

# Aotearoa People's Network Business Development Framework

## Revision History

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## Approvals

Approved for initial publication at Aotearoa People's Network Governance Group Meeting of 24 August 2007.

## Status

This document is intended to be a "living" document and is therefore subject to change or further development at any time.

## Associated Documents

Title	Status	Author	Date
Aotearoa People's Network – Stage 1: User Requirements Specification v1.1	Attachment 1	John Truesdale	7 May 2007
Branding/Marketing strategy/plan	tbd		
Communications plan	Complete	Karin Kos	24 August 2007
Risk register	Ongoing	Tessa Patterson	
Issues Register	Ongoing	Tessa Patterson	

## **Document Purpose**

This document is intended to identify and describe the attributes of the Aotearoa People's Network development. It has been signed off by the inaugural governance group.

The document captures the vision, mission and scope of the programme as well as describing its governance, management and operation. In addition the roles and responsibilities of the partners and sponsors are outlined.

It will be able to be used by people who are involved or interested in the programme and by agencies to whom the programme has reporting and evaluation responsibilities.

As far as possible, this document will work with the New Zealand Digital Strategy themes of Connection, Content and Confidence and offer definition and comment in each section under these headings.

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## 1. Background and context

The People's Network programme owes its origins to a similar programme developed in the United Kingdom and rolled out through over 4000 public libraries. Funded from the Big Lotteries Fund, the 170 million pounds provided PCs, training, free Internet access and a brand, which not only boosted new growth and use of public libraries, but was a catalyst for the uptake and development of rich broadband capability in the UK.

In May 2005 the *Digital Strategy* signalled the importance of connectivity, confidence and content as the key enablers to ensure New Zealanders benefited from the digital revolution happening across the globe. One of the key projects noted in that strategy was the development of a People's Network for New Zealand. A bid to the Community Partnership Fund, a flagship contestable fund of the *Digital Strategy*, provided \$544,000 for stage one of the People's Network.

This bid was to provide a number of libraries, grouped in regions, with the technology, communications, training and content gateway to enable free access to the Internet for customers. The benefits of the project were seen as meeting the connection and confidence enablers of the *Digital Strategy*.

At the same time the National Library of New Zealand was charged with developing the whole-of-government strategy for the content enabler, the *New Zealand Digital Content Strategy*. During the development of this strategy a number of stakeholders, including the Minister's Digital Strategy Advisory Group, emphasised the importance of the People's Network and urged for a rollout beyond the stage one project so that the whole country could be covered in this way via the public libraries. Additional funding has been made available (\$1.1million dollars per annum for four years, plus \$200,000 capital) to enable further development of the People's Network. The *Digital Content Strategy* identified the key role that the People's Network could play in the creating, sharing and preservation of community content.

Public Libraries and their funders and stakeholders have also been identifying this as a key initiative to provide digital opportunities to New Zealanders, particularly those who require support to learn skills and to find quality information for their needs. The *Public Libraries of New Zealand: a strategic framework 2006-2016*<sup>1</sup> published in May 2006 identified this as a key opportunity for libraries and councils, and this was strongly validated by the Public Library Summit in February 2007. This summit brought together decision makers and thinkers from across central government, local government, business, community, education and media to consider how best to get value from public libraries. Connection to high speed broadband for libraries and schools, and the implementation of a whole-of-country People's Network in public libraries were amongst the top five priorities for action.

The National Library of New Zealand has been a key facilitator and partner in all of these initiatives. One of the key purposes of the National Library

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<sup>1</sup> LGNZ, LIANZA, NLNZ, *Public Libraries of New Zealand: a strategic framework 2006-2010*, 2006. ISBN: 0-477-10107-0

is "supplementing and further the work of other libraries in New Zealand"<sup>2</sup> and in this capacity the National Library takes a leadership role in providing national frameworks that benefit libraries. Partnering with the libraries of New Zealand is a core value proposition for the National Library in meeting its Next Generation Strategic priorities and it is moving to deliver on this through the formation of a National Digital Library and through Services to Young New Zealanders.

