NATIONAL LIBRARY OF AUSTRALIA:

RESOURCE SHARING AND INNOVATION DIVISION

NATIONAL LIBRARY OF AUSTRALIA

STRATEGIC PLAN

JULY 2010 TO JUNE 2012

Revised
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CONTENTS

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 2010 and June 2012.

The Division serves four groups of users:

- ❖ those Australian libraries that are members of *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 discover, access and annotate collection resources through the Library's flagship discovery service (Trove) and other discovery services which Trove will eventually replace; 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 changes in user expectations, technology, and the wider environment, including:

- ❖ the upsurge in community participation in social networking activities;
- ❖ the expectation of users that access to much content will be free;
- ❖ ongoing pressure on library budgets, which continues to press libraries to review their activities, increase the efficiency of services and do more with less;
- ❖ the adoption by many libraries of integrated discovery tools such as Primo and Summon which are transforming and extending local catalogues; and
- ❖ the existence of the Reimagining Libraries initiative of National & State Libraries Australasia.

For **Libraries Australia**, planned activities include:

- extending and maintaining partnerships with member libraries, promoting the Libraries Australia value proposition;
- extending the subscriber base, particularly for special and school libraries;
- maintaining the subscription model to ensure an equitable sharing of financial support for the service;
- scoping and commencing a project to redevelop the Libraries Australia Search software module;
- exploring the feasibility of migrating the Australian Libraries Gateway and the Inter Library Resource Sharing Directory into the WorldCat Registry;
- exploring with selected member libraries (particularly state and territory libraries) the feasibility of enabling their local discovery services to become "views" of Trove;
- working systematically with member libraries to eliminate gaps in their data contributions and to encourage methods of more timely contribution of data;
- improving reporting of holdings deletions from public library de-selection activities;
- working with member libraries and OCLC to implement new technical mechanisms for more timely reporting of data to the ANBD;
- continuing to enrich the ANBD by harvesting additional value-added content, such as Table of Contents data from the Library of Congress and other sources;

- supporting the implementation of the new cataloguing standard RDA (Resource Description and Access) ;
- maintaining strong relationships with OCLC staff in Ohio, Leiden and Melbourne;
- investigating the feasibility of the interconnection of WorldCat Resource Sharing with LADD; and
- supporting Australian representation on the Asia Pacific Regional Council of OCLC, and participating in forums organised by the Council.

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

- promoting the ERA products widely to appropriate libraries;
- updating the ERA product offerings annually;
- lobbying for funding to support a core set, either for the whole community or for a specific sector such as schools;
- negotiating with vendors in an effort to obtain more attractive whole-of-sector prices;
- obtaining whole-of-NSLA prices for the new NSLA core set, with the objective of taking up those licences wherever possible;
- streamlining the ERA pricing process, including the abolition of "product polls"; and
- participating in Project 7 ("Collaborative Collections") of the NSLA Reimagining Libraries initiative.

For **Trove and the other Discovery Services**, planned activities include:

- actively marketing Trove, and encouraging users to register, so that they can interact with and contribute to the content in Trove;
- introducing an online User Forum;
- ensuring that the *Australian Womens Weekly* and other journal content can be delivered through Trove;
- adding a range of interface and search improvements in response to the outcomes of a usability review;
- scoping a standards-based programmer API, to allow other discovery services to use Trove as a target;
- adding journal article content and e-resource metadata, with support for access to the full text of e-resources where that can be easily implemented;
- engaging with a wide range of collecting institutions, including archives, museums and galleries, universities and other research repositories;
- adding data from major cultural institutions;
- establishing an online Trove Contributor forum so that data contributors can communicate more easily with each other and with the Division's staff; and
- integrating separate discovery services into Trove.

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;
- ❖ participation in relevant standards activities, such as the Australian Committee on Cataloguing and the development of Encoded Archival Context (EAC); and
- ❖ participation in the Party Infrastructure Project, including extending the People Australia Data Administration module to enable distributed name authority control and providing machine interfaces to data about researchers and research organisations.

