



**LIBRARIES AUSTRALIA STRATEGIC PLAN
JULY 2007 TO JUNE 2010**

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Executive Summary

This document sets out the strategic plan for the development and operation of Libraries Australia between July 2007 and June 2010. During this period:

- the Library will integrate existing resource discovery services, including Libraries Australia Search, which will become one 'collection view' of a 'national data store';
- the technology used to support the Libraries Australia service will continue to be enhanced to provide improved relevance ranking, clustering and browsing within results;
- business relationships will be developed and expanded, for example with OCLC and vendors of electronic resources;
- our database content will be more broadly exposed on the Internet to provide new pathways and new users for Australian library collections;
- links to full-text and online information resources will be expanded to ensure the continued relevance of the service in a digital world; and
- subscription models will be reviewed and developed to ensure equitable and sustainable contributions to the cost of the service within and across library sectors.

This plan:

- sets out the context for the Libraries Australia service;
- describes the rationale for the service and its features and perceptions from a recent customer and stakeholder satisfaction survey;
- describes changes in the library sector and in the broader information environment relevant to the service; and
- sets out a range of strategic priorities and activities which Libraries Australia will undertake over the next three years.

Four strategic priorities set out below are defined for Libraries Australia and within each, key objectives, activities and timeframes are defined.

Strategy 1: Maintain and develop business models and relationships

Strategy 2: Improve database currency, quality, coverage and review scope

Strategy 3: Enhance Libraries Australia services

Strategy 4: Improve management of directory data and user administration

Introduction

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

The purpose of the service is to enable Australians to access resources held in Australian library collections and Australian publications available online. To achieve this objective, Libraries Australia supports collaboration between Australian collecting institutions, including cooperative cataloguing, federated discovery services, interlibrary lending, and cooperative collection development.

The system which supports Libraries Australia was redeveloped during 2004 and 2005. The new system provides improved functionality, performance and value for money. A subscription model for Libraries Australia that allows unlimited use by Australian libraries and their users was introduced in July 2005. Savings realised through re-development of the service were passed on to subscribers through implementation of the subscription model.

This plan should be read in conjunction with the 2007 Libraries Australia Value Statement which documents service features and their value to Australian libraries.

National Library context

The National Library of Australia is a statutory authority established under the National Library Act 1960. The functions of the Library are defined in the Act:

- to maintain and develop a national collection of library material, including a comprehensive collection of library material relating to Australia and the Australian people;
- to make library material in the national collection available ... with a view to the most advantageous use of that collection in the national interest;
- to make available such other services in relation to library matters and library material as the Council thinks fit ... ; and
- to cooperate in library matters ... with authorities or persons, whether in Australia or elsewhere, concerned with library matters.

The goal of the Library is to ensure that 'Australians have access through the National Library of Australia to a comprehensive collection of Australian library material and international documentary resources' (*Portfolio Budget Statement, 2006-2007*).

The Library's *Directions for 2006-2008*¹ states that:

'The Library will become more visible in the information-seeking world, reaching new audiences and expanding the community's awareness of our resources and their relevance. Innovative technologies, digitisation and the Internet continue to provide opportunities to streamline and broaden our services, providing users with simple and easy access to library collections and a wealth of information from elsewhere.'

The *Directions* statement further states that:

¹ <http://www.nla.gov.au/library/directions.html>

‘Our major undertaking in 2006-2008 will be to enhance learning and knowledge creation by further simplifying and integrating services that allow our users to find and get material, and by establishing new ways of collecting, sharing, recording, disseminating and preserving knowledge.’

Desired outcome 2 of the *Directions* statement relates to access to our collections:

‘To meet the needs of our users for rapid and easy access to our collections and other resources, we will

- ... enable the collections of Australian libraries and cultural institutions to be searched online and easily obtained
- establish relationships that, as far as possible, will overcome access barriers to restricted or charged-for materials
- work with other Australian libraries to broaden access to materials held within those libraries.’

Desired outcome 4 of the *Directions* statement relates to library collaboration:

‘To ensure that Australians have access to vibrant and relevant information services, we will

- work collaboratively with libraries and other institutions to implement a national plan of action
- advocate the importance of library services on behalf of Australian libraries
- play an active and influential role in international developments
- undertake a leadership role through coordination activities, facilitation and sharing our expertise.’

In late 2006 the National Library undertook a review of its IT architecture to support the management, discovery and delivery of the National Library of Australia’s collections and delivery of resource discovery services over the medium term. The current architecture which has successfully delivered digital library functions and resource discovery services over the last five years has become increasingly difficult to maintain and is hindering the Library’s ability to innovate and bring new services online.

The report of the review² identified a new framework for building digital library and resource discovery services which will address these issues by:

- implementing a Service Oriented Architecture;
- adopting a single-business approach; and
- considering open-source solutions when these are functional and robust.

The Library’s direction is to integrate existing resource discovery services, including Libraries Australia Search, which would become one ‘collection view’ of a ‘national data store’. In support of this single-business approach, the Library is implementing an IT Service Oriented Architecture of shared functionality, which will realise significant efficiencies in terms of maintenance and future service development. Plans in this area are discussed in detail within the third strategy which describes enhancements to Libraries Australia services.

² *National Library of Australia IT Architecture Project Report*, March 2007.
<http://www.nla.gov.au/dsp/documents/itag.pdf>

Rationale for the Libraries Australia Service

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 comprehensive database (the Australian National Bibliographic Database) containing records of around 42 million items held by about 1,000 Australian libraries that are members of the service. Subscribers can also access major international databases including the catalogues of OCLC (US based - over 57,000 member libraries), Consortia of UK and Irish University Libraries and Te Puna (New Zealand libraries national union catalogue).