## 2. Vision and goals

Despite the initial focus on *confidence*, this is one of the few projects in New Zealand that **addresses all three strands of the NZ Digital**

### **Strategy:**

- Connectivity – because it offers "broadband" access to internet tools and services on capable machinery to anyone using the computer;
- Confidence – because it offers an environment where people can safely learn and/or enhance their knowledge and capabilities around use of ICT;
- Content – because anyone can access content using these computers and in fact anyone will be able to use the ICT facilities to reposit<sup>3</sup> their stories, history or general content.

### 2.1 Vision

The vision for the Aotearoa People's Network is:

*Aotearoa – Niu Tireni, He Whatunga Kaharoa – ka ora, ka kura, ka wānanga ki pae tawhiti*  
*Aotearoa People's Network – living, learning, creating in the digital world.*

The Aotearoa People's Network exists within a continuum of work that public libraries and other agencies carry out to fulfil their own mission and to advance their visions.

*Public Libraries in New Zealand: a strategic framework* contained the following vision and supporting statements:

*"Public libraries engage, inspire and inform citizens and help build strong communities."*

*"Kia āwhina te hunga ora, ki te hāngaia or rātou ake āo"*

### 2.2 Principles

The guiding principles for the Aotearoa People's Network are that:

- New Zealanders will have free and facilitated access to the internet, digital tools and services and be able to reposit content into community and national repositories;
- Where New Zealanders need help to work within the digital world this will be made available by competent and knowledgeable library staff either in a library or in an online setting;
- The People's Network will be available to New Zealanders everywhere.

<sup>2</sup> National Library of New Zealand (Te Puna Matauranga o Aotearoa) Act 2003. section 7(b)

<sup>3</sup> Reposit: in this document, used to mean store in a structured community repository.

- Access to Aotearoa People's Network will guarantee New Zealanders an excellent experience.

### Attributes

Some of the attributes of the Aotearoa People's Network are:

- The best affordable bandwidth
- Up-to-date technology
- Free access including free internet access
- Creativity as per content creation
- Easy, comprehensive navigation
- Easy, multi-faceted finding and retrieval
- Access to online librarians, at times synchronously
- Access to search and store in digital repositories
- A training environment, and access to educational materials
- Access to web 2.0 environments

## 2.3 Scope

The network will be developed initially in selected regions (Stage 1) and subsequently will be programmed to be available throughout New Zealand.

### Stage 1:

The scope of stage 1 is restricted to four regions: Taranaki, Wairarapa/Tararua, West Coast, Canterbury and a stand-alone library at Kawerau. In all 34 libraries and 13 local authorities will be involved.

Formal partnership arrangements between the local authorities and National Library will be developed.

Following commitment to the principles of Aotearoa People's Network, each of these libraries will be provided with a package consisting of some or all of:

- Connected PCs at libraries with access to internet, office productivity software and a range of web based tools and services;
- Connection: at least 2Mbps;
- Access to centrally hosted services consisting of a proxy cache, filter, web server and community repository;
- Training for library staff ;
- Developed content to provide navigation (browsability), searchability, some personalisation and customisation.

In addition, digitisation stations will be provided at regional centres.

Within the package, there will be options for each library service and local authority to consider.

Within stage 1, the inaugural technical architecture will be designed and deployed. Sponsorship possibilities will be explored.

An initial content layer will be developed.

## Subsequent Programme Development

The subsequent programme will provide an evaluation of stage 1 and open partnership to all public libraries whether or not they have been connected. Learning from stage 1 will be used to improve the technical architecture, the partnership offer and the nature of the partnerships themselves.

Additional commercial sponsorship will be sought.

Complete coverage (this does not mean all libraries get PCs) will be planned. This will mean:

- The number of libraries connected each year will be targeted as part of an overall rollout plan;
- Connection rates will be increased and connection to Karen, Urban Fibre Networks (UFNs) and other public circuitry achieved;
- A targeted number of libraries will be contributing to core content;
- A targeted rate of growth for reposit to community repositories will be met;
- A formalised net of community repositories and way of presenting for selected harvesting to tools like National Digital Heritage Archive (NDHA) will be developed;
- Library staff will continue to be offered appropriate learning.

