sup>2</sup> Also highlighted were a number of interconnected challenges for New Zealand, including:

- Removing barriers to sharing knowledge and ideas if we are to increase innovation, solve real-world problems and generate economic value;
- Improving literacy to boost social participation and provide skills to work in a high-productivity economy; and
- Addressing issues related to social cohesion and discrimination that stem from a culturally diverse population, allowing us to enjoy the benefits of that diversity.

Together, these challenges are the drivers for our three proposed strategic responses centred upon **knowledge, reading and words**.



1. See [www.govt.nz/national-library-future](http://www.govt.nz/national-library-future) for results

2. National Library of New Zealand (Te Puna Mātauranga o Aotearoa) Act 2003, [http://www.legislation.govt.nz/act/public/2003/0019/latest/DLM191962.html?search=ts\\_act\\_national+library\\_resel&p=1&sr=1](http://www.legislation.govt.nz/act/public/2003/0019/latest/DLM191962.html?search=ts_act_national+library_resel&p=1&sr=1)

# Our approach to working together

Our intention is to build on our strengths as New Zealand's National Library to create strategic responses that are relevant to New Zealand and develop over time to accommodate a changing environment.

In order to do this we need to look to three horizons: how to continuously improve what we do now; how to wisely invest in the next generation of products and services in the medium term; and how to explore and innovate in transformative ways to have a genuine long-term impact.

Our stakeholders are asking us to be more visible and to lead through collaboration, research and system change. Working alone, the National Library is limited in its ability to bring about such change. No single government agency, policy or sector can tackle or solve the increasingly complex problems we face as a country.

We know many organisations and individuals are deeply passionate about the challenges outlined in this document. We are committing to work in innovative ways with traditional and new partners in government, business, philanthropy, the non-profit sector and with the public to make a real difference for New Zealanders. We are interested in your views about our strategic directions and whether you or your organisation is willing to engage in a new way of working together.





# One knowledge network

Transforming the way knowledge is shared to ensure New Zealanders have easy access to publicly held collections and research.

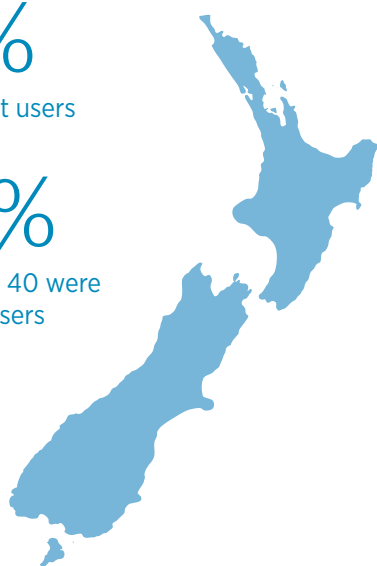
Of the total New Zealand population in 2015,

91%

were internet users

99%

of those under 40 were internet users



Approx 14% of New Zealand published works are available online

## Context

- New Zealand productivity and export growth has not kept pace with other OECD countries. Innovation can increase productivity and open new markets. The information that sparks innovation comes from staff, customers and suppliers, but also from books, journals, patent disclosures and the internet.<sup>3</sup>
- Internet use is continuing to grow rapidly and may reach saturation levels in the next fifteen years. Of the total New Zealand population in 2015, 91 per cent were internet users, while 99 per cent of those under 40 were Internet users.<sup>4</sup>
- In the year to June 2015, New Zealand public libraries reported having over two million registered users, making nearly 42 million loans against collections of nearly 12 million items and 400,000 e-books.<sup>5</sup> Every local authority in New Zealand offers a public library service.
- Approximately 14 per cent of New Zealand published works (published by, for or about New Zealand) are available online. Of these, many have barriers to access due to pay walls, broken links or the need to register.<sup>6</sup>

3. Statistics New Zealand Business Operations Survey 2011 <http://www.stats.govt.nz/-/media/Statistics/Browse%20for%20stats/BusinessOperationsSurvey/HOTP2011/bos-2011-detailed-tables.xls>; Hendy, S and Callaghan P. (2013), *Get off the Grass: Kickstarting New Zealand's Innovation Economy*, Auckland University Press