Libraries Australia's discovery and access services depend on these data sources, and especially on the Australian National Bibliographic Database. In order to gather this data in a timely way, Libraries Australia supports cooperative cataloguing, enabling Australian libraries to reduce the costs of their cataloguing by using records created by other libraries and international agencies such as the British Library and Library of Congress. In order to improve access to information resources, Libraries Australia supports interlending and efficiently manages associated payments, allowing libraries to share resources by borrowing (or receiving copies) of library materials from other libraries. Libraries Australia also supports cooperative collection development, enabling libraries to reduce duplication in their collections and better manage their acquisitions budgets.

For the end user, Libraries Australia aims to support access to resources held in Australian collections and Australian publications available online. To deliver this functionality, 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 over the period 2003-2005 resulted in a reduction in the ongoing cost of supporting this service largely through cessation of a contract with IBM Global Services and integration of the Chinese, Japanese and Korean (CJK) service. A reduction in support costs of over \$500,000 was passed on to Libraries Australia customers through reduced annual subscriptions in July 2005.

Future costs of the Libraries Australia service for five years from 2007/2008 through to 2011/2012 are shown at Attachment A. The total cost of running the service is now close to \$5m per year of which approximately \$4m is recovered from subscribing libraries. The National Library provides a direct subsidy against the cost of the running the service of about \$1m per year as well as attributing an internal service charge of \$300,000 per year, as an offset to costs, for its own use of the service.

Consultation with Australian libraries on their needs and the future development of the service occurs through a formal Advisory Committee (comprising representatives of all

Australian library sectors) which meets on average twice per year, and regular meetings with subscribing libraries in all states.

The following high-level business needs guide the development of the Libraries Australia service:

- to provide a service which is affordable both for Australian libraries and the National Library;
- to support efficiencies in Australian libraries through resource sharing, including exchange of data and interlending operations;
- to use technology innovatively to develop services to meet the needs of Australian libraries;
- to comply with international standards to enable interoperability with library and database systems around the world;
- to provide libraries with streamlined mechanisms for ‘finding and getting’ resources in Australian collecting institutions and in international databases; and
- to support end user access by simplifying the processes of resource discovery and delivery, authentication and payment for resources in Australian collecting institutions.

As far as libraries are concerned the service 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.

In October 2003 the Senate Environment, Communications, Information Technology and the Arts References Committee reported on their *Inquiry into Libraries in the online environment*. The report recommended:

‘Recommendation 1: The committee recommends that the National Library of Australia receive additional funding to provide improved access to Kinetica [ie Libraries Australia] for all Australian libraries and end users’.

The Government’s response to the report did not provide any additional funds. However in February 2006, the Library released a free version of Libraries Australia Search that provides a simple ‘google like’ search access to the Australian National Bibliographic and Picture Australia Databases for anyone with an Internet connection. The free service was launched by Senator Helen Coonan at Parliament House in Canberra and meets the first recommendation of the 2003 inquiry.

Libraries Australia service features and perceptions

The four integrated modules which constitute Libraries Australia are:

- Libraries Australia Search, available as a subscription and free version, which enables users to find and get around 42 million items from around 1,000 Australian libraries;
- 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 Australian National Bibliographic Database to obtain, convert and maintain relevant data;
- 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; and

- Libraries Australia Administration which enables subscribers to manage their user account information and register for the Record Export Service (RES) and the Products service.

Libraries Australia Search is currently supported by the TeraText search software from SAIC. Key features of the Libraries Australia Search service are:

- search interfaces to meet the needs of the general public as well as library reference staff;
- support for search access to the ANBD and multiple remote targets (using distributed search protocols such as Z39.50 and OpenSearch);
- support for saved searches which can be run at regular intervals;
- delivery of products, including files of records for use in local library systems;
- document requesting interfaces, both to libraries and commercial suppliers (such as online bookshops);
- support for tailoring of the discovery and access process based on individual user profiles (for example, alerting users that items they have found are in their own library); and
- data syndication of bibliographic records to other services such as Internet search engines.

Libraries Australia Cataloguing is currently supported by the CBS software from OCLC PICA. Key features of the Libraries Australia Cataloguing service are:

- search access to the ANBD and multiple remote targets via Z39.50 to support online original cataloguing and copy cataloguing, including through a web cataloguing client;
- support for creation, validation and editing of standard MARC21 data;
- support for the harvesting, conversion and intake of metadata which is created according to a variety of metadata standards, not just the MARC standard commonly used in libraries;
- support for reliable data matching and efficient review of tentative matches;
- support for the Unicode character set, enabling encoding of data in almost every language and script;
- support for transliteration of Chinese script and searching by non-roman scripts.

The National Library has no preference with regard to the location of cataloguing by member libraries, which can be either centrally on the Australian National Bibliographic Database, or remotely on local library systems with batch loading to the ANBD via the Record Import Service (RIS). The Library's goal is to encourage users to develop the best workflows in support of cataloguing activities in their library. It will continue to give priority to strategies aimed at improving the quality of the Australian National Bibliographic Database, including improving the data matching and duplicate detection facilities.

Libraries Australia Document Delivery (LADD) is currently supported by the VDX software from OCLC PICA. Key features of the Libraries Australia Document Delivery service are:

- support for the creation, transmission, receipt and management of inter-library loan requests;
- support for access to the ANBD and remote database targets via Z39.50 to identify material for request/loan;

- support for interoperability with local document delivery systems via the ISO ILL protocol;
- support for sharing of material between Australian and New Zealand libraries via the Trans-Tasman Interlending service which links LADD with Te Puna Interloan; and
- access to the LADD Payments Service.

Libraries Australia Administration is currently based on the Open LDAP directory software. Key features of Libraries Australia Administration are:

- support for libraries to register for record download via the Record Export and Products services;
- support for user administration by libraries; and
- support for generation of reports of system activity by libraries.

