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
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
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
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
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
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

What / next? 2016 to 2021
Thank You/ Questions?

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