

# The Digital Excellence Program - The first 4 years

A critical appraisal of a large scale digitisation program at  
the State Library of New South Wales

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The Future of Public Sector Digitisation  
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**WE'RE IN THE MONEY .....**



# Business / case(s)

Success!.....NSW Treasury TAM Funding for two business cases

- \$72M over 10 years
- Standalone but interrelated

Digitisation for  
Regional  
Delivery

Heritage  
Discovery and  
Asset  
Management



# Program funding/\$32.6m for first 4 years

## 1. Digitisation Program (\$22m over first four years - \$62m over 10 years)

- Fast tracking our digitisation program
- Digitising 52 of our most iconic, at risk and valuable collections
- Will create ~>12 million images over next 10 years
- Engaging external partners for 80% of work

## 2. Digital Infrastructure Program (\$10.2m over four years)

- Renew our aging infrastructure and technology systems
- Integrating archive management with collection management
- Innovative interfaces and collaborative spaces
- New website, new Discovery layer
- Key collections accessible online to anyone, any time on any device
- Digital by Default

# Digitisation / a comparison

The old days - ~ 30,000 p.a.

DEP - ~12M over 10 years

Total SLNSW Collection  
Estimated at 750,000,000  
pages/images/items

World leading library:

**Collect**  
*Connect*  
**Community**



STATE LIBRARY®  
NEW SOUTH WALES

# — challenges/ issues





# Our challenges/ project/financial

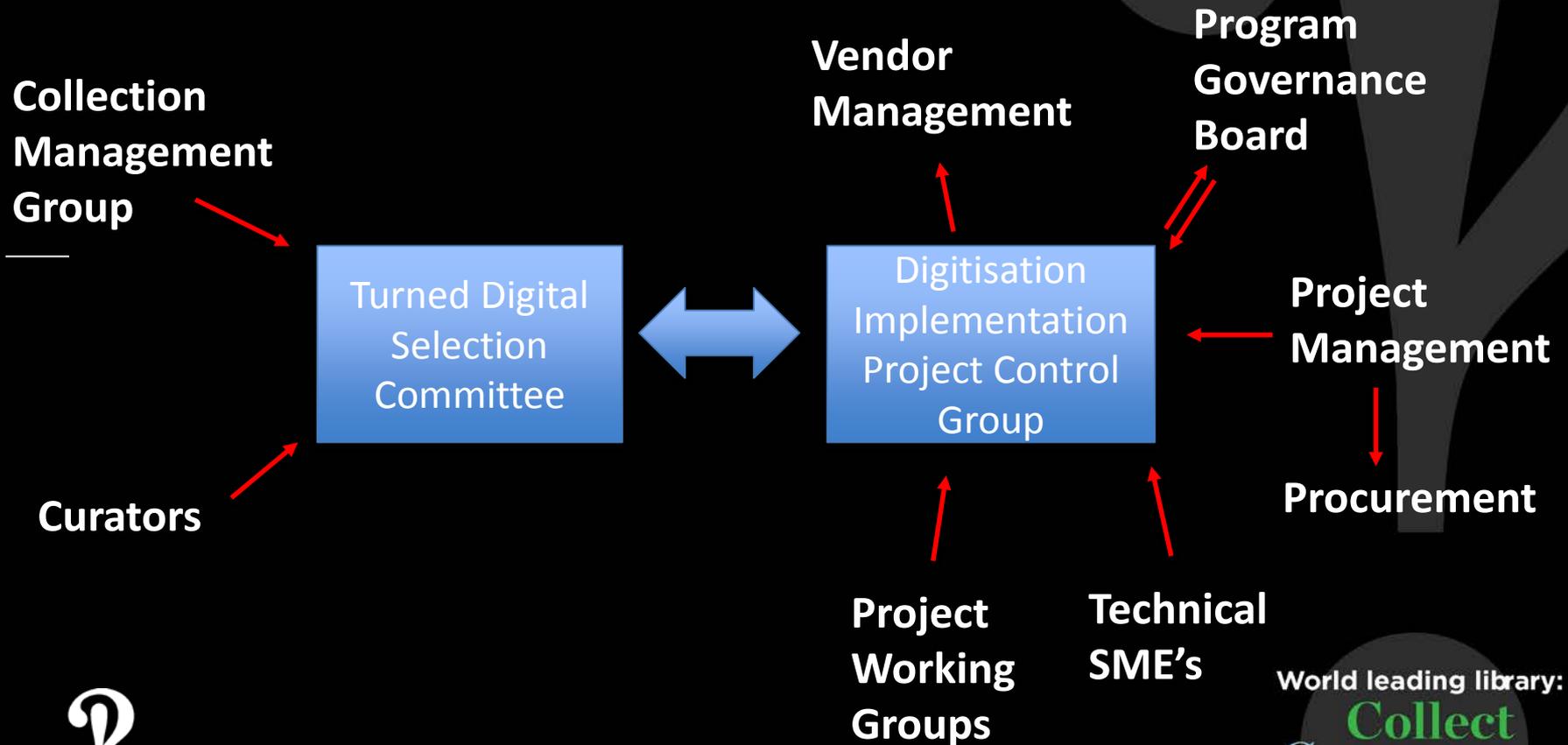
- Budget
  - BC Forecast vs actual budget
  - Need to spend in effective and timely manner, adjustments required
  - Need to continually reassess funding focus
- New funding initiatives
  - Sponsorship
  - Special interest groups
  - Crowdfunding
  - Additional Treasury funding