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 *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 discover, access and annotate collection resources through the Library's flagship discovery service (Trove) and the other discovery services which Trove will eventually replace; 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 the three service bundles and the wider collaborative agenda that are described in the body of this Plan. For each of the service bundles, the Plan will provide a Service Overview and a set of Strategies for July 2010 to June 2012.

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 and characteristics

Notable trends in user expectations and characteristics include:

- ❖ increased end-user demand for easily accessible online resources for their research and information needs, irrespective of the user's location;
- ❖ 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 access to much content will be free;
- ❖ the expectation of users that they will be able to access information resources through their smart mobile devices;
- ❖ an increase in the older population, with an associated increase in independent research by the "citizen-scholar"; and
- ❖ the upsurge in community participation in social networking activities, both through spaces such as Facebook and through annotation, commenting, tagging and content creation in information delivery spaces.

Changes in libraries and other collecting institutions

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;
- ❖ a modest decline in the number of Australian libraries due to public library amalgamations and the abolition of some special libraries;
- ❖ declining print collections, especially in university and special libraries;
- ❖ a greater emphasis by libraries on their collections of licensed e-resources;
- ❖ increasing 'homogenisation' of collections due to a preference for more economical 'bundled' subscriptions, rather than more expensive subscriptions to individual titles;
- ❖ the widespread free availability of metadata, including MARC records, which undermines any business model based largely on charging for provision of such data;
- ❖ a realisation by university libraries that their special, unique or 'hidden' collections need to be made more accessible;
- ❖ the need for special libraries to increase awareness of the national value of their unique and often hidden collections, a finding supported by recent surveys;
- ❖ the existence of the Reimagining Libraries initiative of National & State Libraries Australasia;
- ❖ the adoption by many libraries of integrated discovery tools such as Primo and Summon which are transforming and extending local catalogues;
- ❖ the outsourcing of technical services processes by many libraries, particularly public and school libraries;
- ❖ patchy but continuous progress in digitising library collections, and collections of other cultural institutions;
- ❖ an interest by many stakeholders in the provision, perhaps by the National Library, of a national digital archive to store and manage digital collection content where no local solution is available;

❖ the survival of inter-library lending, or at least the slow pace of its decline, despite the fact that most users are strongly discouraged by barriers to 'getting' resources;
❖ the development and maintenance of institutional research repositories in university libraries;
❖ a growing trend for library systems to become more modular, open and cloud-based; and
❖ libraries looking more to externally hosted services and outsourcing IT infrastructure support.

Other environmental issues

Other notable environmental issues include:

❖ ongoing development of search engines, including the proliferation of new Google services;
❖ the impending global availability of the Google Books database as an e-resource offering;
❖ the continued expansion of OCLC's services including WorldCat;
❖ increased interest in use of "linked data", the semantic web and Application Programming Interfaces (APIs);
❖ 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; and
❖ lack of action to date by government in funding national licensing for 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 continue to operate as efficiently and cost effectively as possible, in order to moderate its subscription fees;
❖ Trove will aim to facilitate end user access to resources that form part of libraries' e-resource subscriptions;
❖ 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, state, public and special libraries on strategies to make "hidden collections" more accessible;
❖ Libraries Australia could undertake a project to improve both awareness and accessibility of hidden collections in special libraries;
❖ 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 will need 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 Trove;
❖ the content of Trove should be exposed comprehensively in search engines;
❖ Trove will develop an API;

- ❖ Trove will aim to include digitised collection content wherever possible;
- ❖ the Library should strive to make metadata freely available in Trove wherever possible;
- ❖ Trove will encourage its users to exploit its annotation, tagging and content creation facilities; and
- ❖ Trove will need to develop interfaces for smart mobile devices.

4.   LIBRARIES AUSTRALIA

Service overview

Australian libraries have traditionally placed a high value on collaboration and resource sharing. In this context, 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, 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.

Libraries Australia serves over 1,200 Australian libraries including all state, university and most special, government and public libraries.

Libraries Australia's key asset is its underlying database (the Australian National Bibliographic Database, or ANBD) containing records of over 47 million items (in December 2010) held by about 700 member libraries. Subscribers can also access major international databases including WorldCat (provided by OCLC) and Te Puna (New Zealand libraries' national union catalogue).

