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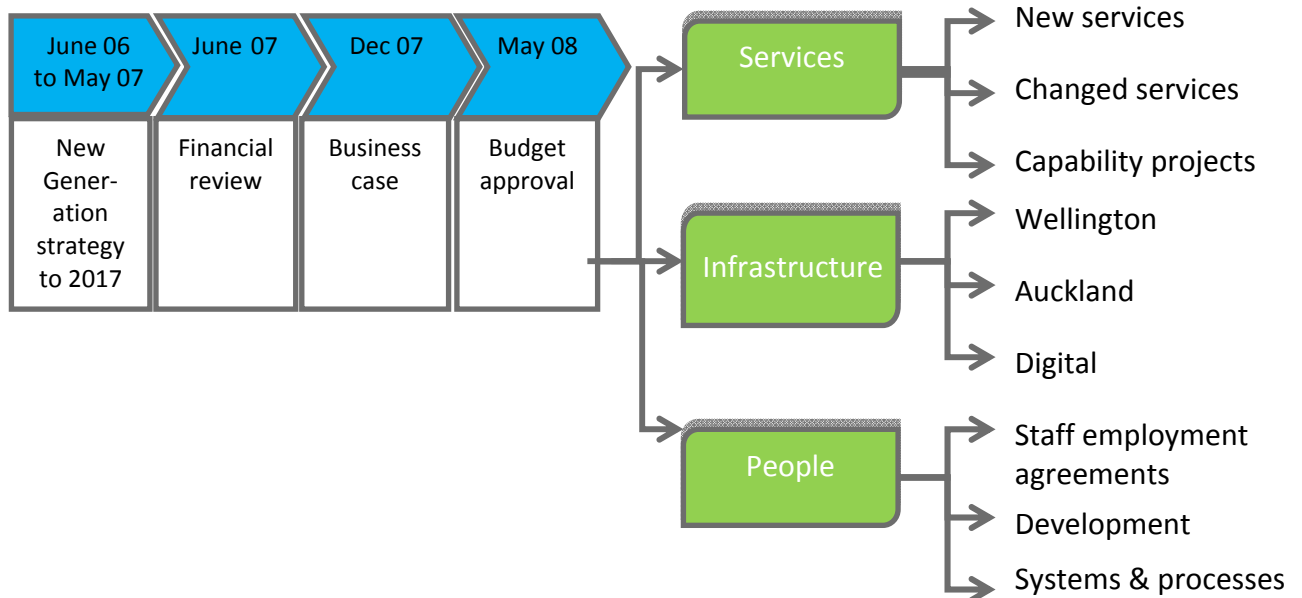
Hon Dr Richard Worth
Minister Responsible for the National Library

Line-by-Line Review - National Library of New Zealand

1. Introduction

The following paper outlines the National Library's line-by-line review of its services and identifies efficiency and savings opportunities as part of the review. This paper is based on the assumption that the National Library's redevelopment of its Wellington building continues to be a Government priority. A separate paper has been prepared (Appendix 1) which considers options regarding this redevelopment.

Note that it is relevant to background the National Library's significant three-year transformation plan called the *New Generation National Library* which has already fully focused the organisation on improving the efficiency and effectiveness of its services, while meeting the challenges and opportunities of a digital age. The strategy is based on a comprehensive financial review carried out in 2007 which was monitored by Treasury and the State Services Commission. The following diagram summarises the structured approach to this change:



As well as improved efficiencies, key deliverables include enhanced access, reach and preservation of the collections through:

- *improved infrastructure* (buildings in Wellington and Auckland) with the Wellington redevelopment, a cornerstone of the New Generation strategy, addressing urgent inadequate and substandard storage environments, insufficient space, as well opening up access to the collections valued at \$960 million.

Complete relocation out of the building is necessary to address these issues. While it is a complex, one-off project to be completed in 2011, it will deliver significant benefits particularly around the improved protection and access of the nation's heritage.

- **more targeted frontline services** around services that require staff support, while improving online services so that they are available in the place and at the time the customer needs to use them.
- **greater digital access** - moving more from physical to virtual on the access continuum and enabling broader access by more New Zealanders through increasing the level and quality of online services.

