

A Strategy for the National Digital Forum – Discussion Document

Prepared on behalf of the NDF Steering Committee

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Executive Summary

Purpose

This document:

- Provides a summary of the outcomes of the 2002 National Digital Forum (NDF) hosted by the National Library of New Zealand (NLNZ) in May 2002.
- Presents a draft strategic plan for the NDF.
- Examines a number of options or models for the ongoing governance of the NDF within the framework of the draft strategic plan.

The Draft Strategic Plan

The draft strategic plan, prepared by a working group established by the NDF Steering Committee, proposes a *vision*, *purpose*, and *objectives* for the NDF. It also proposes actions or activities that would be required to achieve the strategic objectives. The Steering Committee endorsed in principle the *vision*, *purpose*, and *objectives* at its July 2003 meeting.

Role of the National Digital Forum

The working group identified *governance* as the key issue arising from the draft strategic plan. In order to progress the issue of the ongoing governance arrangements for the NDF, consensus is required in relation to the role of the Forum, and the means by which it will achieve the *vision*, *purpose* and *objectives* proposed in the draft strategic plan.

The range of possible roles for the NDF include:

1. An information-sharing network.
2. A recognised clearing-house.
3. A body that obtains funding and resources, leads digitisation projects; and establishes and promulgates standards, policies, and procedures for digitisation.

Key Questions for the National Digital Forum

In considering the role of the NDF, the following key questions arise:

1. What are the funding options to sustain the NDF?
2. What is the role of the Māori Digital Forum within the context of the NDF?
3. What would be the consequences of the dissolution of the NDF?

Options for the Governance of the National Digital Forum

Options for the ongoing governance arrangements for the NDF include:

1. Status quo (including the NDF and the Māori Digital Forum)
2. Memorandum of Understanding / Heads of Agreement between major organisations involved in digitisation
3. A national digitisation office
4. An incorporated society
5. Other?

Next Steps

The principal outcomes sought from the sessions, on 29/30 September 2003, on a strategy and way forward for the National Digital Forum are to:

1. Agree the role, and the *vision*, *purpose*, and *objectives* of the NDF.
2. Agree on the key criteria or principles for the governance of the NDF.
3. Consider options for the governance of the NDF.
3. Identify a way forward – request that the NDF Steering Committee (including other interested parties) develop a process, time frame, and terms of reference for establishing a model for the ongoing operation of the NDF?

1

2002 National Digital Forum

Summary of Outcomes of the 2002 National Digital Forum

<http://ndf.natlib.govt.nz/about/summary.htm>

The first National Digital Forum (NDF) was held on 15 and 16 May 2002 following discussions between the National Library of New Zealand (NLNZ) and other culture and heritage organisations interested in the **opportunities presented by digitisation**, including:

- Enhancing access to culture and heritage collections (for research, leisure and recreation, or commercial purposes)
- Providing learning opportunities
- Preserving culture and heritage collections and material
- Promoting a New Zealand identity by enhancing access to New Zealand's natural and cultural heritage
- Raising the profile of organisations and their collections and resources

The Forum also identified the **key challenges and issues** associated with digitisation, including:

- Skills and training
- Standards establishment (including 'catalogue' information, object/information format, and descriptive terminology)
- Ownership, property and moral rights (rights management)
- The rationale for digitisation – what, for whom?
- Understanding audience needs/requirements
- The digital divide
- The technology challenge

The Forum endorsed the opportunity for collaboration and coordination on digitisation, and discussed the potential for a **national collaborative approach** in order to:

- Avoid duplication of effort
- Effectively utilise scarce resources
- Provide access to expertise, especially for smaller organisations
- Facilitate problem solving
- Provide a strong national platform from which to seek funding, or endorse funding applications

The Forum endorsed the establishment of a mandate for **collective national action** on digitisation, which would include:

- Ongoing arrangements for leadership and collaboration
- The establishment of a standards-based infrastructure for digitisation to ensure interoperability, and as far as possible to 'future-proof' projects and initiatives
- A process for ongoing communication and education on digitisation

In endorsing a collaborative approach, the Forum noted the following **caveats or criteria**:

- Ensure that there is a clear purpose, outcomes and benefits
- Obtain a mandate from government, sectors, organisations
- Recognise the importance of involving and developing relationships with Māori
- Ensure transparency and representation within any governance/leadership structure
- Link to, and learn from E-Government initiatives

Recommendations of the 2002 National Digital Forum

The Forum agreed a set of recommendations that included the identification of a number of collaborative projects to be progressed on behalf of the Forum, including the establishment of a register of digitisation initiatives, and the identification of further collaborative projects to be progressed. A list of the recommendations arising from the inaugural NDF is included in **Appendix 1**.

