



NATIONAL LIBRARY OF AUSTRALIA

RESOURCE SHARING AND INNOVATION DIVISION

STRATEGIC PLAN
JULY 2009 TO JUNE 2011

CONCISE VERSION
29 JULY 2009

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CONTENTS

1. EXECUTIVE SUMMARY	2
2. INTRODUCTION	4
3. ENVIRONMENTAL SCAN.....	5
4. LIBRARIES AUSTRALIA.....	7
5. E-RESOURCE CONSORTIA.....	12
6. DISCOVERY SERVICES FOR THE PUBLIC.....	15
7. THE WIDER COLLABORATIVE AGENDA.....	19
APPENDIX A. DESCRIPTION OF LIBRARIES AUSTRALIA.....	21

1. EXECUTIVE SUMMARY

This document sets out the plans of the Resource Sharing and Innovation Division for the development and ongoing delivery of its services between July 2009 and June 2011.

The Division serves four groups of users:

- those Australian libraries that subscribe to the service *Libraries Australia*;
- those Australian libraries that participate in consortial e-resource licensing arrangements that are co-ordinated by the Division;
- the researchers and public of Australia, who wish to access the information resources of Australia's collecting institutions; and
- the libraries, cultural institutions, universities and other organisations with whom the Library collaborates, including those who contribute data for the Division's services.

These user groups relate to the four "service bundles" that are described in the body of this Plan.

The plan takes account of significant changes in user expectations, technology, and the wider environment, including:

- increased end-user demand for easily accessible online resources for their research and information needs;
- the expectation of users that at least the 'finding' part of the access experience will be free (and therefore that metadata will be freely available);
- the expectation of users that they will not be passive receivers of information, but rather contributors and participants in information services;
- ongoing pressure on library budgets, which continues to press libraries to review their activities, increase the efficiency of services and do more with less;

- a growing expectation that library systems will become more modular, open and flexible systems; and
- ongoing development of Google and other search engines.

For **Libraries Australia**, planned activities include

- maintaining the affiliation of member libraries, including successfully managing the ongoing transition to the new subscription model;
- extending the subscriber base for special libraries;
- encouraging more school libraries to join Libraries Australia;
- undertaking a pilot with selected member libraries to provide a local catalogue, in order to test a potential new service offering;
- implementing system enhancements such as the CBS “job manager”, support for Institution Specific Data and integration of the current directories;
- working systematically with member libraries to eliminate gaps in their data contributions and to encourage methods of more timely contribution of data;
- improving the reporting of licensed e-resources;
- populating the ANBD with more links to value added information, especially full-text digitised books that are created through mass digitisation projects, and book reviews; and
- maintaining strong relationships with OCLC staff in Ohio, Leiden and Melbourne.

For the **E-Resource Consortia**, planned activities include:

- negotiating with vendors in an effort to obtain more attractive whole-of-sector prices;
- rationalising NSLA Consortium products to focus on the “core set”;
- promoting the ERA products widely to appropriate libraries;
- updating the ERA product offerings annually; and
- moving to implement this “single contract” model.

For the **Discovery Services**, planned activities include:

- integrating the Discovery Services through the Single Business Discovery Project;
- actively marketing the new Discovery Service, and encouraging users to register, so that they can interact with the Service;
- working with search engine providers to improve harvesting of our content;
- developing the community of content contributors and partners; and
- ensuring that the functionality offered by the Service is regularly improved.

The Division will also engage in a broad set of **collaborative activities** which support the Library’s Directions and also support the future development of the three service bundles discussed above. These activities include:

- participation in Reimagining Libraries projects;
- liaison with the higher education and research sector, for example to explore whether there is any remaining potential for the Library to play a role in collaborating with the Australian National Data Service; and
- participation in relevant standards activities.

2. INTRODUCTION

The *National Library Act 1960* identifies four functions for the Library. The third and fourth of these functions are:

- to make available “such other services in relation to library matters and library material (including bibliographical services) as the Council thinks fit” ...
- to cooperate in library matters

These are the functions that relate most closely to the work of the Resource Sharing and Innovation Division.

The Library’s *Directions for 2009-2011* includes these statements:

- *We will use innovative technologies ... to streamline our services, providing users with simple and easy access to our collections and access to the world’s knowledge.*
- *We have a national focus and are committed to taking a leadership role in the Australian cultural community.*
- *We will collaborate with a variety of other institutions to improve the delivery of information resources to the Australian public.*
- *We will continue to maintain and develop the Libraries Australia service to ensure that it meets the developing needs of its member libraries and their users.*

The *Directions for 2009-2011* also identifies these activities:

- *Introduce a new online service incorporating all the information available through our existing discovery services (this will include access to greater full-text content along with facilities for users to comment and add to our data)*
- *Develop Electronic Resources Australia in order to deliver a core set of information resources to the Australian public*
- *Create partnerships with libraries, cultural institutions, universities and government agencies to improve the data available through our new online discovery service*

These over-arching statements of intent have guided the development of this Strategic Plan.

The Division serves four groups of users:

- those Australian libraries that subscribe to the service *Libraries Australia*;
- those Australian libraries that participate in consortial e-resource licensing arrangements that are co-ordinated by the Division;
- the researchers and public of Australia, who wish to access the information resources of Australia’s collecting institutions; and
- the libraries, cultural institutions, universities and other organisations with whom the Library collaborates, including those who contribute data for the Division’s services.