Since the redevelopment of the Kinetica service, user libraries have benefited from improved functionality and performance in the Libraries Australia service including:

- flexibility and ease of use of the system interfaces, including more streamlined ‘finding and getting’ interfaces;
- the rich content of the Australian National Bibliographic Database and the wide range of other databases available to support both cataloguing and resource discovery;
- efficiencies for subscribing libraries generated by shared cataloguing and the LADD Payments Service;
- the range of document access and ordering options which are provided; and
- the range of products (including Recent Australian Publications and regular files) which meet the needs of subscribing libraries.

The National Library undertook a customer and stakeholder satisfaction survey of member libraries in 2006/2007. The survey was designed to test perceptions of the service following implementation of Libraries Australia and to assist the Library with the ongoing development and strategic directions of the Libraries Australia service.

The survey of CEOs and library practitioners was conducted by independent analyst Nielsen//NetRatings and explored customer satisfaction, attitudes and perceptions of Libraries Australia. The survey was undertaken in two parts: a qualitative survey in August 2006 and a quantitative survey undertaken in February 2007.

Overall the survey found no major gaps in the delivery of the Libraries Australia services and that, at the strategic level, Libraries Australia has smoothly integrated into the operations of many libraries and is a core service assisting libraries serve their customers. CEO and practitioner satisfaction levels with Libraries Australia were higher than for surveys of the Kinetica service undertaken in 2000 and 2002:

| Year of survey | 2000 | 2002 | 2007 |
|-----------------------|-------------|-------------|-------------|
| CEO | 46% | 75% | 89% |
| Practitioner | 57% | 81% | 88% |

This plan attempts to address several limiting perceptions expressed by survey respondents:

- a view that the free Libraries Australia Search service is too difficult to be used by end users;

- a view that Libraries Australia is not relevant regarding access to electronic resources and journal articles; and
- a view that Libraries Australia is not expected to deliver access to full text content.

Environmental scan

There are a number of developments in the social, technological and commercial environment as well as changes in library practice which have the potential to influence this strategic plan.

Library sector

These trends in the library sector are identified as being relevant to the use and operation of the Libraries Australia service:

- ILL: although it is slowly declining, there is still a place for traditional interlibrary loan and document delivery;
- digitisation of unique local collections: public, state and university libraries are increasingly realising that their special collections have intrinsic value in the networked environment;
- management of the scholarly publishing lifecycle by university libraries: universities are increasingly adopting open institutional repositories to record and preserve their scholarly output. As institutional repositories become more established, outputs from universities will become the focus of collection, description, life-cycle management, and resource sharing activities for their libraries; and
- increasing importance of licensed e-resources to libraries: A recent paper states that *electronic resources are now of greater value to the institution in achieving successful outcomes, strategically and financially...Since 2003, the total proportion of Deakin University Library's information resources budget expended on online resources has increased from 17% to 47%. The increasing move to electronic journals and electronic books by scholarly publishers, coupled with user's preferences for online access, is leading the Library to question the long term value of print items*³. Assuming licensing and authorisation issues can be resolved, this implies a need for the Australian National Bibliographic Database to include records for digital materials, supporting immediate access to the resources themselves; and
- pressure on library budgets: this continues to encourage libraries to review their activities, increase the efficiency of services and do more with less.

IT sector

Although the 'insourcing' of services which occurred during the redevelopment and replacement of Kinetica with Libraries Australia has been successful, attracting and retaining sufficient IT staff, in a increasingly tight labour market, with the knowledge to support the breadth of services provided by the National Library remains an ongoing area of risk. The Library's IT Division, which provides support for Libraries Australia, is working with the Resource Sharing Division to develop strategies to mitigate this risk, which include graduate recruitment initiatives with local universities, a new IT architecture to realise efficiencies in development and support of the Library's discovery services and selective outsourcing of some areas of systems support.

³ Horn, A., Epps, J., and Moncrief, J. *Financial Accounting and library collections: the bottom line*, http://www.deakin.edu.au/library/staff/publications/ahorn/Horn_Click061.pdf

User access expectations

User expectations of information services are rising. Users are increasingly starting their information seeking at search engines like Google and use of library catalogues is in decline⁴. Although it is not yet by any means true, the principle of least effort encourages especially inexperienced users to pursue and use simple access mechanisms like Google rather than more traditional sources. Users expect at least the 'finding' part of the access experience to be free, prefer online access to information resources and are strongly discouraged by any barriers to 'getting' resources. Mass digitisation projects such as the Google Book project and the Open Content Alliance will generate millions of partially or fully digitised online full-text books over the coming years. Libraries need to incorporate links to such content into their services to support better fulfilment for users.

Regarding library catalogues, there are many examples of re-engineered interfaces for the OPAC emerging around the world using software from library system vendors, search engine vendors or the open source community. These new discovery services generally employ a search, then browse paradigm and exploit the highly structured metadata in the MARC record to allow users to refine their initial simple keyword search. Results are relevance ranked, versions of a work may be grouped to simplify the results display and 'facets' such as subject, author, date of publication, form, genre and audience level are dynamically extracted from the results and presented to the user to drill down and explore the information space.

Web 2.0 and social networking

Web 2.0 is a concept that has been used to describe the features of social networking sites on the Internet like Flickr, YouTube or MySpace: sites that are collaborative, participative, and very popular; sites that empower users, with open Application Programming Interfaces (APIs), which make them easy to 'mashup' with information from a variety of services to make something new. These services are constantly in development (the perpetual beta), are data driven, allow users to contribute content, interact and play, and have emergent behaviours that are not always predictable.

The emergence of social networking web sites that allow users to create and share their own content raises expectations that Library services will also adopt features such as user contribution, annotation, tagging and personalisation and that user contributed content will be leveraged to provide new search and browse pathways such as tag clouds.