Libraries Australia and its predecessor services have always 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.

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 and territories.

A new subscription model for Libraries Australia was announced in 2006 and progressively implemented between 2007 and 2010. The new model aims to encourage unlimited use by member libraries. It was applied to university libraries in 2007 (and updated in 2010); to state, territory and public libraries in 2008 (updated in 2011); to special and school libraries and commercial users in 2009; and to TAFE libraries in 2010. The implementation of the model, including the subscription tiers, will be reviewed for each sector at three year intervals.

Value Proposition

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 Trove. 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.

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

- Member libraries are able to use all of the ANBD data to meet their copy cataloguing needs, and find all of that data in one place.
- This data includes Table of Contents data from Blackwells and the Library of Congress, which enhances the member libraries' catalogues.
- Member libraries are eligible to receive and use the Libraries Australia Cataloguing Client.
- 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 (Libraries Australia Document Delivery); if they have a local ILL system they receive support to fully test the interconnection of this system with LADD and therefore with other ILL 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 and enhanced ILL requesting 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 syndication of data to WorldCat means that member libraries are able to take advantage of services such as the OCLC Collection Analysis service, which can assist with collection development and de-selection.
- The catalogue data of member libraries is also exposed globally to other services such as Google.

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/directions.html.

Underlying system

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, namely:

- Libraries Australia Search, which enables member libraries 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 member 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 member 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 member libraries 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.

The metadata which is aggregated by Libraries Australia is being repurposed in the Library's flagship national discovery service (Trove). In this way, Libraries Australia enables Australians to access resources held in Australian library collections and Australian publications available online.

Between 2006 and 2009 there were two versions of the Libraries Australia Search service: a "subscription" version and a "free" version. The free version was decommissioned at the end of 2009 because its function was subsumed by Trove. For the moment, the subscription version includes "personalisation" features for end users, such as alerts and enhanced requesting. Member libraries have previously been encouraged to make these features available to their end users, but the Division envisages that in the future they will be provided by Trove. Consequently, 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 Libraries Australia Search and Trove will share a common back-end based on a common Lucene database.

Strategies for July 2010 to June 2012

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.

Widespread participation will also assist the National Library's ability to support the service by maintaining revenue at or above the current level.

Libraries Australia has implemented its new subscription model, although some member libraries are still transitioning to their new subscription levels. Member libraries are now charged in a manner which is equitable (in the sense that it is 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 TAFE libraries in July 2010. The subscriptions for university libraries were updated in July 2010 to reflect their updated library budgets.
It is planned to review the application of the model for each sector at three year intervals.
Thus, the subscriptions for state, territory and public libraries were reviewed in early 2011 for implementation in July 2011, and those for special libraries will be reviewed in late 2011 for implementation in July 2012. It is incumbent on the Division to communicate and explain these changes to all affected libraries.

Specific activities

In support of this strategy, the Division will:

- extend and maintain partnerships with member libraries, promoting the Libraries Australia value proposition;
- encourage more special libraries and school libraries to join Libraries Australia;
- maintain the subscription model to ensure an equitable sharing of financial support for the service;
- ensure that the availability and performance of the four system modules are maintained at target service levels;
- provide support to member libraries that are implementing their own ISO-compliant ILL systems, by testing the interoperability of these systems with LADD;
- review the options for the continuing operation and development of LADD including the strategic direction of the VDX software and the future of the ISO ILL protocol;
- support the Libraries Australia Advisory Committee, and seek the Committee's involvement and advice;
- support a project to to improve both awareness and accessibility of hidden collections in special libraries;
- communicate well with member libraries through:
    - an improved Libraries Australia web presence, including an online member forum;
    - professional and friendly Help Desk service;
    - provision of written information through the annual report, other LAAC papers, and the e-newsletter;
    - support for sectoral events;
    - regular visits to state user groups and sectoral library 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 on how to maximise use of and derive the greatest benefit from Libraries Australia; and
- 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.

It has been assumed that, for the duration of this Plan, Libraries Australia Cataloguing will continue to be supported by the CBS software, and that Libraries Australia Document Delivery will continue to be supported by the VDX software.