4. World Internet Project (2016), *The Internet in New Zealand*, [http://www.aut.ac.nz/\\_data/assets/pdf\\_file/0003/635835/WIPNZ-Report-060515.pdf](http://www.aut.ac.nz/_data/assets/pdf_file/0003/635835/WIPNZ-Report-060515.pdf)

5. Public Library Statistics, <http://www.publiclibraries.org.nz/Portals/150/Resources/NZ%20Public%20Library%20Statistics%20-%202014-2015%20-%20Updated%2020160107.xlsx?ver=2016-01-07-181053-173>

6. Data analysis based on Te Puna and WorldCat, June 2016

## Opportunities we see

## What success could look like

### Horizon 1: Continuous improvement

Public, school and university libraries enjoy high levels of public trust and participation across the population, and they can leverage this influence to assist the digital publishing transition

National contracts for licensing e-content and new systems to enable universal access through all public and school libraries

### Horizon 2: Next generation

One or more network solutions provided by the National Library are used by over 90 per cent of New Zealand libraries to deliver access to their resources

Local government and schools taking part in a New Zealand-wide shared library management system and membership registration, creating one library network

Significantly scaled up digitisation of New Zealand content, including the metadata necessary to enable digital content access by choice

Redeveloped digital services including improved functionality and access to allow better interaction with collections from the National Library and partner institutions

### Horizon 3: Exploration and transformation

With a population of 4.5 million, New Zealand is small enough to innovate like a city does through open and collaborative networks

Partnership with publishers, copyright policy makers and rights management organisations to explore how all of New Zealand's published output can be made digitally available to New Zealanders. The Norwegian approach is an example of this type of partnership<sup>7</sup>

Connection of the New Zealand library network linking digital content across the cultural, education, research and government sectors

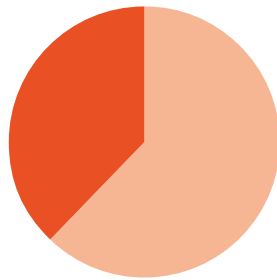
7. Marianne Takle (2009), "The Norwegian National Digital Library", *Ariadne*, <http://www.ariadne.ac.uk/issue60/takle>

# A nation of readers

Creating a nation of readers with the skills for a modern life to build social cohesion, participation and wellbeing.

38%

of those born outside of New Zealand make up the lowest literacy scores



Over 40%

of 16-65 year olds do not have the literacy and numeracy skills to participate in a high-productivity, high wage economy

## Context

- There is compelling evidence that correlates reading for pleasure from an early age with literacy development, improved wellbeing, and educational and employment success.<sup>8</sup>
- As many as eight per cent of New Zealand children are performing at the lowest literacy levels.<sup>9</sup>
- Although New Zealand has recently improved its OECD ranking in literacy, over 40 per cent of 16-65 year olds do not have the literacy and numeracy skills to participate in a high-productivity economy; this percentage is greater still for Māori and Pasifika.<sup>10</sup> Those born outside New Zealand make up 38 per cent of those with the lowest literacy scores.<sup>11</sup>
- The World Literacy Foundation estimates that illiteracy costs up to two per cent of a developed country's GDP, with illiterate people earning 30-42 per cent less than those who are literate.<sup>12</sup> Over \$300 million is being spent on improving adult literacy in New Zealand in the next four years.<sup>13</sup>

8. UK Government (2012), "Research evidence on reading for pleasure", [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/284286/reading\\_for\\_pleasure.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/284286/reading_for_pleasure.pdf)

9. Education Review Office <http://www.ero.govt.nz/publications/reading-and-writing-in-years-1-and-2/introduction/>

10. Education Review Office, [http://www.keepeek.com/Digital-Asset-Management/oced/education/skills-matter\\_9789264258051-en#page1](http://www.keepeek.com/Digital-Asset-Management/oced/education/skills-matter_9789264258051-en#page1); Adult Literacy and Life Skills International survey 2006 [https://www.educationcounts.govt.nz/topics/research/all/all\\_2006](https://www.educationcounts.govt.nz/topics/research/all/all_2006)