The 'long tail'

Chris Anderson wrote an article in 2004 for Wired magazine⁵ in which he coined the term 'long tail' to describe the fact that in a world of unlimited selection and delivery of material at very low cost via the Internet, people are going down the long tail of low and sporadic usage to find rare but valuable items that meet their information needs.

Anderson argued that the long tail represents a new business model which is being exploited by services on the Internet that have large and comprehensive catalogues, such as Amazon in the book world. The 'long tail' is a re-statement, from the opposite perspective, of the Pareto principle which is also known as the 80-20 rule. The Pareto principle has been applied to libraries in that 80% of the use of any collection is for

⁴ *Perceptions of Libraries and Information Resources (2005)*, OCLC. URL: <http://www.oclc.org/reports/2005perceptions.htm>

⁵ *The long tail*, Chris Anderson. Wired magazine, October 2004. URL: <http://www.wired.com/wired/archive/12.10/tail.html>

about 20% of the items in the collection. Within the rest of the collection, there are valuable items which are more rarely used, the long tail of low and sporadic usage.

Implications for libraries

The changes in library practice listed above do not imply that there is no longer a role for national services like Libraries Australia. Rather in the digital world, there continues to be a need for national services to alert users to the existence of unique local collections, scholarly outputs and e-resources and to syndicate this data to broader global services. The ANBD provides a place to aggregate information about the distributed works of authors and artists spread across Australian collections.

An implication of the more general trends in the information environment are that services like Libraries Australia which aggregate metadata should become more important as they are comprehensive and centralised and expose rare items to a larger number of potential users. In addition, these trends imply that exposure of Australian library collections through search engines like Google should be a key strategy to increase the visibility of our resources, enabling the simple access pathway of Google search, link to Libraries Australia and then link to the local library catalogue. The ANBD becomes a key resource aggregating bibliographic metadata from across the nation and then ‘syndicating’ the data into global discovery services which contribute to the broader information infrastructure.

The popularity of social networking sites suggests that users will be increasingly unsatisfied with being passive receivers of information – instead they want to be contributors and participants in our information services.

The changing information environment, including mass digitisation, user generated content, end user personalisation, social tagging and recommender services, should challenge and motivate libraries to revitalise their service delivery models to better meet user needs. Libraries Australia must adapt to these trends and adopt new technologies to meet the challenge of making the service easier to use and more engaging for our users.

In summary, in order to remain relevant in a rapidly changing digital world, our services need to:

- be easy enough for use by the end user as well as the information specialist and hence satisfy the increasing demand for ‘self service’;
- evolve by incorporating data of many types sourced from different organisations to increase their ‘gravitational pull’;
- become embedded in the ‘user space’ by exposing content to new discovery pathways;
- link to new information sources such as digitised full-text, reviews, recommendations and support multiple ‘getting’ options; and
- encourage and support interactivity and contribution to attract and engage new audiences.

Strategic Priorities

The National Library has developed a challenging agenda to improve and integrate services for the benefit of our subscribing libraries, to achieve increased use by the public, and to keep pace with technology developments. Our intention is that Libraries Australia will undergo a process of continuous improvement to better meet the needs of users and subscribing libraries.

The key priorities are to:

- implement new business models and relationships, especially with OCLC;
- improve the data in the Australian National Bibliographic Database by capitalising on database management tools now available;
- implement a new set of search services with improved relevance ranking, clustering of versions of a work, faceted browsing and improved integration and linkages to related services; and
- improve the management of our directory data, data about target collections, and associated user administration services.

Strategy 1: Maintain and develop business models and relationships

OCLC

We will exploit new business relationships including those that allow ANBD data to be syndicated to information services that operate globally. In July 2006, a merger between the US based library consortia RLG and OCLC was implemented. The RLG Union Catalogue has been merged into OCLC's WorldCat will cease operation on 30 September 2007. The merger provided a new imperative for development of a closer relationship with OCLC to improve access by Australian libraries and their users to the world's library holdings and to expose Australian holdings globally.

In May 2007, a new agreement with OCLC was signed by the National Library which, from 1 July 2007, provided Australian libraries who subscribe to Libraries Australia with increased access to WorldCat. This significant business relationship provides for unlimited search and cataloguing access to the WorldCat database, and for the exchange of Australian bibliographic and holdings data between WorldCat and the Australian National Bibliographic Database. In the medium term the Library will:

- give practical effect to this agreement, including implementing the exchange of data and exposure of Australian holdings through OCLC's WorldCat.org online presence and to search engines and other online services through the Open WorldCat program;
- encourage the maximum use of WorldCat as a back-up source of data for Australian libraries;
- incorporate OCLC's workset identifiers into the ANBD to aid development of improved search interfaces which cluster versions of a work;
- provide input into OCLC's review of governance arrangements⁶ with the aim of increasing Australian library representation; and
- identify additional benefits from the relationship, including the possible adoption of research and service improvements developed by OCLC, and improved arrangements for international document supply.

Google

In recent years the Library has been working to expose bibliographic records from the ANBD to various Google services, with the aim of promoting access to Australian library collections by users who begin their information search in Google. In the medium term future the Library will work with Google to surface our records in the main Google index and to improve the matching of our data with Google's database.

Other opportunities for data syndication

The rise of services that provide free access to bibliographic metadata continues on the web and recent examples in the library world include the Open Library project⁷ and

⁶ Governance Study [OCLC]. <http://www.oclc.org/news/releases/200660.htm>

LibraryThing⁸. These services would welcome the opportunity to access, enhance and exploit Australian bibliographic data and the National Library will explore opportunities to work with these initiatives in a mutually beneficial way. For example tagging data created on LibraryThing may be useful to enhance information retrieval through Libraries Australia.