## 2.4 Alignment with Other Initiatives

There are many initiatives operating within Digital Strategy space. Some of these are in the areas of e-government, e-democracy, e-citizenship, collaboration, social and economic development, heritage, digital and information literacies, authentication and identification, connectivity: UFNs<sup>4</sup> and major backbone projects. As far as possible, the Aotearoa People's Network will align with these projects. However, some of the expectations of others involved in these projects may not be able to be met.

## 2.5 Goals

Expressed in customer terms, the high level goals for the Aotearoa People's Network are:

- New Zealanders will be able to access the best connectivity within their communities through the Aotearoa People's Network (Aotearoa People's Network) at their public library. The connectivity will align<sup>5</sup> with Government Strategy and will always exceed domestic opportunity.
- New Zealanders will access the digital content they need to live, learn, work, play and participate and reposit their stories (content) through the Aotearoa People's Network;
- New Zealanders who wish or need to learn and gain confidence in the use of ICTs both in terms of tools and access to the digital world can use the Aotearoa People's Network to advance their learning and confidence.

<sup>4</sup> Urban Fibre Networks (Previously known as MUSH networks)

<sup>5</sup> In cases where alignment with Government targets is unreachable, the connectivity will be regarded as being in a debit situation.

## 2.6 Outcomes

### Connection

- Citizens can connect through public libraries
- Citizens have equitable access to ICTs and information in Public Libraries

### Content

- Facilitated approach to the collection of NZ content;
- Citizens can “make” and reposit their own digital content;
- Creativity is enhanced;
- Citizens can more easily find and retrieve New Zealand content;
- Citizens have access to e-Government and internet based information resources.

### Confidence

- Confident and capable digital citizens;
- Informed capable librarians;
- Citizens have equal opportunity in the digital world;
- Freedom to access and freedom of choice for all citizens.

### Societal Benefits

- Personal and social benefits: the reinforcement of community through digital sharing;
- New Zealanders can access vocational material and gain access to opportunities for employment;
- Citizens can enhance their personal economy through electronic means;
- Citizens can more readily and more easily become engaged in learning;
- Citizens engaged in the democratic process through electronic means.

## 2.7 Defining Success

Success can be measured both in terms of outputs and outcomes. The outputs will largely measure quantities like connection speeds, numbers of users of Aotearoa People’s Network computers, hours of use, content deposited, pages downloaded etc.

The outcomes are more difficult to assess and will largely be done qualitatively with a focus on personal, community and social benefits

In the evaluation of the UK People’s Network, undertaken by the Tavistock Institute<sup>6</sup>, the following benefits to citizens were outlined:

- Personal and social benefits – as a result of, for example, maintaining personal contact through email, socialising with other users in the library itself, using the network for leisure and recreation purposes, and accessing local information;

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<sup>6</sup> Big Lottery Fund Research, Issue 7, The People's Network: evaluation summary, November 2004, ISSN 1744-4764, [http://www.mla.gov.uk/resources/assets/P/pn\\_evaluation\\_summary\\_pdf\\_4283.pdf](http://www.mla.gov.uk/resources/assets/P/pn_evaluation_summary_pdf_4283.pdf)

- Learning outcomes – as a result of ICT taster and training sessions held in the library, completion of formal accredited courses, or through engaging in self-directed learning to meet personal interests;
- Access to e-Government and internet based information services such as searching resources for course funding, information on planning regulations and finding local childcare providers;
- Vocational and employment benefits through, for example, gaining ICT skills and confidence in preparation for returning to work, and improving job market prospects through completing a CV and drafting.

Specific attention will be paid to declared government goals in all three strands of the Digital Strategy.

The evaluation requirements are listed in section 10.2.

### 3. The Partnership Offer

Currently the public libraries of New Zealand sit on a wide ranging continuum in terms of the technology they offer, the skills of their staffs and the content they develop or access for their customers. In offering signed up partnership to the Aotearoa People's Network, these differences must be acknowledged and considered.

The offer below takes account of some of these differences by detailing different packages.