During 2008 and 2009 the Libraries Australia Search service performed below its target levels for availability and performance. These performance shortcomings were due to some inherent limitations in the software application. A number of configuration changes, including the removal of the relevance ranking of search results, have now improved search availability and

performance, but some limitations remain in meeting target update volumes. The medium to long term strategy to address this issue will be to migrate this Libraries Australia module to the same software platform (Lucene and Solr) that is used by Trove.

The Division is leading the National Library's collaboration with state and territory libraries in the Reimagining Libraries Open Borders Project. One aim of this Project is to identify options for the state and territory libraries to leverage off Trove in developing their own discovery services.   The Division plans to work with some of these libraries to explore the feasibility of enabling these local services, including the local catalogues, to become "views" of Trove. Achievement of this outcome may depend on improvements to the software which would allow data of local significance to be recorded and managed within or in association with the ANBD.

Following these investigations, the Division would need to undertake a thorough analysis prior to any decision to implement a "local catalogue" service offering. It is unlikely that such an offering would be made before July 2013.

Specific activities

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

- scope, specify and commence the project to migrate Libraries Australia Search to the Solr/Lucene platform;
- deliver one more release of Libraries Australia Search on the existing platform (TeraText), including changes required by RDA, and priority improvements to the Record Export Service and Products (examples: further develop authority record products; allow Division staff to have more control over the running of products);
- continue to add "deep links" to local catalogues from Libraries Australia Search;
- through our contract with OCLC Leiden, deliver two new releases of Libraries Australia Cataloguing, including the completion during 2011 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;
- through our contract with OCLC Leiden, undertake configuration changes to CBS to support RDA;
- make priority changes to the Record Import Service (examples: complete the development of the Global Refresh Fileset; develop capability to produce RIS files from OAI and Harvest Control List gathering of local data);
- through our contract with OCLC, deliver two new releases of Libraries Australia Document Delivery;
- integrate the Australian Libraries Gateway and the Inter Library Resource Sharing Directory, and explore the feasibility of automated migration of the data into the WorldCat Registry;
- modify the Australian Libraries Gateway to support authenticated access to e-resources in Trove;
- deliver enhancements to Libraries Australia Administration and
- explore with selected member libraries (particularly state and territory libraries) the feasibility of enabling their local discovery services, including their local catalogues, to become "views" of Trove.

Strategy 1.3: Improve the ANBD

The Division's knowledge of bibliographic standards, and its commitment to quality assurance, are valued by the member libraries and ensure a high quality Libraries Australia service. Consequently, the Division will continue to develop the ANBD in terms of its coverage, timeliness and consistent data quality.

Data can be contributed to the ANBD by three methods:

1. The Libraries Australia Cataloguing Client;
2. The Record Import Service; and
3. 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.

Following the implementation of CBS 5.0 in mid 2010, the Division is able to support a new contribution method, based on the SRU Record Update protocol. Where local library systems cannot support this protocol, the Division will aim to test the implementation of the OCLC Synchronisation Gateway with interested member libraries. This Gateway widget will support near real-time update of the ANBD, with the data exported from the local system in conformity to the SRU Record Update protocol.

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.

It is likely that, in the first half of 2012, the national libraries of several countries, including Australia, will implement the new cataloguing rules called Resource Description and Access (RDA). The Division will encourage the member libraries of Libraries Australia to adopt this new standard.

The Collections Management Division of the National Library is coordinating collaboration with state and territory libraries in the Reimagining Libraries Description and Cataloguing Project. One aim of this Project is to ensure that collection summaries, finding aids and lists are contributed to the ANBD and/or Trove. Usually this will involve the contribution of a brief collection-level record to the ANBD, with the full text of the collection summary indexed in Trove. The Resource Sharing and Innovation Division will work closely with this Project.

The strong public use of Trove has led to responses from a number of end users, who have discovered that the holdings data in Trove (and therefore in the ANBD) is not up to date. A key

issue here is the fact that the outcomes of public library de-selection activities are often not reported to the ANBD. During the life of this strategic plan, the Division will give priority to identifying and implementing efficient solutions to this problem.