Significant progress has been made with the establishment of the *Register of Digitisation Initiatives* (RoDI), the launch of the NDF website (<http://ndf.natlib.govt.nz/index.htm>), and the development of *Matapihi* (formerly Picture Aotearoa).

This paper addresses aspects of recommendation (1) relating to the **formation of a representative industry steering / working group**, and the development of a draft strategic plan to establish a way forward for the Forum.

It was agreed that a representative industry steering / working group was required to progress:

- (a) A digitisation strategy for the sector – consult and identify a strategy for moving forward
- (b) An implementation plan – how to implement the strategy
- (c) Standards – reach agreement on a standards regime and processes for setting standards to achieve immediate and long-term outcomes
- (d) Training – increase skills within the industry and take a collaborative approach to maximise resources
- (e) Funding – explore opportunities for funding on collaborative projects
- (f) Mechanisms to involve the regions – possibly regional groups or consultation groups
- (g) A mandate from Government – include lobbying government (and other stakeholders).

Following the 2002 Forum, the NDF Steering Committee established a working group to progress the development of a strategy or strategic plan for the NDF.

The following section presents the **draft strategic plan** developed on behalf of the Steering Committee.

2

A Strategic Plan for the National Digital Forum

A draft strategic plan was presented to the National Digital Forum (NDF) Steering Committee at its July 2003 meeting. Members of the Steering Committee endorsed in principle, the *vision*, *purpose*, and *objectives* proposed in the draft strategic plan.

The draft plan was prepared by Allison Dobbie (Auckland City Libraries), Brian Flaherty (Auckland University Library), Theresa Graham (Auckland City Libraries), Rose Holley (Auckland University Library), Bruce Ralston (Auckland Museum), and David Reeves (Auckland Art Gallery).

Draft Strategic Plan for the National Digital Forum

Description

The National Digital Forum is a coalition of organisations within New Zealand Aotearoa with an interest in digital cultural heritage resources, and includes iwi, museums, archives, art galleries, libraries, other heritage organisations, and government agencies.

Vision

To achieve the cooperative development and delivery of high quality digital resources which reflect the cultural heritage of Aotearoa New Zealand.

Purpose

The National Digital Forum will facilitate a cooperative, national, cross-sectoral approach to enhancing access to cultural heritage collections, materials, and resources within a digital environment, and will seek to foster best practice, and build expertise across all sectors.

Strategic Objectives

1. To share information on digital projects and activities.
2. To identify, promote and advise on best practice in digitisation activity.
3. To promote the use of agreed standards and 'interoperability' to ensure effective resource discovery and retrieval now and in the future.
4. To develop expertise in the regions and nationally in the area of digitisation.
5. To achieve collaborative, and cost effective digitisation outcomes through the avoidance of duplication of effort and resources.
6. To guide the development of a virtual national collection by providing common gateways to the nation's memory.
7. To promote the long-term storage and preservation of digital objects.
8. To be the national voice for advocacy on digitisation initiatives.
9. To negotiate funding and/or apply for grants, by providing a strong national platform.

Achieving the Objectives

'The National Digital Forum'

- (a) Research and agree a governance and funding model to ensure the long-term sustainability of collaboration on digitisation in New Zealand.
- (b) Investigate the development of a national digitisation strategy (contingent on national funding).
- (c) Organise an annual public conference.
- (d) Undertake a periodic assessment of the effectiveness and achievements of the NDF.

Standards Development

- (e) Facilitate the development of a standards-based infrastructure for digitisation, including the development of:
 - a national metadata framework for digitisation of cultural heritage materials; and
 - guidelines for the application of digital preservation and technical standards in co-operation with the National Preservation Office (NPO).
- (f) Develop guidelines for approaching rights management issues in relation to digitisation.
- (g) Develop evaluation methodology to assist organisations to make informed decisions about digitisation priorities.

Collaborative Projects

- (h) Establish and maintain a clearing-house for sharing of information and expertise.
- (i) Establish and maintain a register of digitisation initiatives.
- (j) Participate in the establishment of common gateways to the nation's heritage through a pilot project (*Matapihi*).
- (k) Survey and determine user needs in an online environment to maximise effectiveness of digitisation initiatives and activities.