#### 3.1 Connection

The connection components of the offer consist of computers and internet connectivity and networking equipment. The offer of computers may be constructed in a number of ways and is intended to allow libraries and councils to work with the Aotearoa People's Network in a way that suits them.

##### **Managed Network**

One option is to offer computers which sit on a managed network. Management of this network will be centralised and within libraries the public network of computers would be separate from staff or council networks.

This type of network can be run by a relatively small number of people and can be managed remotely. In addition, the computers can have self correcting abilities, can largely auto-update themselves and can have changes deployed to them en mass.

These computers would provide connectivity to read/write to personal storage devices such as USB drives, CD, DVD. They would provide all the functionality detailed in the User Requirements Specification<sup>7</sup>.

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<sup>7</sup> See Attachment 1

### **Fund and/or Supply**

Some libraries that are relatively well advanced in ICT terms and deployment of public ICT may prefer to integrate the Aotearoa People's Network computers with their current offerings.

In this case, computers will be supplied or possibly funded (to the amount it would cost Aotearoa People's Network to supply configured equipment) but the individual library/council does the rest. The library will have to commit to offering at least the content tools and services offered by Aotearoa People's Network, and to providing access to the Internet and services free-of-charge. This will also allow some libraries, if they wished, to install different types of device eg one library has indicated that it might wish to install some Macintoshes.

### **Telecommunications**

Again there are options. Some well connected libraries may use their current connectivity. Aotearoa People's Network will offer some guidelines to help libraries and councils make this decision. Other stage 1 libraries will be offered minimum connectivity of 2Mbps uncontested using the foundation sponsorship provided by Telecom New Zealand or other providers selected and arranged by the Aotearoa People's Network team.

For subsequent stages of the programme, libraries and councils may partially pay for their own connectivity. This would, however, be arranged by the Aotearoa People's Network team if a managed network option was chosen by the library.

### **Free Wireless Access Zones**

It is relatively easy and cheap to make free wireless access available at Aotearoa People's Network partner libraries with the same Internet access as the partner library has selected. The reasons for doing so include:

- An effective reduction in the number of PCs which need to be provided for public use;
- The ability for people to use their own machinery with their own software;
- The library is a logical place to supply and promote free wireless access.

### **Video conferencing**

It is highly likely that high performance video conferencing equipment will be installed as part of the future programme for the Aotearoa People's Network.

## **3.2 Content, tools and services**

In the longer term, much of the value of the Aotearoa People's Network is seen to be in the Content layer. The network will link and contribute to the Digital Content Strategy through the Digital New Zealand initiative. In this setting, content is seen both as "the stuff" that individuals can access through the components of Aotearoa

People's Network and the content that they produce locally or which they post on a website, blog or other web 2.0 tool. As a result, content, tools and services are described together in this section.

### **Tools**

For stage 1, computers will be configured with "standard" software such as Internet browsers (IE + Firefox), Microsoft Office, Open Office and simple graphics editing software. They will be supplied with webcams, headphones and microphones to maximise their potential for communications.

### **Content Gateway**

It is anticipated that the first stage of Aotearoa People's Network will be launched with a limited content layer. Content will be progressively examined and developed as the programme progresses.

Christchurch City Libraries has offered the use of its Internet Gateway.<sup>8</sup> This hierarchically organised gateway, consisting of thousands of links, many of which are annotated, is constructed to allow it to take on a different look and feel, ie to be re-branded for use by other organisations. Currently seven other library services use the re-branded gateway.

This gateway and any other Aotearoa People's Network content will sit on a web server. However, at the launch of stage 1, we will commit to establishing a collection of tools and services which users can readily adopt. These might include things like an RSS directory or better, APIs against NZ content.

### **Community repositories**

Community repositories are managed standards compliant repositories. Conceived and developed initially as institutional repositories, they allow material to be stored with structured metadata in perpetuity and retrieved through searching or browsing as per any other web site. To the retriever of information they appear to be just a web site. Some attributes of the repository follow:

- Standards compliant repository eg Greenstone, Fedora etc
- Centrally located and managed;
- Standardised reposit and retrieval framework
- People can self help reposit with appropriate credentials – ie they are registered members of Aotearoa People's Network (or of a library);
- Some metadata will be required when material is reposit. Some metadata will be auto-applied. For instance, it will be possible to supply (or at least suggest) geographical and owner metadata;
- Selected harvesting to NDHA should be possible in due course;
- Metadata exposure to google etc.