The impact of these changes can be summarised in the following table.

| | From | To |
|------------------------|---|---|
| Access | 100,000 onsite visitors p.a. | More than 400,000 visitors onsite p.a. |
| | Many published collection items uncatalogued and effectively inaccessible | Cataloguing of published materials substantially complete |
| | Significant backlogs in arranging and describing unpublished collections and effectively inaccessible | A step change in addressing backlogs |
| | Specialist digitisation activity | Mass digitisation of nearly 2 million images |
| | Intimidating building | Building designed for access |
| Collections protection | Substandard storage environments and infrastructure | Good practice storage environments |
| | Backlogs in preservation | Focus on addressing preservation backlogs |
| | Insufficient space for collections growth – will be full in 2010 | Space for collections to 2026 |
| | Failing building infrastructure | Modernised building infrastructure |
| | Few sustainability features | Good practice sustainability design |

The National Library is well underway in delivering the New Generation National Library and has already prioritised strategies to deliver efficiencies across all parts of the organisation. For example, staff have recently signed a new Collective Employment Agreement which will result in more flexible hours of work once the Wellington building is reopened (avoiding additional costs estimated at \$1 million); the removal of penal rates; and an agreement to altered change provisions during the

relocation, mitigating the risk of redundancy payments of up to \$1 million and allowing staff to be redeployed to address digitisation and access issues (as above) over the decant at minimal additional costs.

2. Savings that can be freed up for Budget 2009

Re-investment in infrastructure and service delivery

The Library has already undertaken an in-depth review and reprioritisation of its current cost structure as this was necessary to fund the New Generation Library strategy. This has been done to avoid the need to seek additional external funding. The total amount able to be reprioritised is approximately **\$5 million** over three years which represents 3% of its operating baseline (excluding non discretionary depreciation and capital charge) over that time.

Savings discussed below are largely achieved due to the change to service delivery during the period of relocation from the Wellington building and will not be achievable if the relocation does not occur. These savings will be possible in the following areas:

- A reduction to service levels prior to the decant from the Wellington building resulting in:
 - A number of positions being made redundant
 - A number of positions being freed up for projects to increase access to collections (run over the period of the decant)
 - Parts of positions to be freed up for developing new services
- A reduction in size of policy, property and exhibitions teams during the period of change
- A reduction in size of the senior management team for a period
- A reduction in travel programme, both domestic and international
- Rationalisation of all project activity not aligned to the provision of improved customer services or building infrastructure.

Other savings identified

The following table summarises the savings in addition to those above which are available for return to government:

| Description | 2008/09 \$m | 2009/10 \$m | 2010/11 \$m | 2011/12 \$m | 2012/13 and outyears \$m |
|---|----------------|----------------|----------------|----------------|-----------------------------------|
| Savings in National Digital Heritage Archives Project | 0.8 | - | - | - | - |
| CEA negotiation savings | - | 0.1 | 0.3 | 0.3 | 0.3 |
| Reduction in vehicle fleet | - | - | 0.1 | 0.1 | 0.1 |
| [deleted - confidentiality of advice] | | | | | |
| Total Savings | 0.8 | 0.1 | 0.4 | 0.6 | 0.6 |
| % of non-capital baseline | 1.6% | 0.2% | 0.8% | 1.2% | 1.2% |

This represents a saving of \$2.5 million over five years.

The National Digital Heritage Archive project is due to complete its second phase in late 2009. Current estimates are that the project will underspend by approximately \$0.8 million. The Library is in a position to offer this funding back as savings in 2008/09.

The Library received capability funding to renegotiate its Collective Employment Agreement in 2008. Significant concessions were achieved through the renegotiation process as described in Section 1 above. The Library was able to achieve these concessions without committing all funding allocated to this activity. This saving is ongoing.

In addition, there is some ability to rationalise the car fleet that the Library currently has in operation. It is estimated that savings of up to \$0.1 million per annum are achievable from 2010/11. Again, this saving is ongoing.