Home delivery pilot

The National Library has convened a 'Rethinking Resource Sharing Reference Group' to investigate the possibility of end user requesting and home delivery of items. This would involve the physical delivery of the item to the user's home or digitisation on demand and electronic delivery of the item. The Reference Group is considering a pilot project involving several state, public, academic libraries and the National Library. End users would be able to use Libraries Australia to find and then get an item delivered to their home paid for via credit card. Issues to be addressed range from policy questions, to do with what materials could be home delivered from the collections of the pilot libraries, through to system and e-commerce issues and postage and handling of items.

Electronic Resource Management

The National Library has developed a business relationship with Serial Solutions to supply records for Australian serials so these can be included in electronic collection sets for both Australian and international libraries. The agreement provides for Serial Solutions records that are supplied to Australian libraries to be loaded into the ANBD. The National Library will encourage greater take-up of this service by Australian libraries. We will continue to develop this program and investigate extending it to other vendors of Electronic Resource Management services.

Advisory Committee

The National Library will continue to support the operation of the Libraries Australia Advisory Committee to provide strategic advice on the future development of Libraries Australia and as a mechanism for representation of library sectors. The National Library will concentrate on developing and improving relationships with key stakeholders in the Libraries Australia service, especially university and state/territory libraries. The Library will work with Libraries Australia training agents and state user groups to ensure knowledge of our services is widely disseminated amongst library practitioners.

Subscriptions

The National Library will fully implement the new subscription model, in order to ensure that subscribing libraries are charged in a manner which is both equitable and which does not discourage high levels of use by library users. Following the implementation of the new subscription model for university libraries in 2007, we will implement an appropriate model for other library sectors in the medium term future. We recognise that there are likely to be political and practical difficulties in this process.

There are currently 11 public libraries that subscribe to Picture Australia directly as well as 44 that contribute via PictureVictoria and three that contribute via PictureQueensland. The library will investigate rolling the Picture Australia fee into the annual subscription of public libraries to Libraries Australia. This initiative is designed to help open up access to valuable local history collections held by public libraries.

Other relationships

The National Library will actively market Libraries Australia to extend its subscriber base, particularly for public and special libraries. The Library will encourage further

⁷ <http://demo.openlibrary.org/about>

⁸ <http://www.librarything.com/>

take up of the Libraries Australia Document Delivery service and use of the ISO ILL protocol and payments service.

The National Library will establish clear guidelines on charging, user agreements and business relationships for commercial customers which are distinct from those for library subscribers to the Libraries Australia service.

Other important business relationships are with:

- National Library of New Zealand, particularly in support of Trans-Tasman Interlending and through a joint agreement with Blackwell for the supply of Table of Contents data for the ANBD and Te Puna;
- Australian booksellers, where we aim to increase the number of booksellers that are accessible through an open API (Application Programming Interface);
- Australian journal publishers, where we aim to provide a wider range of journal article targets.

Strategy 2: Improve database currency, quality, coverage and review scope

The National Library aims to improve the data in the ANBD by capitalising on the powerful database management tools now available to us. We will aim to improve the currency, quality and coverage of the data. In particular, we will:

- improve the coverage and currency of records across the library sectors, especially public and special library holdings;
- continue to refine the database matching and merging algorithms;
- undertake a major program of duplicate record detection and removal;
- develop a service to support batch mode import of authority records;
- implement an improved standards based approach (using SRU Update) to import and export data, with the aim of improving data currency;
- investigate use of SRU Update initially with OCLC but ultimately offered as a service for synchronisation of ANBD records with local library catalogues;
- incorporate OCLC WorldCat and workset identifiers in the ANBD to aid record matching and clustering of versions of a work;
- develop a strategy for including institution-specific data in the ANBD, in order to allow libraries to use a collection view of the ANBD as a replacement for their catalogue if they wish to do this;
- develop new data products based on the ANBD, for example Australian datasets (Australian standards, Parliamentary papers etc) for the Electronic Collections Datasets service;
- review hosting arrangements for Australian Digital Theses data in collaboration with CAUL;
- embed links to value added information, especially full-text digitised books that are created through mass digitisation projects, and book reviews;
- expand coverage of e-resource records in the ANBD and links to full-text e-resources;
- investigate storage of sub-item records in the ANBD, including journal articles and music tracks;
- consider inclusion of other library sources of metadata records such as Picman, the State Library of NSW's Pictures and Manuscripts catalogue; and
- expand the contribution of non-roman script data where required to support needs in research or community access.

Strategy 3: Enhance Libraries Australia services

The National Library aims to provide robust and reliable services to Australian libraries. Our aim is to provide Libraries Australia services on a 24x7 basis with the highest level of availability within core business hours of 7am-8pm Monday-Friday and 9am-5pm Saturday. More regular reporting of uptime statistics and system issues will be undertaken to improve communication with subscribers. Our marketing focus will aim to retain existing subscribers, encourage more libraries to provide end user access to the subscription Libraries Australia Search service and use its full functionality such as personalisation and alerts, and increase promotion of the free search service.

The National Library will implement an upgrade to the Libraries Australia Update database in 2007. The upgrade includes enhancements to indexing and transliteration of CJK data, a single sign-on for web cataloguing and additional database targets made available through the Libraries Australia Cataloguing client.

The National Library will implement a new Libraries Australia Search service in 2008. The new service will be based on the Library's new IT Service Oriented Architecture and will be developed on the Lucene open source search platform. It will support improved relevance ranking, faceted browsing, and the presentation of search results using the FRBR (Functional Requirements for Bibliographic Records) model to collocate versions of a work. The new service will further break down the barriers to the 'finding and getting' of the information resources of Australian libraries. An essential prerequisite will be to enable Lucene to support the Z39.50 search protocol, a task that will be undertaken during 2007.