These user groups are served by each of the four “service bundles” that are described in the body of this Plan. For each of these service bundles, the Plan will provide a Service Overview and a set of Strategies for 2009-2011.

3. ENVIRONMENTAL SCAN

There are a number of trends in user expectations, in the library sector, and elsewhere in the environment which have the potential to influence this Plan.

User expectations

Notable trends in user expectations include:

- increased end-user demand for easily accessible online resources for their research and information needs, irrespective of the user's location, leading to a greater emphasis by libraries on the development of their collections of licensed e-resources;
- the widespread practice of users to commence their information seeking at search engines, rather than in library catalogues or portals;
- the expectation of users that at least the 'finding' part of the access experience will be free (and therefore that metadata will be freely available); and
- the expectation of some users that they will not be passive receivers of information, but rather contributors and participants in information services, and thus will be able to share ideas and information through activities such as annotation, tagging and personalisation.

Changes in libraries

Notable trends in the library sector include:

- ongoing pressure on library budgets, which continues to press libraries to review their activities, increase the efficiency of services and do more with less;
- declining print collections, especially in university and special libraries;
- a greater focus by university libraries on institutional collections, such as research repositories;
- a realisation by university libraries that their special or "hidden" collections need to be made more accessible;
- the strong desire by libraries to transform their catalogues into more flexible discovery tools with relevance ranking, faceted search refinement, and the ability to expose a very wide range of content to users;
- patchy but continuous progress in digitising library collections, and collections of other cultural institutions;
- the survival of inter-library loan services, or at least the slow pace of its decline, despite the fact that most users are strongly discouraged by barriers to 'getting' resources; and
- a growing expectation that library systems will become more modular, open and flexible systems (ie they will recognise a Service Oriented Architecture); that they will comprise a mixture of vendor-supplied, open source and possibly in-house developed components; and that they will tend towards use of generic protocols, ie ones that are not specific to the library community.

Other environmental issues

Other notable environmental issues include:

- ongoing development of search engines, including services such as Google Scholar, Google Books and Google Earth;
- expansion of globalised services (eg WorldCat, LibraryThing);
- increased use of the Web to "mash up" data and to repurpose data in other spaces;

- hesitation by some e-resource vendors about making their metadata available to libraries for re-purposing in cross-vendor discovery services;
- Australia’s “Digital Education Revolution” program, which libraries are aiming to support despite the lack of any funding for content development; and
- lack of action by government in funding national licensing for even a core set of e-resources.

Discussion

It follows from the above that:

- Libraries Australia will continue to support national shared cataloguing and inter-library loan services;
- Libraries Australia will need to operate as efficiently as possible, in order to moderate its subscription fees;
- Libraries Australia should aim to aggregate information on e-resource licence holdings, and their associated conditions, so that users can readily determine if they can access particular e-resources through one of their affiliated libraries, or through an on-site visit to a library with which they are not formally affiliated;
- Libraries Australia will continue to broker deals which make useful metadata content available to the member libraries (as has happened with WorldCat and Blackwells);
- Libraries Australia will work with university libraries on strategies to make “hidden collections” more accessible;
- the licensing of e-resources should be as affordable and flexible as possible for the libraries that use the Division’s services;
- the library sector should attempt to persuade Government to fund at least some library sectors (eg schools) in licensing a core set of e-resources;
- the Division needs to maintain contact and dialogue with library system vendors;
- the Division should enter into a dialogue with e-resource vendors concerning the release of their metadata for re-purposing in cross-vendor discovery services;
- the content of the Library’s Discovery services should be exposed comprehensively in search engines;
- the Discovery Services should aim to include digitised collection content wherever possible;
- the Library should strive to make metadata freely available in its Discovery services wherever possible;
- the Discovery services should be developed towards flexible and powerful tools with features such as relevance ranking and faceted search refinement; and
- the Discovery Services should support activities such as annotation, tagging and personalisation.

This Plan assumes that there remains a strong imperative for the provision of the Libraries Australia service. The aggregation of collection data serves to meet the need of libraries in cataloguing and resource sharing, and also provides great opportunities for repurposing the data in powerful Discovery Services. Libraries Australia provides a mechanism for aggregating information about the distributed works of authors and other creators spread across Australian collections. It also plays a role in ‘syndicating’ the aggregated data into discovery services which contribute to the broader information infrastructure.

4. LIBRARIES AUSTRALIA

Service overview

Libraries Australia and its predecessor services, based on the Australian National Bibliographic Database (ANBD), have been provided by the Library since 1981. The service is a fundamental part of Australia's library and information infrastructure.

The purpose of Libraries Australia is to support the collection management workflows of its member libraries. It supports collaboration between those members, including cooperative cataloguing, interlibrary lending, and cooperative collection development.

The system which supports Libraries Australia was redeveloped during 2004 and 2005. That redevelopment lowered the costs of providing the service, and reduced the risks involved in any future system redevelopment by segmenting the system into four modules. More details of these modules, and a more detailed description of Libraries Australia, are given in [Appendix A](#).

The metadata which is aggregated by Libraries Australia is being repurposed within the Library's free public Discovery Services. In this way, Libraries Australia enables Australians to access resources held in Australian library collections and Australian publications available online.