Training

- (l) Co-ordinate training opportunities and lobby for the establishment of relevant ongoing education within New Zealand, including through the NPO, National Services Te Paerangi, Victoria University Wellington School of Information Management, the Open Polytechnic.
- (m) Facilitate the development of expertise within the regions, and nationally.

Strategic Relationships

- (n) Support and encourage participation in government digitisation initiatives, including Te Ara Encyclopaedia of New Zealand, E-Government, and national curriculum.
- (o) Establish relationships with relevant organisations and entities, including:
 - Advisory bodies (such as the Library and Information Advisory Commission / Ngā Kaiwhakamārama i ngā Kohikohinga Kōrero, the Guardians / Kaitiaki of the Alexander Turnbull Library)
 - Funders (the Lotteries Commission, Community Trusts)
 - Iwi
 - Other government agencies (such as the Ministry for Culture and Heritage, E-Government Unit)
 - Commercial enterprises

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Governance of the National Digital Forum

The working group identified **governance** as the key issue arising from the draft strategic plan, and specifically:

- What type of body should the National Digital Forum (NDF) be or become in order to achieve its strategic objectives – does this require a more formal structure?
- What models are there for the NDF?
- Should the NDF be linked to a lead agency/agencies?
- What should the funding sources of the NDF be?
- What should be the NDF's relationship with the three major cultural institutions with national roles (the National Library of New Zealand, Archives New Zealand, and Te Papa) – and what is their role?
- How best can the aspirations of Māori/Iwi be met by the NDF, and/or what is the relationship between the NDF and the Māori Digital Forum?
- Should the NDF be a short-term initiative from which a sustainable, long-term structure and programme is developed?

In order to progress the issue of governance, consensus is required in relation to **the role of the NDF**, and the means by which it will achieve the *vision, purpose* and *objectives* proposed in the draft strategic plan.

The Role of the National Digital Forum

The range of possible roles for the NDF include:

1. An **information-sharing network**, which may promulgate standards, policies, and procedures for digitisation, and may hold an annual forum, which may be hosted on a rotating basis.
2. A **recognised clearing-house** that seeks to facilitate collaboration, identifies funding opportunities, promotes best practice in relation to digitisation, and may convene an annual forum.
3. A **body that obtains funding and resources, leads digitisation projects**; establishes and promulgates standards, policies, and procedures for digitisation; and would be likely to convene an annual forum.

Key Questions for the National Digital Forum

In considering the role of the NDF, the following key questions arise:

1. What are the funding options to sustain the NDF?
2. What is the role of the Māori Digital Forum within the context of the NDF?
3. What would be the consequences of the dissolution of the NDF?

The following section identifies and evaluates a number of options for the ongoing **governance of the NDF**.

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Options for the Governance of the National Digital Forum

Proposed Governance Models

Options for the ongoing governance arrangements for the National Digital Forum (NDF) include:

1. Status quo (including the NDF and the Māori Digital Forum)
2. Memorandum of Understanding / Heads of Agreement between major organisations involved in digitisation
3. A national digitisation office
4. An incorporated society
5. Other?

1. Status Quo (the National Digital Forum and the Māori Digital Forum)

The inaugural NDF was held in 2002 at the instigation of the National Library of New Zealand (NLNZ) following discussions between NLNZ and other culture and heritage organisations interested in the opportunities presented by digitisation. The Forum sought to identify the opportunities for collaboration and coordination on digitisation initiatives, and discussed the potential for a national collaborative approach.

A parallel forum, the Māori Digital Forum was held in Auckland in November 2002. The meeting of the Māori Digital Forum came out of discussions at the NDF, and aimed to provide an opportunity for Māori to reflect on issues arising from their unique position with regard to cultural and heritage materials, access to them, and their safeguarding.

The activities of the NDF have been guided by a Steering Committee comprising self-identified representatives from organisations with a strong interest in digitisation.

The Forum made a number of recommendations for activity, both at a strategic and a practical level, including the acceptance of the NLNZ's offer of leadership and facilitation.

At a practical level the NLNZ has provided significant resource and has led the development and piloting of a number of initiatives on behalf of the Forum, with a number of other organisations contributing input, guidance, and content.

It is unlikely that the NLNZ, or any other major institution would be able to provide the level of resource that has been committed by NLNZ to date.