The strategy for migration to Lucene is under development. One option may be to initially migrate the backend search database and Z39.50 service to Lucene and then proceed with a staged re-development, first of the free Libraries Australia Search service and then the subscription Libraries Australia Search service. This would minimise disruption to our subscription users and allow the Library to obtain valuable feedback on the new search service while exploring the performance characteristics of Lucene under free service load (currently the free service receives about 12% of total Libraries Australia Search activity).

The new Libraries Australia Search service will form one component of an expanded set of search services which the Library will develop in the medium term future, based on our IT Service Oriented Architecture. Each service will represent a 'collection view' of a rich set of metadata and full text data. These collection views will be defined during 2007, but may include:

- All
- Library Collections (ANBD data)
- National Library Collection
- Pictures
- Music
- Newspapers
- Maps
- Archives & Manuscripts
- Web Archives
- Research
- Theses

- Journals
- Datasets
- People & Organisations

Our national data store will support seamless linking between host items and component parts, such as journal titles and their component articles, and music albums and their component tracks.

These collection views will allow integration of existing services, namely Picture Australia, Music Australia, Register of Australian Archives and Manuscripts and the ARROW Discovery Service. In the process, the scope of some of these services may change. For example, the 'Pictures' view would include the option to discover pictures that are not yet digitised.

In the medium term the Library will give a high priority to improving access to Australian journal and newspaper literature. The Library's preferred model involves the national pooling of metadata for Australian journal articles to support free discovery and shared indexing. The 'Journal articles' view of our national data store will therefore include metadata for the journals that we index for the APAIS and AMI services. Our intention is to make all of this metadata freely available by January 2010, and to phase this in over three years. The link between journal article metadata and journal title information could be strengthened to make it easier for users to follow the pathway: article -> journal -> holding -> request in an automatic way where the article search starts outside of Libraries Australia.

The Library is developing a new federated service, People Australia. People Australia will provide 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. A pilot version of this service will be released in 2008.

Many Australian libraries are considering how to integrate Libraries Australia with their own services to meet the needs of their users for access to Australian library collections. For its part, the Library has identified a need to improve the inter-operability between Libraries Australia and local catalogues. We have identified a strategy to work with local system vendors to develop standards for communicating detailed holdings information to other systems, and for receiving requests from other systems. There is also a need to explore and if possible implement mechanisms through which data of purely local significance can be added to the ANBD and properly managed there.

Such developments would allow the public to find and get items held in Australian library collections following a search commenced in a public search engine (such as Google), another web service (such as Amazon) or a union catalogue (Libraries Australia). These developments would also give library users a greater ability to exercise choice to search either the nation's libraries, or their local collection only.

The Libraries Australia Search service will continue to link to local library catalogues, to support the workflow for discovery and requesting resources held in Australian libraries. Catalogue links, which currently exist for most state and university libraries, will be expanded to include public and special libraries. Our longer term direction is to

support this inter-operability through a standards based approach (using the XML Holdings Schema and the Request Transfer Protocol).

The National Library will investigate the possibility of offering a 'Libraries Australia Local' service based on local, regional or thematic views of the ANBD. Full implementation of this feature would require incorporation of institution specific data into the ANBD.

The new set of search services will allow users to 'annotate' our data, supporting actions such as:

- proposing corrections to metadata;
- providing additional factual information about the resource in question; and
- providing interpretive information relating to a single resource or set of resources.

Strategy 4: Improve management of directory data and user administration

We will improve the management of our directory data, our data about target collections, and our associated authentication services. In particular, we will:

- undertake the Directory Integration Project, through which we will consolidate information held in the Libraries Australia Administration directory, the Interlibrary Resource Sharing Directory, and the Australian Libraries Gateway, in the process re-branding the latter two directories as part of Libraries Australia;
- implement a registry of collection targets, to replace the management of the existing targets in the Libraries Australia Administration system, and to adopt the work undertaken during 2007 on the 'Online Research Collections Australia' registry;
- pilot the authentication of a university library to Libraries Australia using the 'Shibboleth' model, in order to allow university based users to access our value added services via their existing local sign-on;
- implement improved reporting and statistical services for subscribing libraries; and
- cooperate with international initiatives such as the WorldCat Registry project to expose information about Australian libraries internationally.

Key objectives, activities and timeframes

To achieve the strategic priorities identified above the follow priority objectives are identified and associated activities are planned. The timeframes shown are indicative only and will be revised annually.

Where activities are quantifiable, targets are included that, along with expected timeframes, can be used as performance indicators to measure progress against the plan. The National Library will report annually against these objectives and activities to the Libraries Australia Advisory Committee.

Strategy 1: Maintain and develop business models and relationships

| Objective | Activity | Timeframe |
|--|---|--|
| Develop relationship with OCLC | Implement NLA-OCLC agreement including ANBD-WorldCat data synchronisation | 2007-2008 |
| | Add WorldCat identifiers and workset-ids to the ANBD | 2008 |
| | Evaluate level of demand for non-cataloguing OCLC services and negotiate access for Libraries Australia subscribers (if required) | 2009 |
| | Provide input into OCLC's review of governance arrangements with the aim of increasing Australian library representation | 2007-2008 |
| Syndicate ANBD data within global discovery services | Improve matching of bibliographic data within Google services. Include ANBD data within main Google index if possible | 2008 |
| | Expand exposure of ANBD content including investigation of potentially for mutually beneficial relationships with social networking sites such as the Open Library project and LibraryThing | 2008-2009 |
| | Promote new ways of accessing Libraries Australia content such as OpenSearch, RSS feeds, and direct linking | 2007-2008 |
| | Other business relationships | Maintain and enhance arrangements with NLNZ including Trans-Tasman Interlending and TOC data |
| Contribute Australian name authority records to NACO and subject authorise to SACO | | ongoing |
| Improve links to Australian booksellers | | ongoing |
| Investigate addition of new search targets to libraries Australia, such as RMIT's Meditext and AGIS, the National Diet Library of Japan's catalogue and OpenSearch targets as they arise | | ongoing |
| | Clarify business arrangements with Libraries Australia commercial subscribers | 2007-2008 |
| Home delivery pilot | Investigate feasibility of home delivery of physical items or digitisation on demand with a pilot group of Australian libraries | 2008-2009 |
| Electronic Resource Management | Expand use of Serial Solutions electronic collection sets by Australian libraries | 2008 |
| | Establish similar arrangements with other vendors of Electronic Resource Management services | 2009 |