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<sup>8</sup> See Christchurch branded version at: <http://library.christchurch.org.nz/Resources/>

### Digitisation Stations, Volunteers etc

The Aotearoa People's Network provides an opportunity for New Zealand to start to collect its peoples' stories. The community repositories above provide the structured storage. The digitisation stations provide a way to prepare material that is not already digitally formatted. This material will be both text and multimedia based or may be oral history waiting to be recorded.

It is anticipated that assistance with the use of digitisation stations will be provided by both library staff and skilled or trained volunteers. People with the appropriate skills will be able to self help. There will be a strong focus on encouraging people who are digitising to place the material in the community repository.

These digitisation stations will be based at regional or library focal points and consist of:

- Text/OCR scanner
- Digital audio recording gear
- Digital still camera
- Digital video camera
- Computer with appropriate software and connectivity.

In due course, there may be subsets of equipment at other locations. However, it is also anticipated that the digitisation stations will be created as mobile entities.

At some point, some centralised arrangements to convert older formats (eg audio tape) to digital formats will be arranged.

### 3.3 Confidence

The offering around confidence will initially focus on the skills and knowledge of library staff members. A training programme will be organised and offered by LIANZA who have a business partnership with Aotearoa People's Network. It is likely that the cost of some components of the training will be met or subsidised by the Aotearoa People's Network programme.

*Library staff will have the opportunity to:*

- Do the coursework and/or sit the test for the e-citizen path of ICDL (International Computer Driving Licence) or for the ICDL Start programme. Individuals can decide in conjunction with their managers;
- Carry out training around search and retrieve skills and other library skills. This will include some focus on the use of EPIC databases in various user contexts. LIANZA are currently experimenting with a possible programme;
- Develop an understanding of the Web 2.0 environment. In particular they will be exposed to and use web 2.0 tools and they will begin to build online participation communities based initially around the Aotearoa People's Network;
- Participate in an e-learning expose on NZ content already on the web;
- Perhaps undertake skills development for teaching/learning.

### 3.4 Summary of the Partnership Options

The following tables summarise the details of the Aotearoa People's Network partnership offer for stage 1 of the programme. Anticipated changes for stages beyond stage 1 are noted at the bottom of each table.

#### Connection Partnership Options

<b>1</b>	<b>Computers</b> Managed computers Network Laser Printer	<b>Networking</b> Use Aotearoa People's Network supplied and arranged connection to Internet	<b>Costs borne by Aotearoa People's Network</b> Supply of computers + printer Configuration, management and installation of Computers Internet connection plus distribution equipment	<b>Costs borne by partner libraries</b> Provision of furniture Provision of cabling to the furniture Provision of consumables Provision of staff assistance	<b>Access to</b> Caching Proxy Server Aotearoa People's Network web site Community Repository Server <b>Optional Access to</b> Content Filter Wireless access point
<b>2</b>	<b>Computers</b> Funded &/or Supplied (self set up) Network Laser Printer	<b>Networking</b> Libraries provide their own connection	<b>Costs borne by Aotearoa People's Network</b> Supply of computers + printer	<b>Costs borne by partner libraries</b> Costs of configuring and installing computers/ printer Provision of furniture Provision of cabling to the furniture Provision of consumables Provision of staff assistance	<b>Access to</b> Aotearoa People's Network web site Community Repository Server <b>Optional Access to</b> Content Filter

#### Possible Changes for Subsequent Stages of the Programme

- Costs of connection to the Internet are likely to be partially borne by all partner libraries. This will be the case even when the connection is organised by Aotearoa People's Network as will most likely be the case when the partner library opts for a managed network scenario;
- Some libraries may opt in to Aotearoa People's Network partnership without accepting any of the connection options above. This is particularly likely for some large libraries<sup>9</sup>;
- Future connectivity may focus more on access to the Karen network which may change the options above;
- Video conferencing equipment may be installed as part of the package.