Since 2006 there have been two versions of the Libraries Australia Search service: a "subscription" version and a "free" version. The subscription version includes "personalisation" features for end users (such as alerts), and member libraries have been encouraged to make these features available to their end users. The take-up of personalisation during the past three years has been relatively modest. The Division now envisages that end-user services will be provided by the new Discovery Service (described below) and that further development of the Libraries Australia Search service will focus on the needs of member libraries, including any specific search needs of cataloguing and interlibrary loan staff. However, in the longer term these two search services will share a common back-end based on a common Lucene database.

During 2005/06, a new subscription model for Libraries Australia was foreshadowed. The new model aims to encourage unlimited use by member libraries. The new model is being implemented in stages. It was applied to university libraries in July 2007; to state, territory and public libraries in July 2008; and to special libraries in July 2009.

Strategies for 2009-2011

Strategy 1.1: Encourage and strengthen affiliation and usage of Libraries Australia

Background

The Australian library community benefits from a high level of participation in Libraries Australia. It is in the interests of all libraries for services such as shared cataloguing and interlibrary loan to have the widest possible reach.

It will also assist the National Library's ability to maintain the service if the revenue from Libraries Australia can be maintained at or above the current level.

Libraries Australia is in transition to a new subscription model. Member libraries will be charged in a manner which is equitable (based on intrinsic library size) and which does not discourage high levels of use by the libraries and their users. The new subscription model was implemented for special libraries in 2009/10, and will be implemented for any remaining library sectors (such as TAFE libraries) in 2010/11. It is recognised that there are political and practical difficulties in this process.

Specific activities

In support of this strategy, the Division will:

- ensure that the availability and performance of the four system modules are maintained at target service levels
- improve the stability of Libraries Australia Search
- manage the ongoing transition to the new subscription model in a manner which maintains affiliation and minimises membership cancellations
- extend the subscriber base for special libraries
- encourage more school libraries to join Libraries Australia
- extend ISO ILL interoperability with LADD to new libraries
- support the Libraries Australia Advisory Committee
- communicate well with member libraries through:
 - an improved Libraries Australia web presence, including the online member forum (based on the Ning service);
 - professional but friendly Help Desk service, including effective use of RefTracker;
 - provision of written information through the annual report, other LAAC papers, articles in Gateways, and a new e-newsletter for CEOs of member libraries;
 - regular visits to state user groups; and
 - an attractive programme each year for the Libraries Australia Forum
- continuously improve the documentation for Libraries Australia services including online user manuals and tutorials
- educate member libraries about how to make the maximum use and derive the maximum benefit from Libraries Australia
- support the training agents.

Strategy 1.2: Enhance Libraries Australia services

Background

To meet the changing needs of the member libraries, the Libraries Australia software will be regularly improved and extended. These changes will eliminate sub-optimal features and develop new service offerings. The changes will be made to all four modules of the software (see [Appendix A](#)).

As part of these enhancements, the Division will provide a small number of member libraries with a local catalogue, as a pilot of a new service offering. The most likely strategy is to deliver such catalogues as “views” of the new Discovery Service (described below). Achievement of this offering will depend on improvements to the software which would allow data of purely local significance to be added to the ANBD and properly managed there. It is unlikely that this pilot could be undertaken prior to December 2010.

Following the pilot, there would need to be a thorough analysis prior to any decision to implement any “local catalogue” service offering. The analysis would include issues such as how such catalogues would inter-operate with local circulation systems.

Specific activities

In support of this strategy the Division will, during the period of this Plan:

- deliver at least one new release of Libraries Australia Cataloguing (server and client);
- make priority changes to the Record Import Service;
- deliver at least one new release of Libraries Australia Document Delivery;

- ensure that Libraries Australia Cataloguing and Libraries Australia Document Delivery are no greater than one release behind the current production release;
- in conjunction with the Directories Integration Project, deliver one new release of Libraries Australia Administration;
- deliver release 2.5 of Libraries Australia Search on the existing platform (TeraText);
- deliver release 2.6 of Libraries Australia Search by migrating it to the Lucene platform; and
- with selected member libraries, trial the provision of local catalogues, perhaps delivering them as “views” of the new Discovery Service (described below).

In addition to the pilot of local catalogue provision, enhancements to be delivered through the above outcomes may include:

- implementation of the CBS “Job Manager”, which will enable staff of the Libraries Australia office to undertake tasks which currently must be performed by IT staff at the National Library or at OCLC Leiden;
- changes to Libraries Australia (Cataloguing and Search) to implement the recommendations of the Expert Advisory Group on Institution Specific Data;
- addition of strategic data sources to improve the service offerings to member libraries;
- priority improvements to the Record Export Service and Products;
- expansion of “deep links” to local catalogues from Libraries Australia Search;
- addition of SRU search and OAI harvest interfaces to Libraries Australia Search;
- integration of the two directories (currently known as Australian Libraries Gateway and ILRS Directory) with Libraries Australia Administration and with the WorldCat Registry; and
- inter-operability of the “Subject Suggestor Tool” with Libraries Australia Cataloguing and with other cataloguing client software commonly used by the member libraries.