Aside from the Steering Committee, the current model does not have a formal governance structure, or independent resource.

The relationship between the NDF and the Māori Digital Forum remains unresolved within the current model, and the current Steering Committee has little or no participation from Māori/Iwi.

Should the NDF remain as an informal grouping of organisations with an interest in digitisation, it is likely that ad hoc progress would continue to be made on digitisation as individual institutions, and groups of institutions continued to progress projects and initiatives.

To date, the NLNZ, Archives New Zealand and Te Papa have made a commitment to collaborating on areas of mutual interest.

In the absence of targeted resourcing there remains an opportunity for organisations to commit to communicating, and collaborating where appropriate, and for an annual or ad hoc forum to be convened.

2. Memorandum of Understanding / Heads of Agreement

The development of a Memorandum of Understanding / Heads of Agreement could provide a formalised framework for collaboration in relation to digitisation.

The parties to such an agreement could include:

- (a) The three major cultural institutions with national roles within the museum, library and archives sectors (Archives New Zealand, the National Library of New Zealand, and Te Papa).
- (b) The three major cultural institutions with national roles in partnership with other major players.

The Memorandum or Heads of Agreement may include a commitment to collaborate on projects or initiatives of mutual interest (such as standards establishment or training) in order to ensure a cross-sectoral approach, and to ensure that the outcomes of such projects or initiatives address the interests of the widest range of organisations.

The key objectives of such a Memorandum / Agreement could be to:

- Minimise duplication of effort
- Ensure the effective utilisation of scarce resources
- Share expertise
- Ensure common standards and 'interoperability' for effective resource discovery and retrieval now and in the future
- Address the requirements for long-term preservation of digital resources

This model could be developed to ensure that the interests and aspirations of smaller and regional organisations are provided for, and would need to ensure that it addressed the requirements and aspirations of Māori/iwi.

This model is consistent with Review of the Centre goals that encourages partnership between government agencies where they have shared or aligned goals.

3. A National Digitisation Office

The National Preservation Office (NPO) may provide a model for a 'national office for digitisation'.

The NPO is a joint initiative of the National Library of New Zealand (NLNZ) and Archives New Zealand, and is the primary source for preservation-related information, and for assistance in preservation programme development for libraries, archives, iwi and other caretakers of New Zealand's recorded heritage information.

The specific aims of the NPO are to:

- Encourage and coordinate preservation initiatives and provide a focus for national preservation issues
- Raise both public and institutional awareness of preservation issues
- Improve conditions of heritage collections in New Zealand
- Actively participate in already established preservation networks in the Pacific, and develop new partnerships in the Pacific as opportunities arise

The NPO is housed within the NLNZ, and comprises one full, and one part-time staff member, and is resourced through the commitment of funds from the partner organisations.

A national digitisation office would be able to fulfil the 'clearing-house' functions that the NLNZ has provided for the NDF to date.

Its key objectives might be to:

- Identify, promote and advise on best practice in digitisation activity
- Promote the use of agreed standards and 'interoperability' to ensure effective resource discovery and retrieval
- Develop expertise in the regions and nationally in the area of digitisation
- Promote the long-term storage and preservation of digital objects
- To be the national voice for advocacy on digitisation
- Facilitate or undertake collaborative digitisation projects such as *Matapihi*?

This model could be developed to ensure that the interests and aspirations of smaller and regional organisations were provided for, and would need to ensure that it addressed the requirements and aspirations of Māori/Iwi.

This model is consistent with Review of the Centre goals that encourage partnership between government agencies where they have shared or aligned goals.

4. Incorporated Society

An incorporated society model would be flexible enough to provide for the proposed purposes of the NDF, and to enable membership as diverse as government agencies, heritage institutions, Māori/Iwi, and individuals.

The incorporated society model was selected for the Next Generation Internet – New Zealand Society.

The NGI-NZ is a non-profit, common-interest society to promote and represent New Zealand research, innovation and education sectors in next generation Internet networks, protocols and application. The society seeks to guide the establishment of a next generation internet (NGI) network for New Zealand and works to promote and stimulate the development and use of advanced networking applications.

The NGI-NZ Society selected an incorporated society model primarily to establish a non-tax paying legal entity that could employ staff, and to which organisations could transfer funds in the knowledge that there was a board that was accountable for ensuring appropriate financial management. The society is funded through an annual membership fee.