<sup>9</sup> See Section 6.1

### Content Partnership Options

<b>1</b>	<p><b>Software</b> Choice of browsers Office productivity tools (including presentation and publishing tools) Graphics editing software</p>	<p><b>Access</b> Access to Aotearoa People's Network web site Access to managed internet gateway and search tools Access to a range of personalisation and content tools Read/write access to personal drives and devices Read/write access to managed community repository</p>	<p><b>Costs borne by Aotearoa People's Network</b> Interface presentation and functionality Content management, including management of community repository Provision of subscription web based tools or content</p>	
<b>2</b>	<p><b>Software</b> Choice of browsers Office productivity tools (including presentation and publishing tools) Graphics editing software</p>	<p><b>Access</b> Access to Aotearoa People's Network web site Access to managed internet gateway and search tools Access to a range of personalisation and content tools Read/write access to personal drives and devices Read/write access to managed community repository</p>	<p><b>Costs borne by Aotearoa People's Network</b> Interface presentation and functionality Content management, including management of community repository Provision of subscription web based tools or content</p>	<p><b>Digitisation Station</b> <i>Limited option: 1 per library service/region. Comes with additional conditions</i></p>

### Possible Changes for Subsequent Stages of the Programme

- Digitisation stations may be offered much more widely along with training programmes for staff and volunteers;
- Larger libraries may have formal ways of contributing to the content development and management.

### Confidence Partnership Options

1	<p><b>Training Offerings</b> Regional mentor training <i>ICDL e-citizen</i> <b>Selection of:</b> Search &amp; retrieve skills training Web 2.0 participation &amp; training Teaching &amp; Learning skills Net safety</p>	<p><b>Partner Library Commitment</b> All staff will complete ICDL e-citizen (or option 2) Staff will be given access to do the course and testing for ICDL e-citizen Staff will participate in the web 2.0 environment created around Aotearoa People's Network Staff will use their skills to help customers</p>	<p><b>Costs borne by Aotearoa People's Network</b> Payment for ICDL courseware and testing</p>	<p><b>Costs borne by partner libraries</b> Provision of staff time for completion of course and testing Attendance of staff at other courses</p>
2	<p><b>Training Offerings</b> Regional mentor training <i>ICDL Start</i> <b>Selection of:</b> Search &amp; retrieve skills training Web 2.0 participation &amp; training Teaching &amp; Learning skills Net safety</p>	<p><b>Partner Library Commitment</b> All staff will complete ICDL start (or option 1) Staff will be given access to do the course and testing for ICDL Start Staff will participate in the web 2.0 environment created around Aotearoa People's Network Staff will use their skills to help customers</p>	<p><b>Costs borne by Aotearoa People's Network</b> Payment for ICDL courseware and testing</p>	<p><b>Costs borne by partner libraries</b> Provision of staff time for completion of course and testing Attendance of staff at other courses</p>

### Possible Changes for Subsequent Stages of the Programme

- Costs associated with ICDL training may be subsidised rather than completely covered;
- The confidence focus will begin to shift to offerings for customers both inside and outside of libraries;
- Larger libraries may play regional roles in training delivery.

## 4. Brand, Marketing, Communications

The Aotearoa People's Network is a means of achieving public library transformation and may invoke or provoke significant change processes at many libraries around the country. Any change within individual libraries will, of course, need to be managed by those libraries. However, within the library community in New Zealand considerable experience of change management exists and some of this expertise will be able to be shared.

### 4.1 Brand Strategy

The Aotearoa People's Network fits within an overall brand for public libraries. The current brand for public libraries is differently articulated in different parts of the country and has varying levels of effectiveness.

Any branding around Aotearoa People's Network must also fit with the brand that individual libraries have developed. It is likely, however, that the brand values developed by individual libraries will align reasonably closely with those developed for the People's Network.

The formation of brand values will be contracted work. The brand values will need to be signed off by the Governance Group in due course.

### 4.2 Marketing plan

A marketing plan will be developed. Development of the marketing plan will be contracted work.

### 4.3 Communications

The communications team of the National Library will provide expertise to develop a communications plan. The communications plan will specifically address communication with stakeholders, partners and the media. The communications team of the National Library will also handle media relations.