Strategy 1.3: Improve the ANBD

Data can be contributed to the ANBD by three methods:

- The Libraries Australia Cataloguing Client;
- The Record Import Service; and
- The simple Web Cataloguing Form.

The Division has no preference between these methods, but encourages each member library to identify the combination of methods that best suits its local needs. The Division does aim, however, for:

- widest possible coverage of member library data, including data about e-resource subscriptions and original materials;
- timeliness in data contribution; and
- contribution of high priority authority data from state and appropriate university libraries.

During 2008 the Division undertook a major survey of the practices and capabilities of member libraries in contributing to the ANBD. As expected, many member libraries are not contributing all of their eligible data. Where data is being contributed, it is sometimes not contributed in a timely manner. It will benefit all member libraries if the scope and timeliness of data contribution can be improved.

Many libraries have reported barriers to contribution of their e-resource licence data to the ANBD. Based on advice from the Libraries Australia Advisory Committee, the Division will

focus on obtaining this data for public libraries, state and territory libraries, and the National Library.

In addition, the ANBD requires constant maintenance so that it can be used with confidence by the member libraries.

In support of this strategy, the Division will, during the period of this Plan:

- support the implementation of the new cataloguing standard RDA (Resource Description and Access) so that member libraries can create and exchange RDA-compatible data (the timing of this action will depend on decisions by national libraries concerning the RDA implementation date);
- in following up the ANBD Survey, work systematically with member libraries to discuss gaps in their data contributions, and to implement measures to eliminate or reduce these gaps (priority to be given to state and territory libraries, then university libraries);
- as part of this process, develop approaches to improve the reporting or harvesting of licensed e-resources, or at least those resources licensed through the NSLA and ERA consortia;
- encourage member libraries and system vendors to implement the SRU Record Update protocol so that local systems of member libraries can update the ANBD as a real-time background task;
- continue to refine the database matching and merging algorithms;
- continue to configure and refine the operation of the offline duplicate record removal facility;
- develop a service to support batch mode import of authority records (including an examination of options for loading LC authority files);
- improve ANBD authority files (for example, link bibliographic and authority records, and merge name and name/subject headings);
- investigate additional sources of ANBD data, such as ONIX data from publishers; and
- populate the ANBD with more links to value added information, especially full-text digitised books that are created through mass digitisation projects, and book reviews.

Strategy 1.4: Maintain and develop business relationships

The quality of services that are offered to member libraries depends in part on the business relationships that the Division develops. For example, these relationships can extend the range of cataloguing data and the range of document supply options that are available to the member libraries.

Of particular importance is the relationship with OCLC, which now involves:

- software support by OCLC for Libraries Australia Cataloguing (CBS) and Libraries Australia Document Delivery (VDX);
- a network licence allowing Libraries Australia member libraries to make unlimited use of WorldCat as a supplementary source of cataloguing data;
- contribution of the ANBD to WorldCat, with data synchronisation; and
- participation of Libraries Australia member libraries in OCLC governance.

In support of this strategy, the Division will:

- maintain regular contact with the OCLC offices in Ohio, Leiden and Melbourne, with information sharing leading to joint activities where needed;
- plan and implement inter-operability improvements, such as interconnection of WorldCat Resource Sharing with LADD;
- advocate and support Australian representation on the Asia/Pacific Regional Council of OCLC;

- maintain an active interest in the RLG Programs and Research activities of OCLC;
- participate in the Virtual International Authority File;
- maintain the relationship with Te Puna;
- maintain and develop relationships with key document supply agencies such as Infotrieve, CISTI and the British Library;
- maintain dialogue with library system vendors; and
- develop data sharing arrangements with vendors of Electronic Resource Management services (similar to the relationship already established with Serial Solutions).

5. E-RESOURCE CONSORTIA

Service overview

Electronic journals and databases now represent a major part of the value which libraries offer to their users. Australian libraries subscribe to a variety of such electronic resources, sometimes through sectoral or state-based consortia. However, many Australians do not have access to the e-resources they would like to use, because they are not affiliated with a library which subscribes to them. Increased availability of e-resources will contribute to the social, educational and economic well-being of the community.

The Division manages and co-ordinates two consortia for licensing of e-resources: the NSLA Consortium, and Electronic Resources Australia (ERA).

The short to medium term goals for these consortia are:

- to assist the member libraries to obtain the best possible prices for e-resource licences; and
- to assist the member libraries to achieve aligned and favourable licence conditions.

The National Library also has two long term aspirations with respect to the e-resources that are licensed by the Australian library community:

- to give every Australian resident the right to access a core set of e-resources, free to the user but paid for by the Australian library community, assisted where possible by direct Government funding; and
- to allow Australian library users to easily discover and link through to those e-resources which they are entitled to access by virtue of their multiple library memberships.

Achieving the second of these aspirations will be a major undertaking for the Discovery Services, discussed below.

NSLA Consortium

In October 2000, National & State Libraries Australasia (NSLA) approved the establishment of the NSLA Consortium. The members of the Consortium are Australian state and territory libraries and the National Library of Australia. Members may also elect to act on behalf of one or more public libraries in obtaining e-resource licences. NSLA appointed the National Library of Australia as the lead negotiator. In this capacity, the Library negotiates and signs agreements on behalf of members.

The NSLA Consortium has a Business Plan for the period October 2008 to September 2010.