| | | |
|---|--|--|
| Improve relationships with Libraries Australia stakeholders and library practitioners | Provide support for the Libraries Australia Advisory Committee through provision of relevant information and research on significant issues raised by the Committee or the NLA | ongoing-at least two meetings per year |
| | Ensure links to CAUL and NSLA enable good communication and encourage a sense of collaboration and ownership of the Libraries Australia service | ongoing |
| | Develop a 'value statement' for Libraries Australia to encourage collaboration and a shared sense of ownership of the service by Australian libraries | 2007 |
| | Hold an annual Libraries Australia Forum to discuss strategic and operational issues with Australian library practitioners | ongoing |
| | Enhance the operation of the Libraries Australia State user Groups through regular teleconferences, annual or semi-annual visits from NLA staff | ongoing |
| | Review state based Libraries Australia training services to maintain standards | 2007-2008 |
| | Enhance online documentation for Libraries Australia services including user manuals, tutorials and web site content | 2007 |
| Develop new Libraries Australia subscription models | Implement Libraries Australia subscription models for each library sector based on independent external criteria | 2007-2009 |
| | Absorb public library subscriptions for Picture Australia into Libraries Australia subscription costs | 2008-2009 |
| Increase use of Libraries Australia | Actively market Libraries Australia services to increase subscriber base particularly for public, special and school libraries. Targets: 100% of state/territory and university libraries; 80% of public libraries; 80% of key government, health, law and other special libraries; increased use by schools | ongoing |
| | Encourage subscribing libraries to open up access to the subscription Libraries Australia Search service to end users and make use of its features | ongoing |
| | Increase the value of Libraries Australia Document Delivery by encouraging increased usage, reducing the number of libraries requiring payment via alternative workflows | ongoing |
| | Capture and archive the ANBD periodically so it can be used by subscribing libraries and researchers for historical collection analysis and data mining purposes | 2008 then annually |

Strategy 2: Improve database currency, quality, coverage and review scope

| Objective | Activity | Timeframe |
|-----------------------------------|--|-------------------------------|
| Improve ANBD currency and quality | Increase the value of the ANBD as a resource discovery mechanism through increased coverage of Australian library collections, especially for public and special libraries | ongoing |
| | Increase contribution to the ANBD, identifying non contributors and encouraging their participation | ongoing |
| | Improve and refine Record Import Service (RIS) routines | ongoing |
| | Improve and refine RIS reporting | 2007-2008 |
| | Integrate new Open Archives Initiative harvester with the Record Import Service | 2008 |
| | Implement duplicate records detection and removal service | 2008 |
| | Develop authority record import service | 2008 |
| | Test SRU Update for cross-database record synchronisation - initially with OCLC and later as a service for Australian libraries | 2008-OCLC 2009-subscribers |
| | Implement CBS linking of bibliographic and authority records | 2008 |
| | Match/merge name headings and name subject headings in the ANBD authority file | 2008-2009 |
| | Implement CBS job management system in order to streamline global changes to the ANBD | 2008 |
| Review scope of the ANBD | Determine and implement a strategy for management of sub-item level information such as journal articles and music tracks | 2008-2009 |
| | Review and develop new guidelines for inclusion of institution-specific data in the ANBD | 2008-2009 |
| | Implement support for Arabic and Hebrew scripts in the ANBD | 2007-2008 |
| | Resolve Australian Digital Theses hosting arrangements in collaboration with CAUL | 2008-2009 |
| New products and services | Develop new products based on Australian electronic collections, for example: Australian standards or parliamentary papers | ongoing |
| | Develop a product based on Australian Parliamentary papers and investigate options to improve ANBD coverage of parliamentary papers | 2008 |
| | Undertake regular (at least annual) archiving of the ANBD. The data will be available to subscribers on request for specific research purposes | 2008 |
| Links to online resources | Implement links in ANBD records to full-text from mass digitisation projects such as Google Books, The Open Content Alliance and the Million Book Project | ongoing |
| | Investigate mechanisms for improved links in the ANBD to electronic journals | 2008-2009 |
| | Investigate use of link resolvers or other mechanisms to facilitate discovery pathways from services like Google Scholar to electronic journal articles | 2008-2009 |