It should also be noted that the Division undertakes constant maintenance of the ANBD 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);
- improve reporting of holdings deletions from public library de-selection activities;
- work with member libraries, OCLC, and if necessary system vendors, to encourage the implementation of the SRU Record Update protocol, or the WorldCat Synchronisation widget, 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;
- continue to configure and encourage use of the service which supports 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, with consequent improvements to bibliographic records; and
- continue to enrich the ANBD by harvesting additional value-added content, such as Table of Contents data from the Library of Congress and other sources.

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 involves:

- software support by OCLC for Libraries Australia Cataloguing (CBS) and Libraries Australia Document Delivery (VDX);
- a network licence allowing 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 member libraries in OCLC governance.

The Division will continue the relationship with New Zealand's library network (Te Puna), especially in the support of trans-Tasman interlibrary lending. It is also planning a strengthened

relationship with the British Library Document Supply Service, so that LADD users can easily forward requests to BL DSC.

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;
- implement system interoperability and contractual arrangements to enable LADD users to forward requests to BLDSC;
- investigate and where possible implement inter-operability improvements;
- support Australian representation on the Asia Pacific Regional Council of OCLC, and participate in forums organised by the Council;
- maintain an active interest in the RLG Programs and Research activities of OCLC;
- contribute to, and exploit, the Virtual International Authority File;
- maintain the relationship with Te Puna;
- maintain and develop relationships with key document supply agencies such as Infotrieve; and
- maintain dialogue with library system vendors.

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 E-Resources 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.

Achievement of the first aspiration will necessarily be incomplete unless the National Library, and other library stakeholders, can lobby successfully for Government funding of a core set – either covering the whole Australian community, or covering a specific sector such as schools. The Library has already discussed this matter with some government agencies, including the Department of Broadband, Communications and the Digital Economy and Department of Education, Employment and Workplace Relations.

NSLA E-Resources Consortium

The Division manages the NSLA E-Resources Consortium on behalf of National & State Libraries Australasia (NSLA). 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 their state or territory.

The Division negotiates and signs licence agreements on behalf of members, makes payments to the vendors and recovers these from the Consortium members. The licences are renewed, where appropriate, towards the end of each calendar year.

The NSLA E-Resources Consortium updated its Business Planfor the period November 2010 to October 2012.   A Committee, representing all members of the Consortium, meets quarterly to make decisions and recommendations about operational issues.   In addition, Reimagining Libraries Project 7 ("Collaborative Collections") is providing advice on the longer term strategies for the Consortium.

In the first half of 2010 the NSLA E-Resources Consortium developed selection criteria for a "core set" of e-resources suitable for take-up by all NSLA member libraries. Using these criteria, it then identified a proposed core set. The Division then sought from vendors "whole of sector" prices for each product in the core set. Based on the information provided, NSLA Chief Executive Officers decided on a phased approach to implementing whole-of-sector licences with   nine products to be implemented in the first phase.

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.

ERA has a Business Plan covering the period July 2009 to June 2011. By December 2010 over 1,100 libraries from all sectors were taking subscriptions through ERA, either individually or through consortia. At that time the ERA Product Panel included 25 products, from eight participating vendors. In December 2010, ProQuest chose not to renew its Head Deed leaving

only one product remaining in the Australian News and Business category. To fill this gap, vendors on the multi-use list will be invited to propose appropriate new products.

In May 2010, ERA made a submission to the House of Representatives Inquiry into School Libraries and Teacher Librarians in Australia Schools. Among other things, the submission advocated Government funding of $4.8M per year for a "core set" of e-resources relevant to school libraries.

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.

The Division has investigated the option of the National Library negotiating 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). While there may in theory be administrative savings for vendors and participating libraries in such a model, discussions to date have not provided a compelling case for taking this approach. This approach would require a greater staffing resource in the Division, requiring an administration fee to be added to the process for users. Vendors have downplayed the possibility of administrative savings and do not favour an approach which creates more distance between them and the subscribing libraries. Consequently the Division will not pursue this model during the life of this Strategic Plan.