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3. Programmes that are inconsistent with this government's priorities and should be discontinued

The New Generation strategy is consistent with the Government's objectives of improving efficiency and effectiveness and increasing resourcing of frontline services.

For example, in the redeveloped Wellington building the building will be designed to ensure service delivery is based on customer needs, not siloed based on individual collections. If a customer is researching on a particular topic, they will be able to go to a single service point and material from all collections can be accessed. Currently, separate enquiries are required for each collection.

Wellington Building Redevelopment

We recognise that the current economic climate is such that serious consideration should be given to the viability of other options at this time. The National Library has prepared a paper providing options for the redevelopment of its Wellington building. This is attached as **Appendix 1**.

4. Programmes that may be inconsistent with this government's priorities and should be looked into

The Library believes that all programmes it runs are consistent with this Government's priorities. The Library's output classes are:

- Access to Information
- Collecting and Preserving Information
- Library and Information Services to Schools
- Policy Advice

Appendix 2 summarises the key programmes that the Library delivers.

5. Programmes and expenditure that are not efficient or effective

5.1. Curriculum Information Services (CIS)

CIS has been part of the education landscape for 65 years. The service is well supported and valued by teachers, providing resources to over 90% of schools in any one year. Usage is across all decile groups and locations. There is a small but noticeable decline in usage of the service, which could be an indication of a move from print to digital resources in the classroom.

The CIS was identified during the financial review as an area where greater efficiency could be found across the Library's three sites.

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5.2. School Advisory Services

Advisory staff are currently located regionally with a target ratio of one advisor for every 90 to 120 schools. Survey results indicate that these services are well regarded by educators.

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5.3. Research and Reference Services

Music Services

A review is currently underway to ensure a fit with the Library's focus on New Zealand and Pacific. It will focus on how the service is to be delivered either by the Library or by third parties, to better meet client needs.

Savings are likely to be a minimisation in the growth of collections, therefore avoidance of costs, rather than a reduction to the costs that the Library currently incurs.

Reference Services

The financial review identified that the unit cost of assisting visitors to access the collections has declined overall across years (from \$54 in 2004/05 to \$51.50 in 2006/07). It also noted that further efficiencies could be achieved through rationalisation of the number of service points within the Wellington building. In addition, this would provide a better customer experience as, for example, currently researchers could find themselves forced to accept inefficiencies in their research activity because of the Library's arrangements. As part of the redevelopment of the Wellington building, rationalisation of service points will occur. This will allow for greater hours of access to the redeveloped building, without additional costs being incurred, an estimated cost avoidance of \$1 million per annum.

The Library maintains a small exhibition space in the Wellington building. Costs per visitor have remained static over the past five years (at approximately \$11.60 per gallery visitor and \$2.60 per tour visitor). Attendance (at approximately 22,000 per annum) compares unfavourably with other National Libraries and with other cultural institutions in New Zealand. For example, Te Papa has close to 1.4 million visitors to its collections each year and the National Library of Australia has nearly 2 million visitors and participants in its public programmes. The New Generation Library strategy will go some way towards addressing the low visitor numbers.

Additionally, the Library has a history of collaborating with the public and private sector to improve the efficiency and effectiveness of its outcomes. Examples are collaboration with public libraries on the Aotearoa People's Network, joint purchasing of electronic journals with libraries of New Zealand, the development of partnership arrangements with suppliers of the National Digital Heritage Archive programme and the development of the Te Puna suite of services with libraries of New Zealand. Leveraging is possible through these partnerships that result in efficiencies of a scale that no one Library could achieve.

6. Areas where performance information is insufficient to make a judgement about efficiency or effectiveness

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7. Actions agencies should take to make improvements by the next review period

| Action | Completion Date |
|--|-----------------|
| Improve understanding of economic value of operations, providing input into efficiency and effectiveness | March 2009 |
| Reduce services prior to decant from Wellington building | April 2009 |
| Begin digitisation, increased intellectual access of collection | April 2009 |

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8. Initiatives of the previous government that are not funded

None

Recommendation

It is recommended that you:

note the National Library's findings and actions of its line-by-line review.