In accordance with this Plan, the NSLA Consortium in 2008 identified a “core set” of e-resources suitable for take-up by all NSLA member libraries. The Plan calls for negotiation efforts to focus on the core set during the 2009 licence renewal process.

Electronic Resources Australia (ERA)

Following the 2003 recommendations of the Senate Inquiry into the Role of Libraries in the Online Environment, the National Library convened a series of forums with representatives from library groups and various consortia. These forums led to the establishment of Electronic Resources Australia (ERA). The Library began to manage ERA in early 2006, calling the first ERA open tender in August 2006, with the results announced in May 2007.

Because of the prior existence of other consortia, in the short to medium term ERA is likely to be of most benefit to small libraries (school, special and some public libraries). ERA will work to improve coverage for a basic set of e-resources, with the long term goal of achieving a situation in which every Australian library user can access the basic set through any library with which they are affiliated.

By the end of 2008 over 1,100 libraries from all sectors were taking subscriptions through ERA, either individually or through consortia. The ERA Product Panel included 25 products, from eight participating vendors, which will be available to libraries on 1 July 2009.

ERA has a Business Plan covering the period July 2009 to June 2011.

The operation of ERA involves:

- maintaining a “multi-use list” panel of e-resource vendors, including annual advertisements on AusTender to provide an opportunity for new potential suppliers to apply for inclusion, or for existing members to modify their product packages;
- reviewing the ERA product offerings annually in consultation with the ERA Executive Committee;
- managing the procurement and establishment Head Deed agreements with these vendors, which include licence conditions and annual subscription prices;
- promoting ERA and the product offerings to Australian libraries and supporting the promotion of e-resources to their users;
- undertaking “product polls” to determine the level of anticipated take-up for setting pricing based on volume discounts;
- evaluating the performance of the consortium; and
- operating under a governance framework.

Licence conditions

Ideally, libraries that licence e-resources wish to do so under conditions such as the following:

- all on-site users, including “walk-in” readers who are not registered library users, have access to the e-resource;
- all registered library users have off-site access to the e-resource;
- the e-resource can be used in delivering standard library reference services, including reference services delivered via email or online chat, such as AskNow;
- the library can provide the e-resource to another library under the interlibrary loan provisions of the Copyright Act (ie the licence should not over-ride these rights)
- library users can make any use that is permitted under Australian copyright law, including fair dealing provisions;
- the library will have perpetual access to the e-resource, including access to backfiles if the licence was discontinued; and
- it will be possible to obtain usage statistics that meet the agreed international set of standards and protocols governing the recording and exchange of online usage data.

These conditions, except for perpetual access, have been negotiated in the ERA Head Deeds. The above conditions are not yet fully reflected in the NSLA Consortium: in particular, conditions relating to remote access and virtual reference need to be clearly articulated.

Strategies for 2009-2011

Strategy 2.1: Increase participation in the NSLA and ERA products

Both consortia will benefit from a high level of take-up of the licensed products. Greater participation will bring the consortia closer to achieving whole-of-sector and national prices, which will lead to cost savings for all participating libraries. “Whole-of-sector” prices have been offered for some products by some ERA vendors. Acceptance of such offers would mean that all Australian libraries in a given sector (eg school libraries, NSLA libraries, university libraries) would be able to offer the product in question to their users. However, initial

testing has revealed that these prices have been set at levels which do not encourage any whole-of-sector take-up.

In support of this strategy, the Division will:

- negotiate with vendors in an effort to obtain more attractive whole-of-sector prices;
- aim to phase out those NSLA Consortium products where there is no prospect of achieving whole-of-sector take-up by NSLA member libraries, and focus the NSLA Consortium on the “core set”;
- participate in the Collaborative Collections Project of the NSLA Reimagining Libraries initiative;
- promote the ERA products widely to appropriate libraries;
- facilitate training by vendors in use of the products; and
- review the ERA product offerings annually.

Strategy 2.2: Establish a framework that supports national licensing

Currently, ERA comprises a set of arrangements for particular products which may approximate the “core set” which we wish to make available to every Australian. The arrangements involve individual libraries electing to "opt-in" by referencing the relevant Head Deed in their contracts signed directly with the vendors.

There would be administrative savings, and a more whole-of-nation approach, if ERA were to negotiate with vendors as a single consortial entity, resulting in a single contract with each vendor. This is the approach adopted by New Zealand's national consortium Electronic Purchasing in Collaboration (EPIC), where the National Library of New Zealand is the central body procuring on behalf of New Zealand libraries.

Subject to corporate approval, the Division will move to implement this “single contract” model.

6. DISCOVERY SERVICES FOR THE PUBLIC

Overview of existing services

The Library began to provide free online discovery services for the public within two years of establishing its web site. These services provide a single point of discovery for a range of information resources that are held in multiple Australian collections.

The Library now operates eight discovery services, and responsibility for these services is spread across three Divisions of the Library. These services are listed in the table below.