11. Adult Literacy and Life Skills International survey 2006 [https://www.educationcounts.govt.nz/topics/research/all/all\\_2006](https://www.educationcounts.govt.nz/topics/research/all/all_2006)

12. World Literacy Foundation <https://worldliteracyfoundation.org/wp-content/uploads/2015/02/WLF-FINAL-ECONOMIC-REPORT.pdf>

13. Tertiary Education Commission Te Amorangi Mātauranga Matua, *Literacy and Numeracy Implementation Strategy*, 2015-2019



## Opportunities we see

## What success could look like

### Horizon 1: Continuous improvement

The National Library's Services to Schools expertise and reach into every school can be leveraged to facilitate stronger reading engagement

Programmes such as Summer Reading and Teachers as Readers established with the New Zealand Book Council, public libraries and government partners to help inspire reading; as well as supporting South Auckland literacy programmes targeting Pacific peoples' literacy levels

New Zealand Children's Laureate appointed to champion the cause of reading and its educational, social, cultural and economic benefits

### Horizon 2: Next generation

Connecting schools to the collective resources of public libraries can strengthen literacy levels and community engagement

Promoting reading engagement as a response to adult literacy challenges

A partnership with government agencies, schools, the wider education sector and public libraries that seeks to achieve significant improvement in the number of New Zealanders with adequate literacy levels through reading

Public library membership from birth and early childhood education centres or schools

Partners in place to distribute digitised Māori language text material through electronic devices to every te reo Māori learner in schools/kura

### Horizon 3: Exploration and transformation

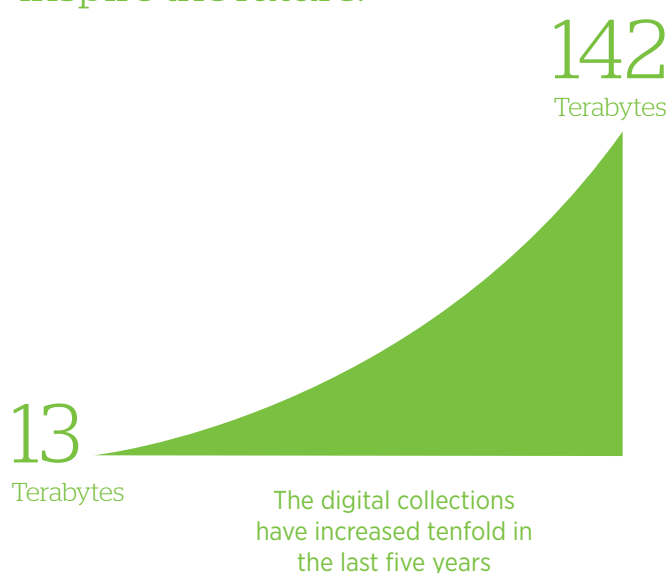
Strengthening leadership across the government, education and library sectors to drive up New Zealanders' literacy levels

National reading strategy rolled out across New Zealand with partners based on the success of new literacy programmes and partnerships

A strong cross-sector commitment to achieve sustained social, cultural and economic outcomes for communities through the promotion of reading

# Words as taonga

New Zealanders will value the words, sounds and pictures created and collected as documentary heritage, to learn from the past and inspire the future.