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National Librarian/Chief Executive

Hon Dr Richard Worth

Minister Responsible for the
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National Library of New Zealand Wellington Building Redevelopment Options

Introduction

In light of the Government's commitment to ensuring government expenditure represents value for money, particularly given current fiscal and economic constraints, it is appropriate that the National Library reviews options for its most significant project, the Wellington building redevelopment. The following paper outlines a range of options for Ministerial consideration.

Unlocking the value of the National Library for all New Zealanders

The National Library is well underway in implementing a comprehensive interdependent strategy to modernise the National Library of New Zealand. Called the New Generation Strategy, it involves:

- The redevelopment of the Wellington building, a cornerstone of the Library's strategy to improve frontline customer services and improve the efficiency and effectiveness of its programmes.
- Digitisation of New Zealand's heritage record to improve access to the Library's collections and contribute to a vibrant knowledge economy.
- Increased arrangement and description to enable greater intellectual control of the nation's collections.
- Greater remedial preservation to ensure the protection of the nation's heritage for perpetuity.

The decision to redevelop the Library's Wellington building was based on a rigorous and comprehensive assessment of options which ultimately provided the best long term value for the investment to be undertaken. The preferred option remains to continue with the full redevelopment. However, we recognise that the current economic climate is such that serious consideration should be given to reassessing the viability of other options at this time.

Decant of the Wellington building a basic requirement

Because of the impact on the heritage collections within the building, **all** options described below will require the relocation of collections and staff at a cost of approximately \$13 million.

Option 1 - Continue with the redevelopment of the National Library building

The business case for the redevelopment of the Library's Wellington building addresses five fundamental issues:

- The building is effectively full and will run out of space by 2010.
- It provides a cost effective solution for addressing a step change in digital material available online and in addressing cataloguing backlogs.
- Safety of heritage collections - the building is old, with ongoing issues and specific risks around the roof and leaking, and the ability of aging plant to cope with capacity and protect the collection.

- Public access - the building is intimidating and does not encourage access by New Zealanders to their heritage.
- Energy efficiency and sustainability - the building was designed in the 1970s and sustainable design practices have moved on significantly since that time. In addition, plant is aging and not energy efficient.

The decision to redevelop the Library's Wellington building was taken after a comprehensive analysis of a wide range of options. The redevelop option was considered the most cost effective solution to address the fundamental issues outlined above and provides the greatest value for money. The requirement to relocate from the current building to address any one of the above issues means that addressing all issues through one exercise is both logical and a cost-effective choice.

Benefits

The benefits of continuing the full redevelopment of the National Library's Wellington building are as follows:

- The Wellington redevelopment will be completed to plan by November 2011, avoiding cost escalation and delivering a significant infrastructure project.
- The redevelopment will meet heritage storage requirements until 2026 (in addition it is designed to provide a cost-effective solution to then extend to 2050).
- The safety of the nation's heritage collections can be assured on an ongoing basis.
- The Government's goals around increased access to collections will be fully met, resulting in improved ability to drive a knowledge economy.
- The Library will run a building with up-to-date sustainable design and replace plant that is aging and energy hungry.
- Costs committed to date of approximately \$10.6 million will be effectively utilised.
- The project is on track to deliver with resource consent being approved in September 2008; staff contractual negotiations enabling the change being completed in November 2008; premises leased for the decant of staff and collections and the preliminary design stage on target for completion in February 2009.
- The New Zealand construction market will be stimulated by a significant development during uncertain economic times.
- Provides a significant tourism boost nationally and in Wellington with an additional 300,000 visitors to the Library expected as the Parliamentary precinct is revitalised in line with Wellington City Council plans.

Risks

The risks of undertaking the redevelopment of the National Library's Wellington building are similar to any project of this complexity and type. The Library has engaged an experienced team to deliver this project and they are managing project risks effectively.

Under a 'normal' economic scenario the full redevelopment of the National Library's Wellington building would continue to provide the most cost-effective

solution to the challenges being faced. However, the current economic scenario has meant a review of all current programmes is necessary.