SERVICE NAME	YEAR INITIATED	CURRENT PLATFORM	MANAGING DIVISION*
Register of Australian Archives and Manuscripts (RAAM)	1997	Oracle	ACRS
Picture Australia	1999	TeraText	RSI
Music Australia	2004	TeraText	ACRS, RSI
Australia Dancing	2004		ACRS
PANDORA search service	2005	Lucene	CM
Australian Research Online	2005 (renovated in 2008)	Lucene	RSI
Libraries Australia free search service	2006	TeraText	RSI
Australian Newspapers Beta	2008	Lucene	CM

Key to Division names:

ACRS: Australian Collections and Reader Services

RSI: Resource Sharing and Innovation

CM: Collections Management

RAAM was an online replacement for the former printed *Guide to collections of manuscripts relating to Australia*. It records about 40,000 collections held by Australian institutions. *RAAM* has not been updated for more than two years and its online interface and underlying database platform are well overdue for renovation. The Library is in the process of establishing new contribution pathways based on those provided by *Libraries Australia*.

Picture Australia provides a single point of discovery for pictures that have been digitised by Australian collecting institutions (libraries, museums, archives and other institutions). Since 2000 it has grown from six to 49 contributors (representing 106 separate collections). By mid 2009 it was providing access to over 1.7 million images.

Music Australia presents a specialised subset of the ANBD containing a wide range of resources relating to Australian music, including books, pictures, biographical information, music scores, sound recordings and websites. The underlying database is a copy of this subset, presented with its own online interface.

Australia Dancing provides users with access to current and historical information about dance in Australia. It describes dance research materials held by the National Library of Australia, the National Film and Sound Archive, and other selected institutions, and enables discovery, location and access to information about dance in Australia through links to other relevant sites.

The *PANDORA Search Service* provides access to the web site snapshots that are stored in *PANDORA*, Australia's web archive. The Search Service, renovated in 2005, allows the user to access either individual pages within a web site snapshot, or the title entry page which lists all of the snapshots of a particular site.

Australian Research Online (formerly known as the *ARROW Discovery Service*) provides access to more than 300,000 Australian research outputs, including theses; preprints; postprints; journal articles and book chapters. The service aggregates the metadata from participating Australian university repositories, and selected government research repositories.

The *Libraries Australia free search service* was launched in February 2006, realising a long-held ambition to open up the National Bibliographic Database to the general public. It allows anybody to verify the bibliographic details of library collection items, and to locate these items in Australian libraries. The service also provides a "landing place" for links from other services such as Google Books.

The *Australian Newspapers Beta service* was implemented in July 2008. It provides access to historic Australian newspapers digitised as part of the Australian Newspapers Digitisation Program.

The Library has embarked on a new program to aggregate biographical metadata, the *People Australia* program. This program provides unique party identifiers to contributors of biographical information. It will support an entry point to Australian web-based biographical services by constructing a virtual web page for each person or organisation represented in the national authority file contained in the ANBD. Users of the service will be able to navigate from these web pages to entries in the ANBD for works by and about the person concerned, and will also be able to navigate to biographical information contained in other web-based services.

Strategies for 2009-2011

Strategy 3.1: Integrate the discovery services

The cornerstone strategy for the next two years is to complete the integration of the discovery services through the "Single Business Discovery Project". This Project commenced in August 2008.

As part of this Project, the Library will extend the scope of the discovery services to include biographical data (through the People Australia initiative) and journal articles.

The Project aims to improve the discovery experience for the Australian public by providing access from one place to the resources currently discoverable via the eight discovery services. It will also provide access to a significantly greater range of resources from a wider range of sources, including more full-text content. It will enhance ease of discovery through improved relevance ranking, refinement by facets, and grouping of related items. It also aims to allow users to engage with the content, and with each other, by supporting annotation services.

The Library will build the new system itself using Lucene and other appropriate open source tools.

While the new service will provide an integrated space for the user, this space will be organised into a number of "collection views". These views will recognise the unique requirements of different types of information resource. They will have home pages and result sets tailored to the needs of users searching the type of material concerned. While most of these views will be based on the format of the information resource (eg "Maps"), some will be topic-based (eg "About people and organisations") and some will be "specialisations" based on discipline or other context (eg "Music", "Research").

The Resource Sharing and Innovation Division will become the overall business owner for the new discovery service, with responsibility for ensuring that data is successfully harvested for the service. However, other Divisions and Branches of the Library will take responsibility for particular collection views as appropriate. This responsibility will include defining the policies for data collection, and for building some of the stakeholder relationships.

The Resource Sharing and Innovation Division and the other relevant Divisions and Branches of the Library will collaborate to:

- actively seek out additional content, whether structured metadata or full text, and with an emphasis on data held by Australian partner institutions; and
- identify appropriate external targets for inclusion in the new service.

This Project will assist the State and Territory libraries to improve their discovery services as part of the “Connecting and Discovering Content” Project of the NSLA Re-imagining Library Services initiative.

As the implementation of the new discovery service will be a major undertaking, there will be a staged migration to the new architecture. The first stage will populate all of the format-based collection views from the ANBD (including the former RAAM data), migrate the Australian Newspapers service, and make the biographical data available for searching. Thus it will replace three of the eight discovery services. In addition, it will incorporate new content (such as digitised books from the Internet Archive) and the research data from the OAISter service.

A significant separate piece of work included in Stage 1 is the completion of the development of the People Data Administration module. This module allows Division staff to manage people records and the identities to which they belong.

A prototype of the new service was released through the Library Labs wiki in May 2009. Stage 1 is planned for delivery in the fourth quarter of 2009.