The discussions which occurred in early 2010 have however identified a number of improvements that can be made in the pricing process, including the abolition of the "product poll" which to date has been complex and confusing for participating libraries.

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 and undertaking select tenders for new products;
- managing the procurement and establishment of 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;
- 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;
- 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 E-Resources Consortium: in particular, conditions relating to remote access and virtual reference require further negotiation with vendors.

Strategies for July 2010 to June 2012

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:

- update the Business Plans for ERA and the NSLA E-Resources Consortium;
- streamline the ERA pricing process, including the abolition of "product polls";
- 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

While the Division will not pursue the "single contract" model during the life of this Strategic Plan, it will undertake a number of activities designed to strengthen the national licensing framework. The Division will:

- in consultation with other stakeholders such as ALIA, continue to lobby relevant government agencies for funding to support a core set, either for the whole community of for a specific sector such as schools;
- if necessary, liaise with state authorities in an effort to obtain coverage for all libraries in a particular sector in that state;
- negotiate with vendors in an effort to obtain more attractive whole-of-sector prices;
- in particular, obtain whole-of-NSLA prices for the new NSLA core set, with the objective of taking up those licences wherever possible;

- aim to bring the NSLA E-Resources Consortium and ERA closer together in a national approach to providing access to e-resources; and
- participate in Project 7 ("Collaborative Collections") of the NSLA Reimagining Libraries initiative.

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.

These services are now undergoing a process of integration and transition. In November 2009 the Library released Trove, a new service which will over time replace all of the separate discovery services that were developed between 1997 and 2008. In December 2009, two of these services (Libraries Australia Free Search Service, and Register of Australian Archives and Manuscripts) were decommissioned. The stand-alone Australian Newspapers service was decommissioned in November 2010making Trove the sole interface to Australian newspapers.

The stand-alone services and programs supported by the Resource Sharing and Innovation Division in late 2010were:

- *Picture Australia*, which provides a single point of discovery for pictures that have been digitised by Australian collecting institutions (libraries, museums, archives and other institutions). By December 2010 it was providing access to over 1.8 million images
- *Music Australia,* which presents a specialised subset of the ANBD (over 260,000 records in December 2010) 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
- *Australian Research Online* (formerly known as the *ARROW Discovery Service*), which in December 2010 was providing access to more than 550,000 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 Division also supports a program that is aggregating metadata describing people and organisations - the *People Australia* program. This program provides unique identifiers for these parties. It supports the presentation, within Trove, of a virtual web page for each person or organisation encompassed by the program (over 880,000 entries in December 2010). Users of Trove can navigate from these web pages to entries in the ANBD for works by and about the person concerned, and can also navigate to biographical information, and organisational profile information, contained in other web-based services.

Trove is not only a discovery service: it is also an annotation and content contribution space. Any of the information resources exposed by Trove can be the subject of user activity to add comments and tags, create lists, correct the text of digitised newspaper articles, and contribute content including digital photographs.

Strategies for 2009-2011

Strategy 3.1: Expand and enhance Trove

The cornerstone strategy for the next two years is to expand and enhance Trove, and to integrate the stand-alone services which Trove is replacing.

Trove has already improved the discovery experience for the Australian public by providing access from one place to the resources previously discoverable via eight discovery services. It is already providing access to a significantly greater range of resources from a wider range of sources, including more full-text content. It has enhanced ease of discovery through improved relevance ranking, refinement by facets, and grouping of related items. It is now allowing users to engage with the content by supporting annotation (tagging and commenting) services and the creation of lists.

The Resource Sharing and Innovation Division is the business owner for Trove, with responsibility for ensuring that data is successfully harvested for the service. However, other Divisions and Branches of the Library take responsibility for particular content as appropriate. This responsibility includes defining the policies for data collection, and maintaining 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 "Open Borders" Project of the NSLA Reimagining Libraries initiative.