Strategy 3: Enhance Libraries Australia services

| Objective | Activity | Timeframe |
|---|---|------------------------------|
| Improve service reliability and reporting | Regularly report uptime statistics to Libraries Australia subscribers | 2007 |
| | Improve communication regarding planned and unplanned system outages | 2007 |
| | Review and improve Libraries Australia help desk procedures | 2007 |
| | Implement regular upgrades to services, including improvements to documentation and user manuals | ongoing |
| Measure satisfaction levels | Regularly survey stakeholder, subscriber and user satisfaction levels | 2009-end user survey |
| Implement improved cataloguing services | Implement regular upgrades to CBS software | 2007-CBS 3.2 |
| | Implement regular WinIBW cataloguing client upgrades | 2007-remote targets |
| Implement improved search services | Implement improved relevance ranking using TeraText (stage 1) and Lucene (stage 2) | 2007-stage 1 2008-stage 2 |
| | Implement Z39.50 interface to Lucene | 2007-2008 |
| | Implement 'facetted' browse | 2008 |
| | Implement clustering of editions of a work | 2008 |
| | Integrate ANBD results within the Library's 'national data store' and 'single business' discovery service | 2008-2009 |
| | Implement pilot People Australia service | 2008 |
| | Implement improved access to Australian journal articles | 2009 |
| | Implement improved access to local catalogues from Libraries Australia and investigate development of a 'Libraries Australia Local' service | 2009-2010 |
| | Implement annotation services | 2009-2010 |
| Implement improved document delivery services | Implement new releases of VDX | ongoing |
| | Implement ISO interoperability with other document delivery systems | ongoing |
| | Identify potential new document suppliers | ongoing |
| Embed Libraries Australia in the 'user space' | Continue exposure of Libraries Australia content to search engines like Google and Yahoo! | ongoing |
| | Investigate provision of ANBD data to other online service such as the Open Library project or LibraryThing | 2008-2009 |
| Implement collection views tailored to subscriber needs | Incorporate institutional data into the ANBD, initially for the NLA, to support collection views | 2008-2009 |
| | Determine demand for a 'Libraries Australia Local' and develop the capacity to provide local, regional or thematic views of the ANBD | 2009 |

Strategy 4: Improve management of directory data and user administration

| Objective | Activity | Timeframe |
|--|--|-----------|
| Integrate the Library's directories | Specify and undertake project to integrate data from ALG, ILRS, and Libraries Australia Administration | 2009-2010 |
| | Implement a registry of collection targets possibly as part of a national data directory service | 2009 |
| | Pilot use of shibboleth for authentication to Libraries Australia by a university library | 2010 |
| Improve Libraries Australia Administration | Implement improved reporting and statistical services for use by subscribing libraries | 2008 |
| | Cooperate with OCLC's WorldCat Registry project to expose information about Australian libraries internationally | 2007-2008 |
| | Implement Google analytics for more granular reporting of search activity | 2008 |

Attachment A: Libraries Australia

Futures Costing

| Revenue | Actual | | | Budget | | | | |
|--|------------------|------------------|------------------|--------------------|------------------|------------------|------------------|------------------|
| | 2004/2005 | 2005/2006 | 2006/2007 | 2007/2008 | 2008/2009 | 2009/2010 | 2010/2011 | 2011/2012 |
| Libraries Australia | 4,707,989 | 4,004,664 | 3,981,311 | 3,927,000 | 3,927,000 | 3,927,000 | 3,927,000 | 3,927,000 |
| Database Royalties | 66,504 | 36,622 | 48,431 | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 |
| total revenue | 4,774,493 | 4,041,286 | 4,029,742 | 3,982,000 | 3,982,000 | 3,982,000 | 3,982,000 | 3,982,000 |
| Expenses | | | | | | | | |
| Employee expenses | | | | | | | | |
| Libraries Australia | 1,672,815 | 1,905,859 | 2,004,784 | 2,170,000 | 2,170,000 | 2,170,000 | 2,170,000 | 2,170,000 |
| Information Technology support | 0 | 149,000 | 355,000 | 430,000 | 430,000 | 430,000 | 430,000 | 430,000 |
| | 1,672,815 | 2,054,859 | 2,359,784 | 2,600,000 | 2,600,000 | 2,600,000 | 2,600,000 | 2,600,000 |
| Supplier expenses | | | | | | | | |
| Libraries Australia | 716,157 | 675,774 | 803,580 | 743,000 | 743,000 | 743,000 | 743,000 | 743,000 |
| IBM Global Services | 1,784,076 | 938,383 | 0 | 0 | 0 | 0 | 0 | 0 |
| OCLC PICA including enhancements | 0 | 24,494 | 24,392 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 |
| Hardware / Software maintenance | 0 | 63,113 | 211,747 | 218,721 | 170,721 | 170,721 | 170,721 | 170,721 |
| | 2,500,233 | 1,701,764 | 1,039,719 | 1,161,721 | 1,113,721 | 1,113,721 | 1,113,721 | 1,113,721 |
| Depreciation | 611,835 | 690,000 | 539,705 | 539,705 | 539,705 | 545,643 | 545,643 | 545,643 |
| Recovery of non-capitalised costs | 0 | 110,344 | 220,688 | 220,688 | 220,688 | 220,688 | 220,688 | 220,688 |
| Internal service charge | (348,049) | (278,000) | (310,000) | (276,000) | (276,000) | (276,000) | (276,000) | (276,000) |
| Corporate overheads | 764,574 | 657,732 | 772,005 | 775,478 | 775,478 | 775,478 | 775,478 | 775,478 |
| Total expenses | 5,201,408 | 4,936,699 | 4,621,902 | 5,021,593 | 4,973,593 | 4,979,531 | 4,979,531 | 4,979,531 |
| Surplus / (Deficit) | (426,915) | (895,413) | (592,160) | (1,039,593) | (991,593) | (997,531) | (997,531) | (997,531) |

Explanatory Notes

Employee expenses

The National Library's IT Division has responsibility for applications and infrastructure support for Libraries Australia system components. This support includes enhancements to those parts of the system which were developed internally.

Supplier Expenses

Includes ongoing expenses associated with Libraries Australia, together with payments to major suppliers of IT infrastructure, previously to IBM Global services for AMICUS and Librivision, and now to OCLC|PICA for provision of the CBS software.

Depreciation / recovery of non capitalised costs

This area shows the depreciation of the capital costs of Libraries Australia, including costs associated with staff time, hardware and licensed software that were formally capitalised. Libraries Australia development costs that could not formally be capitalised are included for recovery.

Internal service charge

As well as being a provider of Libraries Australia, the National Library is also a user. The attributed revenue from the Library's use of the service is shown here as an offset to costs.

Corporate overheads

This area shows the cost attributed to Libraries Australia from staff elsewhere in the National Library that supply corporate services, together with the cost of floor space and IT equipment.