Project Costs

The cost of the project is:

- \$69 million¹ capital for the redevelopment of the Wellington building.
- \$13 million operating for the relocation of collections and staff from the Wellington building and development of services for the new building.

Current state of the project

A project team is in place that includes a wide range of architects, engineers and quantity surveyors. Stakeholders and staff are engaged with the programme and a new Collective Employment Agreement is in place that enables the Library's strategy to be achieved. To date, approximately \$10.6 million has been spent or committed through contractual obligations.

Detailed costs

| Component | Spent \$m | Committed \$m | Total \$m | Major Cost Drivers |
|-------------------------|------------|---------------|-------------|---|
| Wellington Construction | 1.7 | 1.3 | 3.0 | Costs committed until developed design |
| Wellington Relocation | 0.2 | 6.3 | 6.5 | Three relocation premises leases signed, Archives NZ refurbishment committed. |
| Programme Management | 0.8 | 0.1 | 0.9 | Staff exit costs committed. |
| Service Design/Other | 0.2 | 0.0 | 0.2 | |
| Total | 2.9 | 7.7 | 10.6 | |

Option 2: Address storage and necessary building maintenance - no improved access

The original business case put forward a number of options for the redevelopment of the Library's Wellington building that were subject to rigorous analysis and rejected. One of these was an option to address storage and necessary building maintenance needs including replacement of the roof. The risks and benefits of this option are reassessed below.

Benefits

The benefits associated with this option are as follows:

- The cost of approximately \$35 million would present a saving from current budget allocation.
- The redevelopment will meet basic storage requirements until 2026.
- The Library will replace some building infrastructure that is failing.

¹ It should be noted that a technical budget bid has been submitted as part of the 2009 Budget to increase the capital budget for the Wellington building redevelopment to \$78.5 million, funded from National Library baseline.

- The New Zealand construction market will be somewhat stimulated by a development.

Risks

The risks associated with this option are as follows:

- A new building consent would be required and a redesign process will be required; therefore there would be significant risk to planned completion date of November 2011 resulting in the risk of further escalation costs (including multiple relocations) being incurred.
- No benefits to New Zealanders from improved public access to the nation's heritage collections.
- Loss of some of the investment with regard to the building redevelopment to date, and staff and stakeholder engagement.
- Reduced value from Collective Employment Agreement (CEA) negotiations, as the CEA was renegotiated on the basis of enabling longer hours of opening in a redeveloped Wellington building.
- The Government's goals around increased access to collections will not be met, resulting in an inability to drive a knowledge economy.
- The Library will run a building with an out-of-date sustainable design.
- Lost tourism opportunity - with growth in visitor numbers remaining at existing levels of 100,000, rather than estimated 400,000 per annum.
- High cost of future storage options beyond 2026.

Project Costs

After allowing for construction escalation costs since 2007, it is estimated that this option would cost approximately \$35 million. Decant costs would remain at approximately \$13 million.

Option 3

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Option 4 - Defer Decision on Redevelopment Option

The Ministry for Culture and Heritage is required to report back to Cabinet in October 2009 regarding the feasibility of joint storage options across the sector. This option involved deferring the decision on the Wellington redevelopment until that paper has been considered.

Benefits

In the Library's opinion, there are no benefits of this option. A joint paper on this subject from Treasury and the National Library was provided to the previous Prime Minister and Minister of Finance on 23 April 2008.

It stated that a shared store outside of the Wellington CBD would not be a viable alternative to meeting the onsite accommodation needs of the Library's 'on-demand' Heritage and General collections long-term, given this would compromise service delivery to the public and research communities.

The National Library currently operates an off-site storage facility for low-use material and materials that have been copied (e.g. newspapers). The shared store would provide the Library with a good option for this low-use material to be moved closer and thereby be made more accessible (3,000 'low-use' titles are requested each year from the Wanganui facility).

The National Library's Wellington building redevelopment is not intended to create more low-use storage space. Rather it is for the redevelopment of the Wellington building to enable the Library to accommodate and enhance accessibility to its ever-expanding collections on-site in a timely manner that provides "separate and suitable accommodation in a national library building" (as per the National Library of New Zealand Act 2003).