During 2011, the following activities are planned to expand and enhance Trove:
- Adding a range of interface and search improvements in response to the outcomes of a usability review;
- Integration of Australian Digital Theses (ADT) into Trove;
- Scoping and developing a standards-based programmer API, in consultation with identified stakeholders (this development will allow other discovery services to use Trove as a target);
- Adding a base set of journal article content, including indexing data from the APAIS (Australian Public Affairs Information Service) and AMI (Australian Medical Index) services, and e-resource metadata from Informit, with support for access to the full text of e-resources in cases where that can be easily implemented;
- Extending access to e-resources to encompass additional vendors (e.g. Cengage Gale) and additional access options (e.g. authentication of users); and
- Completing harvesting and delivery improvements required to integrate Picture Australia and Australian Research Online.

Subject to corporate approval in light of other National Library priorities, further development of Trove during the life of this Plan may involve activities such as:

- Conducting a pilot of interlibrary loan requesting by end users for selected libraries;
- Investigating and if possible implementing a mobile device interface.

Strategy 3.2: Encourage a high level of use of Trove

The Division will encourage a high level of use and user acceptance of the service.

In early 2010 the Division, in collaboration with the National Library's Communications and Marketing Branch, developed a Marketing Plan for Trove. In April 2010 a publicity campaign saw significant media exposure and a temporary surge in the use of Trove.

In June 2010 an online User Forum was introduced, based on the vBulletin forum software. This Forum primarily aims to support dialogue between users.

In support of this strategy, the Division will:

- take opportunities to raise awareness of Trove on the part of potential user groups such as education communities and creative industries;
- encourage users to register, annotate the content and participate in the online forum;
- undertake social networking activities (eg blogging and twittering) to promote Trove;
- speake about Trove at conferences and seminars;
- use the Trove information pages to encourage more user-generated content; and
- acknowledge individuals for their contributions.

Strategy 3.3: Develop the communities of contributors and partners

The Division will aim to attract new Trove contributors, 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 and galleries, universities and other research repositories;
- engage with other institutions and projects that are active in the aggregation of collection metadata, such as the ANDS-funded "Cultural and Historical Collections Metadata Exchange" Project, which involves 15 museum partners;
- give priority to the addition of data from major national cultural and collecting institutions;
- establish an online contributor space so that data contributors can communicate more easily with each other and with the Division's staff;
- convene an annual face-to-face Trove contributors meeting or workshop;
- identify suitable contributors through knowledge built up from other National Library activities (example: Community Heritage Grants);
- extend the scope of the Trove Harvester software to support harvesting by SRU and OpenSearch/RSS; and
- investigate making contribution more flexible to overcome any barriers to contributing data.

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. Among these projects are:

- ❖ Open Borders (led by the Division) which will plan how NSLA member libraries will make use of Trove in their own discovery services, and will develop a shared strategy to improve access through Trove to e-resources of the member libraries and Australia's public libraries;
- ❖ 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;
- ❖ Description and Cataloguing (led by National Library of Australia, Collections Management Division) which identify more streamlined and efficient processes for creating metadata and for sharing this metadata through Libraries Australia and Trove;
- ❖ 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; and
- ❖ Virtual Reference (led by the State Library of Victoria) which will plan for the next generation of virtual reference services and define connections with other services such as the Trove User Forum.

Party Infrastructure Project

Between January 2010 and June 2011 the Division is undertaking a project in partnership with the Australian National Data Service (ANDS). The Australian Research Data Commons (ARDC) Party Infrastructure Project, funded by ANDS, aims to enable improved discovery of research outputs and data through persistently identifying Australian researchers and research organisations.

This project will extend the software established for the People Australia program, to build a sustainable architecture to identify researchers and research organisations well into the future. In particular, the Project will:

- ❖ extend the People Australia Data Administration module to enable distributed name authority control by information officers in research organisations;
- ❖ improve the automatic matching algorithms currently in use;
- ❖ provide standard machine interfaces to data about researchers and research organisations;
- ❖ extend the data standards used in the service to cater for the record standards used in the research sector;
- ❖ provide access to persistent identifiers for researchers and research organisations; and
- ❖ enhance the People Australia Data Administration module to allow data managers in universities to manage the data that they contribute about researchers.

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; and
- ❖ encouraging the implementation of protocols such as SRU Record Update, which will improve efficiencies and timeliness in the exchange of bibliographic data.