An incorporated society can enter into contracts, and engage in commercial activities in the same way as an individual or a company.

An incorporated society is a body corporate, and registration is straightforward.

An incorporated society can be established for purposes that are wider than a charitable trust, subject only to a limitation on private pecuniary gain of members.

There can be different classes of membership to allow for quite diverse corporate members as well as individuals.

Establishing the NDF as an independent entity, such as an incorporated society would require it to generate its own resources through membership levies, which in order to provide the required resources, may be comparatively high.

Other Models

The following governance models have been excluded as being unlikely to meet the requirements and aspirations of the NDF.

1. Companies Model

A company model would be unlikely to meet the requirements of the NDF, being primarily a commercial enabler. Such a model is inconsistent with the proposed purpose of the NDF, which is based on promoting collaboration for 'public good' outcomes.

A company has complex statutory administration and reporting requirements.

2. Charitable Trust Model

A charitable trust requires that the operations be solely for 'charitable purposes'.

The NDF would be unlikely to meet this criterion, nor would this model allow for participation in commercial initiatives, or partnerships with commercial entities.

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Assessment of the Options for the Governance of the National Digital Forum

In assessing the options for the ongoing governance of the National Digital Forum (NDF), the following aspects should be considered:

- (i) How effectively could this model support the proposed *vision, purpose, and objectives* of the NDF?
- (ii) How effectively could this model meet the aspirations of the membership of the NDF, as cross-sectoral, comprising small and large organisations, and including Māori/Iwi organisations.
- (iii) Could this model support the aims of the Māori Digital Forum and/or support a bicultural governance structure?
- (iv) How could this model be funded?
- (v) How effective could this model be in attracting funding from external bodies for ongoing and project costs?

The following provides a summary assessment of the options identified for the governance of the NDF against the criteria listed above.

1. Status Quo (the National Digital Forum and the Māori Digital Forum)

Strengths/Opportunities

- Would provide for the convening of the Māori Digital Forum as a distinct group
- May not require the commitment of significant additional resource by participating organisations
- May provide a platform from which a more formal model could develop

Issues/Risks

- Unless resourced, would not achieve the proposed *vision, purpose, and objectives* proposed in the draft strategic plan, beyond that of information sharing
- May lead to organisations pursuing digitisation projects and initiatives in isolation and/or in an ad hoc manner, leading to:
 - Inefficient resource use
 - Duplication of effort
 - Lack of common standards (and therefore loss of interoperability now and in the future)
 - Duplication of products
 - Increasing gap in expertise between smaller and larger institutions
 - In the long-term, the loss of culture and heritage material should appropriate preservation standards not be developed and applied
- The Steering Committee, as a self-identified group, may not adequately reflect the membership of the NDF (for example, to date there has been a low level of participation by Māori, and little or no engagement with iwi)
- Should the status quo prevail, the role of the Māori Digital Forum, and its relationship to the NDF may require clarification
- Unlikely to attract additional funding from government, or other external sources

2. Memorandum of Understanding / Heads of Agreement

Strengths/Opportunities

- May to a degree achieve the *purpose and vision* proposed in the draft strategic plan

- Would likely result in the achievement of some of *objectives* in the proposed draft strategic plan
- If there was representation from libraries, archives, and museums, would be likely to result in a cross-sectoral approach to major issues
- Flexible enough to provide for a bicultural governance structure
- May not require the commitment of significant additional resource by participating organisations
- May provide a platform from which a more formal model could be developed
- More specifically, may demonstrate to government the commitment of key institutions, and provide a platform for seeking additional funding in the future

Issues/Risks

- May not achieve the *purpose* and *vision* across the broadest possible range of resources held in organisations across New Zealand
- Would be unlikely to achieve all of the *objectives* proposed in the draft strategic plan
- May lead to organisations continuing to pursue digitisation projects and initiatives in isolation and/or in an ad hoc manner, resulting in the outcomes listed in relation to the *Status Quo* above
- Activities would be likely to focus on those of interest to the parties to the Agreement
- May not provide for the aspirations/interests of smaller, and/or regional organisations, or Māori/Iwi, in particular at a governance level
- May not provide for the maintenance of the Māori Digital Forum as a distinct group
- May lead to a loss of identity of the NDF
- Would likely be dependent on funding being allocated by parties to the Agreement
- Would be unlikely to attract additional funding from external sources outside of government (and this may be limited)