New Zealand has over

200 ethnicities  
160 languages spoken

## Context

- Libraries, museums, archives and galleries are increasingly expected to provide content and experiences, both digital and in-person that encourage creation of new works.
- New Zealand has a super-diverse population of over 200 ethnicities and 160 languages spoken. New Zealand is set to have a faster cultural evolution than most other countries in the next 15 years, due to a higher birth rate of Māori, Asian and Pacific populations.<sup>14</sup>
- Te reo Māori usage continues to diminish, with Māori able to converse in te reo declining from 25 per cent to 21 per cent between 1996 and 2013. Te Ture mō Te Reo Māori/Māori Language Act 2016 affirms Māori language as taonga and seeks to revitalise it over the next five years through dual Crown and Iwi strategies.<sup>15</sup>
- The long term accessibility of digital collections is a critical problem worldwide.<sup>16</sup> The National Library of New Zealand alone holds over 142 terabytes of digital collections – nearly 1500 times the size of Wikipedia. Our digital collections have increased tenfold in the last five years.<sup>17</sup> The continual pace of change in software, hardware and systems, and the exponential growth of digital collections, affects the ability to read and understand digital materials now and in future years.

14. Mai Chen (2015), *Superdiversity Stocktake: Implications for Business, Government and New Zealand*, Superdiversity Centre

15. Statistics New Zealand (2013), *Census QuickStats about Māori*, [www.stats.govt.nz](http://www.stats.govt.nz)

16. iPres (2014), Proceedings of the 11th International Conference on Digital Preservation, Melbourne, Australia

17. National and State Libraries Australasia (NSLA) annual statistical returns, <http://www.nsla.org.au/about-nsla>, and [https://en.wikipedia.org/wiki/Wikipedia:Size\\_of\\_Wikipedia](https://en.wikipedia.org/wiki/Wikipedia:Size_of_Wikipedia)

## Opportunities we see

## What success could look like

### Horizon 1: Continuous improvement

The launch of a new exhibition housing the Treaty of Waitangi Te Tiriti o Waitangi, Women's Suffrage petition and Declaration of Independence; and a redeveloped auditorium at the National Library in Wellington

New public programmes at the National Library that encourage learning about the Treaty and other constitutional documents

A state-of-the-art space at the National Library for discussion and debate about New Zealand and its peoples

Strengthened New Zealand and Pacific collections across institutions to reflect New Zealand's changing population and culture

### Horizon 2: Next generation

Draw on the strength of the National Library's published Māori language collections to help revitalise te reo Māori

Collaborative technologies and digital communications can support new ways of working and sharing knowledge across cultural and heritage institutions

Digitisation and distribution of te reo Māori published content, much of which is out of print, utilising partnerships with publishers and authors

Shared expertise to enable New Zealand's cultural and heritage institutions to acquire, curate and preserve our documentary heritage and make it accessible

### Horizon 3: Exploration and transformation

UNESCO supports collaboration between New Zealand and Pacific collecting institutions to ensure preservation of and access to documentary heritage, helping to protect the memory of New Zealand and Pacific peoples

National and international partnerships with libraries and repositories are generating innovative solutions to the challenge of digital preservation

A national documentary heritage framework and strategy for institutional collaboration, addressing disparate approaches to preservation, and improving access

A greater diversity of writers, creators, researchers and publishers are supported and inspired to create and share our diverse New Zealand heritage and mātauranga Māori

A sustainable, fit-for-purpose digital preservation approach for New Zealand and the Pacific to ensure that new digital collections and content generated by increased digitisation can be managed and accessed

# Questions

Your feedback is important to inform the choices we make about which initiatives are developed first and at what pace. We want to ensure that any new projects and services are aligned with the interests, needs and capabilities of all those who interact with us.



- Do you think the three broad themes outlined are the right areas of focus for the National Library, looking towards 2030? Why/why not?
- Do the strategic directions fit with your view of the role of a national library? Why/why not?
- Which of the proposed ideas for success do you consider to be most important, and why?
- Which of the proposed ideas for success do you consider to be most problematic, and why?
- What do you think is missing from the National Library's draft strategic directions?
- How do the National Library's draft strategic directions fit with your organisation's priorities?
- In which areas are you or your organisation interested in partnering with/contributing to the National Library?
- How would you like to be involved as the strategic directions are progressed?  
(Keep me informed/share expertise/potential collaborator)

Please share your thoughts with us by  
**5pm Wednesday 31 August** on:

**[www.govt.nz/national-library-future](http://www.govt.nz/national-library-future)**