Risks

- Should a decision be made at a later date to continue with the full redevelopment option, construction escalation costs estimated at \$200,000 per month would be incurred.
- There is a risk to the decant locations that the National Library has secured. The Library can extend these leases by up to six months (to the end of 2012) but no option to extend further. This option would delay completion until late 2012, putting at risk the Library's ability to relocate back into the Wellington building before leases expired.
- Benefits of the decant - a step change in digitisation, intellectual control over collections and preservation of heritage items - would be lost.
- Reduced value from Collective Employment Agreement (CEA) negotiations, as the CEA was renegotiated on the basis of enabling longer hours of opening in a redeveloped Wellington building.
- Should a decision not to undertake the full redevelopment of the National Library's Wellington building occur in the future, risks described under Option 1 would also exist.

Project Costs

Project costs would depend on the option chosen at a future date. It should be noted that escalation costs of approximately \$200,000 per month would be incurred on the full redevelopment option.

Other Options Considered

Other options considered were:

- A total rebuild of the National Library building at a cost of approximately \$300 million. This was dismissed as not a cost effective solution.
- An option which would provide for some improved access outcomes, but would be significantly less expensive than the full redevelopment (approximately \$50 million cost). This option was discussed at the time the decision was made to undertake the full redevelopment (November 2007), and it is considered that the small gains that would be made to access are insignificant given the sunk costs incurred to date on the redevelopment project. For example, under this option, a full redesign exercise would be required which would cause approximately a year's delay to the current programme. It is unlikely that the current decant location leases would be able to extended to cover these delays resulting in the need for a second relocation exercise.
- Do nothing. This was dismissed as there are critical storage and deferred maintenance needs that must be addressed.

Conclusion

The Library is on track to deliver a step change in customer service and access to New Zealand's heritage collections and secure the safety of its

collections valued at almost \$1 billion. Significant costs have been incurred to date and an experienced and effective project team, including some of New Zealand's leading firms, has been engaged. Stakeholders support the project and are anticipating the benefits it will bring. While options exist to reduce costs they represent poor value for money and create significant additional risks.

For these reasons the Library believes the preferred option (which was chosen after many years of analysis) remains to continue the redevelopment of the Wellington site as planned.

Key Programmes Delivered by the National Library of New Zealand

Summarised below are the key programmes.

1. Access to Information

1.1. The Wellington Building

Refer to Introduction and Appendix 1.

1.2. The Auckland Building

The current Auckland site is a centre for distribution of Curriculum Information Services for schools. The site is being turned into apartments in mid 2010, and therefore alternative accommodation is required.

A new site has been identified in the cultural/education sector of Auckland. This new site will enable a 'National Library presence' to be built in Auckland. A 'discovery zone' will be included which will provide customers with the ability to interact digitally with the National Library's collections.

1.3. Cataloguing (published collections)

As well as collecting, preserving and protecting documents the Library is required to collect two copies of **all** public documents, including electronic. In this context cataloguing is critical to making published material held by the National Library controllable and accessible. All newly received published material has been catalogued on receipt for the past ten years. However significant retrospective cataloguing is required to create **online** records for material that had been collected prior to 1982. Up to 11 FTE has been redirected toward this activity through productivity improvements over the past five years.

The cataloguing team have undertaken a range of initiatives to improve their productivity over the last five years. Through these initiatives there has been sustained improvement in cataloguing per FTE - from 1,000 records per FTE in 2001/02 to 1,400 records per FTE in 2006/07.

1.4. Arrangement and Description (unpublished collections)

This activity is critical to making the unpublished material held by the Library controllable and accessible. Since the introduction of an electronic content management system during the 1990s an online record sufficient for physical and intellectual control has generally been created within 20 days of receipt. Resources have not been available to create online records where records did not exist when the electronic content management system was introduced

1.5. Digitisation

It is recognised that the provision of high speed broadband does little to increase the productivity of the country unless there is a strategic approach to the digital content which utilises the broadband network. The National Library's records provide significant content, yet the digitisation of the Library's collections to date has been at the margins and run as a series of small projects. Mass digitisation will increase efficiency and respond to increasing demand for digitised content. Annual digitisation of the National Library's collections, in order to make them available on-line more widely, is currently less than 0.01% per year. Without investment in this area, it would take more than 1,000 years to complete the digitisation of the Library's current collections - not including the annual growth in those collections. Greater access to content, especially New Zealand content, will contribute to the development of a vibrant knowledge economy and improved curriculum resources for New Zealand schools. Each year over 500 books drawing from the National Library's collections are published, contributing to a vibrant publishing industry in New Zealand.