The Division will seek feedback from a wide range of stakeholders by:

- encouraging comments on the prototype; and
- seeking feedback through the Connecting and Discovering Content Project of the NSLA Reimagining Libraries initiative.

Following Stage 1, future stages of the Project will aim to achieve at least some of the following improvements:

- Development of the Australian Newspapers collection view, to meet the priority enhancements identified during the Australian Newspapers Beta phase
- Development of journal article content, to include the full content of any journals digitised by the Library, additional journal article indexing data, and search and navigation facilities for an identified set of licensed electronic journals
- Development of archives and manuscript content, to include finding aids, file descriptions, and agency-level metadata made available by partners
- Piloting of some “local catalogue” views (see Strategy 1.2)
- Further development of the Pictures and Photos view as required to allow the current Picture Australia platform to be decommissioned
- Possible development of a Research Specialisation to replace the current Australian Research Online, possibly including metadata describing data sets
- Establishment of the Music Specialisation and the Dance Specialisation as required to replace the current Music Australia and Australia Dancing services
- Expansion of the Web Archives view to include the Whole Domain Archive
- Additional features to allow replacement of the Libraries Australia Subscription Search Service
- Further development of the Maps view, including an expanded set of external targets, and development of a Geospatial search interface.

Strategy 3.2: Ensure a high level of use of the discovery services

The Division will aim to achieve a high level of use and user acceptance of the service. In support of this strategy, the Division will:

- take opportunities to raise awareness of the services with potential user groups such as education communities and creative industries;
- enable stakeholders to use and repurpose the content;
- encourage users to register, so that they can interact with the service (eg add tags, comments, and enhance some metadata) and join in discussion with other users; and
- work with Google to overcome difficulties with Google Sitemaps, under which indexing of the Library's discovery services by Google is very incomplete.

Strategy 3.3: Develop the community of contributors and partners

The Division will aim to attract new contributors of the content that is exposed through the new service, and new partners whose content can be accessed as external targets.

In support of this strategy, the Division will:

- engage with a wide range of collecting institutions, including archives, museums, etc.;
- identify suitable contributors through knowledge built up from other National Library activities (example: Community Heritage Grants);
- streamline contributor governance arrangements, including simplification of the Memorandum of Understanding between contributors and the Library;
- extend the scope of the Harvester software as required;
- take steps to make contribution easier (eg through static OAI repositories);
- identify categories of pictures content which are under-represented in Picture Australia, and seek new contributors in these categories;
- seek Flickr contributions to Picture Australia in response to major events;
- obtain metadata for contemporary audio Australian music content, to replace the previous arrangement with destra Media (2005-2008);
- work with university and other research repositories to overcome any barriers to contributing data;
- identify additional contributors for the People Australia program;
- seek to obtain data from social networking activities; and
- communicate well with contributors through an improved web presence, including an online contributor forum.

Strategy 3.4: Enhance the discovery experience

To meet the needs of its users, the functionality offered by the new discovery service must be regularly improved. Examples of possible improvements are:

- parse the text of all service content to identify geographic places, which can be matched against an appropriate Gazetteer to obtain geographic coordinates, and thus support a maps-based search interface;
- provide a facility for users to create their own trails or thematic collections;
- deliver alerts through RSS feeds;
- if not already developed, support federated access to e-resources, allowing Australian library users to easily discover and link to those e-resources which they are entitled to access by virtue of their multiple library memberships; and
- actively push content into other domains (eg Wikipedia, Google Earth).

7. THE WIDER COLLABORATIVE AGENDA

The Resource Sharing and Innovation Division is engaged in a broad set of collaborative activities which support the Library's Directions and also support the future development of the three service bundles discussed above.

Reimagining Libraries

The Division will play a strong role in leading or supporting several of the projects that form part of the Reimagining Libraries initiative of National & State Libraries Australasia. These projects will strengthen the other services offered by the Division. The principal projects are:

- Open Borders (led by the Division) which will play an important role in defining a strategy for access to e-resources within Discovery Services for the Public;
- Connecting and Discovering Content (led by the Division) which will involve NSLA member libraries in the Single Business Discovery Project;
- Collaborative Collections (led by the State Libraries of Qld and NSW) which will support the efforts to move toward national licensing of e-resources, and including e-resource holdings data, with associated licence information, onto the ANBD;
- Delivery (led by the State Library of WA) which will provide an impetus towards transforming document delivery and interlibrary loan, and will pick up the aims of the 'Rethinking Resource Sharing Reference Group' which has investigated the possibility of end user requesting and home delivery of items.

Liaison with the higher education and research sector

As part of its then Innovation Program, the Library was strongly engaged with the higher education and research sectors between 2003 and 2008. This included activities such as:

- membership of the ARROW Project, led by Monash University;
- membership of the Australian Partnership for Sustainable Repositories, led by the Australian National University;
- establishment of the ARROW Discovery Service, now called Australian Research Online;
- membership of the Advisory Group for the Australian National Data Service (ANDS);
- participation in the Data for Science Working Group of the Prime Minister's Science, Engineering and Innovation Council;
- a strong level of input, including formal submissions, to the roadmap for the National Collaborative Research Infrastructure Strategy (NCRIS); and
- liaison with academics in the fields of humanities and social sciences concerning the inclusion of support for these disciplines within NCRIS.