# Our challenges/ project

- Project management framework
  - introduce and promote
  - Re-establishment of DPO after divisional restructure
  - 1 year and 3 year planning cycle
- Governance – structural review

# digitisation / governance





# Our challenges/ collections

## Readiness of collections for digitisation

- Critical knowledge of collections
  - Nature
  - Composition/size/scope creep
  - Condition
  - Metadata requirements
  - Copyright
  - Logistics, packing
- Pre and Post digitisation requirements



Planning

- Scope
- Selection
- Prioritisation
- Conservation
- Metadata
- Scheduling
- Logistics

Pre

Digitisation

Post

- QA
- Derivative
- Ingestion (DAM)
- Archive
- Access
- Innovate/Transcend





# Our challenges/ staffing



- Staffing
  - skill sets
  - Numbers/types of roles
  - Reporting structures – embedded, matrix
  - High ratio of staff costs to external digitisation expenditure
  - SME's – project vs BAU responsibilities



# Our challenges/ Quality assurance

- Due diligence
- Vendor understanding of SOR
- Proof of Concept in RFP stage
- Mass digitisation sensibility
- Sampling ratio
  - Acceptance criteria
  - Critical/Major/minor defects
- Burden of QA – staffing/time/costs
- Potential for automation

# Our challenges/ procurement

- In-house Procurement expertise low
- ICT Services Scheme
- G02” Digitisation as a Service” category
- MoU’s and direct negotiation with NLA
- Market Capability and Capacity to digitise cultural collections – limited at present
- Time and effort to develop industry
- Fostering procurement, contract and vendor management skills in-house
- New models of engagement



# Fostering Partnership with Industry

**Capability  
Capacity  
....and ...**

**Heritage  
Digitisation Panel**

**Open Digitisation  
Partnership  
Program**

# Our challenges/ requirements

- Development of Statements of Requirements for each collection & format
- Standards and specification
- Vendor understanding and capability to deliver
- Mass vs Specialised
- MVP and Fit for Purpose
- Essential Characteristics of a wide range of formats
- Artefact vs Content and Preservation vs Access

# Our challenges/ KPI & BR

- Reporting and audit obligations
- Development of meaningful metrics
- KPI's
- Reconciling:
  - high throughput/low cost metrics with
  - high resource/high cost metrics and with non-metric outcomes
- Benefits Realisation

**What /** next ?

**2016 to 2021**

Exceed business case forecast (goal)

Strategic Direction:

Transition to BAU

Effective and painless procurement

Workflow and systems improvement

Greater industry skills and capacity

Greater GLAM sector engagement

# Thank You/ Questions?

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