1.6. Research and Reference Services

Refer to Section 5.3

1.7. Aotearoa People's Network (APN)

The APN, a collaboration of the National Library and the public libraries of New Zealand, is a practical way of bridging the digital divide. It has had one full year of operation with over 400 computers available in 93 public libraries.

The impacts of the APN for users and their communities have been significant. An independent impact evaluation showed the benefits as being increased confidence and capability, particularly among adult users, increased connection (particularly for rural businesses where high speed bandwidth has not been available), positive outcomes for young people previously disadvantaged by limited access to the internet, and a whole new group of customers being introduced to libraries.

1.8. Digital New Zealand

Digital New Zealand is aimed at making content easy to find, including content from government organisations, the education sector, industry, cultural institutions, communities and individuals. Over two thirds of New Zealanders regularly access the internet and of these 84% undertake general browsing using search engines which use digital content. Ease of use and ease of discovery ranks highly among students, researchers and the general public when looking for information. Digital New Zealand is testing new ways to create digital content, collect and share existing content and build smart, freely available search and discovery tools. Through the work of Digital New

Zealand, home-grown content previously undiscoverable through popular search engines, such as Google, will become more visible and accessible.

2. Collecting and Preserving Information

2.1. Acquisition

Building the Collections of the National Library is a primary purpose under its Act. Acquisition activity is managed through two streams - published and unpublished. The published acquisitions include all material received through legal deposit. The Library also grows its collections through purchase, donation and curated web harvesting.

Material is only purchased if it aligns with the Library's Collection policy. This policy is regularly reviewed to ensure it remains relevant as a guiding document.

The volume of published material acquired has remained relatively stable over the last five years and in general the cost of managing the acquisition process has remained stable at \$450,000-\$500,000.

2.2. Preservation

The Heritage collection is a Crown asset, which the Library is required to preserve, protect, develop and make accessible in perpetuity for the use of all New Zealanders. While the collections have continued to grow in value and size, and expectations for extended access through digitisation have increased, the resources to preserve acquisitions and prepare them for use have not changed. The Library's collection is valued at almost \$1 billion, yet expenditure on preservation is just \$0.7 million per annum (0.07%). While digitisation of collections provides one mechanism to preserve and protect the country's heritage, a survey of the collections has revealed that over 3 million items are at risk of ongoing decay and damage without archival packaging and conservation treatment.

2.3. National Digital Heritage Archive (NDHA)

The Library has recently completed the implementation of a National Digital Heritage Archive, aimed at ensuring New Zealand's digital heritage is preserved in perpetuity. New Zealand is the first in the world to implement a solution which allows its digital memory to be preserved irrespective of the storage media. This \$24 million, four-year project went live within budget in October 2008.

The world leading NDHA has been established through a public private partnership with major software companies. The NDHA has achieved "Centre of Excellence" status with Sun Microsystems. The National Library is the first organisation in New Zealand and the first national library in the world to achieve this status.

There is potential for other Government Departments with storage needs to leverage off the NDHA solution.

3. Library and Information Services to Schools

3.1. Curriculum Information Services (CIS)

Refer to Section 5.1

3.2. Schools Advisory Services

Refer to Section 5.2

4. Policy Advice

The National Library regards its policy, research and evaluation area as a core service because of its criticality to the sector and the importance of continuously defining the guiding framework within which all other Library services are provided. The policy function at the Library includes:

- Providing sector leadership in policy development and an overarching framework that the library and information sector can work effectively within;
- Developing strategy and policy for the National Library itself; and
- Robustly evaluating the activities of the National Library from an outcomes perspective.