3. A National Digitisation Office

Strengths/Opportunities

- Could, if adequately resourced, achieve the *vision* and *purpose*, and *objectives* proposed in the draft strategic plan (including facilitating key initiatives such as the development of *Matapihi*)
- Could have a mandated national role
- Could support the aspirations of the Māori Digital Forum as a distinct group
- Would be mandated to ensure that the interests and participation of Māori/Iwi were supported and secured
- May attract central government resourcing

Issues/Risks

- May not provide adequately for the participation of smaller, and/or regional organisations, or Māori/Iwi, including at a governance level (particularly if funded centrally)
- May lead to a loss of identity of the NDF
- Would require a significant commitment of resources
- May be limited in terms of other external funding sources from which it could draw

4. Incorporated or Independent Society

Strengths/Opportunities

- Would be able support the diverse membership of the NDF
- Could provide for a representative governance structure, including a bicultural approach
- Could support the aspirations of the Māori Digital Forum as a distinct group
- May be able to attract funding from a range of external sources
- Would be able to lobby government and funders

Issues/Risks

- In order to achieve the *vision* and *purpose*, and *objectives* proposed in the draft strategic plan, would likely require sufficient resource to maintain staff and resource projects
- The relationship between an incorporated society and major cultural institutions, in terms of role and function, would require definition
- Unlikely that the level of funding required to achieve the *objectives* proposed in the draft strategic plan could be obtained through membership fees
- Would be unlikely to attract government funding

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Next Steps

The principal outcomes sought from the sessions, on 29/30 September 2003, on a strategy and way forward for the National Digital Forum are to:

1. Agree the role, including the *vision*, *purpose*, and *objectives* of the NDF.
2. Agree on the key criteria or principles for the governance of the NDF.
3. Consider some options for the governance of the NDF.
4. Identify a way forward – request that the NDF Steering Committee (including other interested parties) develop a process, time frame, and terms of reference for establishing a governance model for the operation of the NDF?

Appendix 1

Recommendations arising from the 2002 National Digital Forum

At the Forum in May 2002 agreement was reached on the following five recommendations as providing a way forward for the Forum:

1. **Form a representative industry steering / working group** to work on:
 - (a) A digitisation strategy for the sector – consult and identify a strategy for moving forward;
 - (b) An implementation plan – how to implement the strategy;
 - (c) Standards – reach agreement on a standards regime and processes for setting standards to achieve immediate and long-term outcomes;
 - (d) Training – increase skills within the industry and take a collaborative approach to maximise resources;
 - (e) Funding – explore opportunities for funding on collaborative projects;
 - (f) Mechanisms to involve the regions – possibly regional groups or consultation groups; and
 - (g) A mandate from Government – include lobbying government (and other stakeholders).

2. **Establish a Digitisation Register**, including completed projects, projects under way, planned projects, what people are doing related to digitisation, skills, who within the community are the enablers, catalysts in this arena.
 - (a) Contribute to, use and build on the National Library Register immediately.
 - (b) Steering group to look at the longer term needs in terms of the register and a broader forum for information sharing and exchange.

3. **Accept the National Library's offer of leadership and facilitation**
The National Library will continue to provide leadership, in a facilitation role, ensuring consultation with other institutions (in a similar model to that used to initiate and design the Forum). It will facilitate the establishment of the steering group, and develop and distribute communications from the Forum.

4. **Actively support the Online Encyclopedia of New Zealand** and tap into this as a learning opportunity for the rest of the sector.

5. **Ask the steering group to identify in its early stages one or more new collaboration projects** and a process for ensuring maximum learning across the sector through them – in particular in the areas of opportunities and challenges raised at the forum.

Appendix 2

Other Models

1. United Kingdom Office for Library and Information Networking (UKOLN)

<http://www.ukoln.ac.uk/>

UKOLN is a centre of expertise in digital information management, providing advice and services to the library, information, education and cultural heritage communities by:

- Influencing policy and informing practice
- Promoting community-building and consensus-making by actively raising awareness
- Advancing knowledge through research and development
- Building innovative systems and services based on Web technologies
- Acting as an agent for knowledge transfer

UKOLN is funded by [Resource](#): The Council for Museums, Archives & Libraries, the Joint Information Systems Committee ([JISC](#)) of the Higher and Further Education Funding Councils, as well as by project funding from the JISC and the [European Union](#). UKOLN also receives support from the [University of Bath](#) where it is based.