The Division aims to carry forward this program of work by establishing a strong relationship with ANDS. It is likely that collaboration will initially focus on activities such as:

- exchange of data with the ANDS Collection Registry; and
- extension of the People Australia program to ensure productive use of this infrastructure by the Australian university community.

Standards activities

The Division will continue to be involved in standards development and implementation activities, where these relate to the Division's services. These activities will include:

- participation in Standards Australia Committee IT/19;
- participation in the development of the Encoded Archival Context (EAC) standard, which supports the exchange of biographical information;
- participation in the Australian Committee on Cataloguing;

- participation in any metadata standards activities for the higher education sector (such as MACAR);
- encouraging the implementation of protocols such as SRU Record Update, which will improve efficiencies and timeliness in the exchange of bibliographic data; and
- participation in the development of “getting” standards such as the Request Transfer Message protocol.

Liaison with search engine providers

Increasing the use of the Discovery Services is strongly linked to reliable harvesting of the content of those services by Google and other search engine providers. To date, harvesting of this content has been far from comprehensive. In addition, the effective functioning of the Discovery Services will depend on other aspects of inter-operability, such as an API for Google Scholar. The Division will continue to discuss such issues with search engine providers.

APPENDIX A. DESCRIPTION OF LIBRARIES AUSTRALIA

Service Rationale

Libraries Australia supports improvements and efficiencies in library operations, by providing an effective platform for creation and exchange of bibliographic data, through support for resource sharing between libraries and by supporting libraries in making their resources available to users.

Libraries Australia's key asset is its underlying database (the Australian National Bibliographic Database, or ANBD) containing records of around 47 million items (in June 2009) held by about 1,000 Australian libraries that are members of the service. Subscribers can also access major international databases including WorldCat (provided by OCLC) and Te Puna (New Zealand libraries national union catalogue).

In order to gather this data, Libraries Australia supports cooperative cataloguing, enabling the member libraries to reduce the costs of their cataloguing by using records created by other libraries in Australia and worldwide. In order to improve access to library collections, Libraries Australia supports interlending and efficiently manages the associated payments.

For the end user, Libraries Australia aims to support access to Australian library collections and to Australian publications available online. The service supports 'finding and getting' material from collecting institutions and other information suppliers such as bookshops and publishers of online content.

Since the early 1980s Libraries Australia and its predecessor services Kinetica and the Australian Bibliographic Network (ABN) have operated on a partial cost recovery basis. While the National Library has always provided a subsidy, the service has historically operated at or slightly above marginal cost recovery, allowing the Library to support continued growth in the service.

The redevelopment of the Kinetica service during 2003-2005 resulted in a reduction in the ongoing cost of supporting the service. Flowing from this reduction in costs, Libraries Australia revenue was reduced by \$490,000, comparing the financial years 2002/03 and 2006/07, thus passing on a significant proportion of the savings to Libraries Australia member libraries.

Consultation with member libraries on their needs and the future development of the service occurs through the Libraries Australia Advisory Committee, and through regular meetings with member libraries in all states.

As far as libraries are concerned, Libraries Australia has a high market share, as it serves over 1,000 Australian libraries including all state, university and most special, government and public libraries. Its continued operation is based on providing cost efficiencies to these libraries and increased access to Australian library collections.

Value Proposition

The value that is provided to member libraries in return for the subscription fee can be summed up as follows:

- Members libraries are able to use of all of the ANBD data to meet their copy cataloguing needs, and find all of that data in one place
- This data includes Blackwells Table of Contents, not easily available elsewhere, which enhances the member libraries' catalogues
- Member libraries have unlimited access to WorldCat – and other external databases – with their subscription, giving them a high copy cataloguing hit rate

- Member libraries will receive assistance in making transitions such as migration to new cataloguing standards (including Resource Description & Access)
- Member libraries are able to make full use of the national interlibrary loan system (LADD) – or, are able to utilise a fully tested interconnection of their local ILL system with LADD and therefore other systems, as part of their subscription
- Member libraries are able to access support through the Libraries Australia Help Desk, whenever they need it
- Member libraries are able to offer their end users alerting services through the personalisation features of Libraries Australia Search
- The catalogue data of member libraries is synchronised to WorldCat in real time, and is therefore visible to a global community.

The full Libraries Australia Value Statement, which documents service features and their value to Australian libraries, may be found at www.nla.gov.au/librariesaustralia/documents/supporting_australian_libraries.pdf.

Underlying system

The four integrated modules which constitute Libraries Australia are:

Libraries Australia Search, currently available as a subscription and free version, which enables users to find and get the resources recorded in the ANBD. This module is currently supported by the TeraText search software from SAIC.

Libraries Australia Cataloguing, a data creation and maintenance service, which enables subscribing libraries to create and edit relevant data, and also enables managers of the ANBD to obtain, convert and maintain relevant data. This module is currently supported by the CBS software from OCLC in Leiden.

Libraries Australia Document Delivery, an interlending and payment service, which enables subscribing libraries to manage the process of requesting, shipping and paying for loans and copies. This module is currently supported by the VDX software from OCLC in Sheffield.

Libraries Australia Administration, which enables subscribers to manage their user account information and register for the Record Export Service (RES) and the Products service. This module is currently based on the Open LDAP directory software.