2. Next Generation Internet – New Zealand Inc

The NGI-NZ is a non-profit, common-interest society to promote and represent New Zealand research, innovation and education sectors in next generation Internet networks, protocols and application. The society will guide the establishment of a next generation internet (NGI) network for New Zealand and work to promote and stimulate the development and use of advanced networking applications.

The Society's objects are:

- to establish an integrated advanced network for research, innovation and education;
- to provide governance and management structures to oversee the design and implementation of the initial NGI network;
- to promote and support the development of advanced networking applications;
- to facilitate connection with regional networks;
- to establish and maintain working relationships with international advanced network organisations and networks;
- to encourage the technical evolution of networking as a research and education infrastructure and to stimulate the involvement of the education, innovative and scientific communities in networking;
- to provide an appropriate structure for the Society to facilitate full participation from all organisations with an interest in advanced networking;
- to capture economies of scale for the continued communication needs of Members;
- to provide a body to represent New Zealand research, innovation and educational interests on the world Internet stage; and
- to promote and publicise the value of advanced networks.

Membership

Organisations may be members. There is no personal individual membership.

Any institution or organisation with an active participation, or interest, in advanced networking may apply, in writing, to become a member and, if it meets the criteria for the appropriate category of membership as prescribed from time to time by the society, the Board may accept or reject that organisation as a member.

3. Collaborative Digitization Program (United States of America)

<http://www.cdpheritage.org>

This is a non-profit corporation formed in Colorado with the purpose of developing a state-wide collaborative involving Colorado archives, historical societies, libraries and museums whose purpose is to increase access to their collections through digitisation.

The purpose of the project is to develop a state-wide digital collection built collaboratively by institutions from all corners of the state, that will:

- Ensure public access to the rich resources in Colorado
- Promote the economic and efficient delivery of digital resources to the people of Colorado
- Contribute to the national effort to develop digital libraries and museums
- Encourage incorporation of digital resources to meet the Colorado education standards

Its goals are to:

- To create an open, distributed, publicly accessible collection of digital objects that documents crucial information for the residents of Colorado
- To expand the collaborative structure among the state's libraries, museums, archives and historical societies to coordinate and guide the implementation of a virtual digital collection
- To implement standards to guide the development of collaborative based digital collections
- To demonstrate the value of libraries/museums in the emerging electronic information environment and their important contribution to the state's development
- To assist libraries/museums in the digitizing of materials and managing digital projects through training programs and consultation
- To emphasize the content and rich resources held by Colorado archives, historical societies, libraries and museums
- Work with the Colorado K-20 environment to incorporate digital objects that assist teachers, parents, and students in meeting the Colorado history standards.

The Colorado Digitization Program began in the Fall, 1998 and was funded through a Colorado State Library, Library Services and Technology Act grant.

The first year's initiatives focused on exploring the current digitization activities around the state, development of a collaborative initiative, development of standards and guidelines to facilitate digitization, and testing of these collaboratively based initiatives through a pilot project.

During the first year, the project established five working groups (Collection Development, Digital Audio, Metadata Standards, Scanning Standards, and Scan Centers). These groups involved individuals from archives, museums, libraries and historical societies, which have created guidelines for metadata, standards for scanning, and a collection development policy. A website was also made available <http://coloradodigital.coalition.org>.

Currently there are nineteen digital collections linked through the CDP website, with information on twenty-five planned projects

A set of resources has been assembled to assist library and museum staff planning digitization projects. Additionally a set of resources has been created to assist teachers in using digital resources.

Annual membership fees range between \$200 and \$2,500 per annum depending on the size/operating budget of the organisation.

The project has three staff members.

4. Culture Online (United Kingdom)

<http://www.cultureonline.gov.uk/index.html>

The aim of Culture Online is to increase access to and participation in arts and culture. It will draw its materials from museums, galleries, libraries, heritage sites, archives of written, broadcast and film materials, the performing arts and digital arts.

It will be interactive and will encourage the use of innovative technology, by:

- providing a wealth of tailored materials to support and enhance the curriculum and support children and teachers.
- providing access to arts and cultural treasures to people who might not normally think of visiting a museum or gallery.
- actively encouraging people to participate in the arts, and to contribute to the creation of new materials and resources.
- working by commissioning projects in phases, working with 4-6 projects at a time.

Culture Online is an initiative of the United Kingdom Department for Culture, Media and Sport.