A shared governance group work space has already been set up and an announcement facility will also be established using the same site. The announcement group allows people to subscribe to be regularly updated on progress and developments.

A website about the Aotearoa People's Network will be set up. (As opposed to the forthcoming Aotearoa People's Network website)

## 5. Customers and users

The vision, goals and objectives of Aotearoa People's Network all revolve around people and their communities, our customers and users. Aotearoa People's Network should meet their needs for digital access, up-skilling and for gifting us their stories. It is acknowledged however, that there are some primary target groups for early access to the network.

## 5.1 User requirements

The user specification is as in:

- Aotearoa People's Network – User Requirements Specification v1.2, 7 September 2007

It is expected that the user requirements document would be regularly reviewed and revised to ensure its currency.

## 5.2 Primary target groups

While it is intended that all current and prospective library customers benefit from the Aotearoa People's Network, there will be some initial targeting of funding and programme development.

The nature of the differences between public libraries is discussed elsewhere in this document. While it is hoped that all public libraries will become Aotearoa People's Network partners as soon as possible, there are obviously some underserved communities particularly associated with small town and rural libraries.

As a result, it is expected that the Aotearoa People's Network rollout will acknowledge rural and underserved communities when determining priorities. There will be a close correlation with Digital Strategy priorities where possible.

Other priorities, such as that around content development, will be defined at later stage of the project.

## 5.3 User Input

In line with the nature and philosophy of Aotearoa People's Network, there will be considerable opportunity for people to contribute to thinking about the network.

These opportunities will consist of:

- Feed forward – public sharing and discussion of ideas for development and responses from Aotearoa People's Network to these ideas;
- Feedback – regular feedback solicited from customers or customer groups.

## 6. Partners and stakeholders

The People's Network is a collaborative venture between the public libraries of New Zealand and the National Library of New Zealand. This section briefly outlines the roles and responsibilities of the various organisations and agencies collaborating in this programme as partners, or who are key stakeholders in the programme.

### 6.1 Public libraries

All public libraries are eligible to be partners in the Aotearoa People's Network providing they agree to the principles<sup>10</sup> of the programme.

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<sup>10</sup> refer to section 2.2 of this document

Public libraries contribute their facilities, staff time, knowledge and expertise.

#### **Roles and responsibilities**

Any public library becoming a partner in the People's Network needs to agree to their staff undertaking training so they can provide Customer training. If they receive technology as part of the programme they need to provide space, furniture and cabling.

Post Stage 1, they may also need to fund the cost of telecommunications.

Some public libraries may become partners without receiving any People's Network PC's or other equipment. These libraries may contribute time, expertise, content, trainers and experience in community collaboration. They may also be able to contribute strategic advice.

Some of the larger public libraries will almost certainly be in the situation described in the previous paragraph. These libraries may fulfil a role as regional centres for digitisation, or provide video hubs or training centres.

## **6.2 National Library of NZ**

The National Library (NLNZ) is the other major partner in this collaboration. Funding for the People's Network has been provided by central government from 2007/08 as part of Vote National Library. The funding has been provided as a component of the funding allocated to the New Zealand Digital Content Strategy<sup>11</sup>, released in September 2007.

#### **Roles and responsibilities**

National Library has financial accountability to government for the judicious expenditure of the People's Network funding. NLNZ is responsible for the employment of any staff to manage the programme, and for providing the technical infrastructure for the managed network.

## **6.3 Local Government**

Local authorities manage public libraries and are therefore a key stakeholder in the development of the People's Network. In particular the IT departments of many councils provide the computer networks and services for libraries. Local government is represented on the Governance Group through Local Government New Zealand (LGNZ).

## **6.4 Central Government**

Central government has provided funding for the People's Network, initially through the Community Partnership Fund, and ongoing as part of the Digital Content Strategy. Central government sees the

<sup>11</sup> See: <http://www.digitalcontent.govt.nz/>

Aotearoa People's Network as a key initiative in realising its objectives under the Digital Strategy. The Digital Strategy Steering Group receives reports on the progress of the PN, as will the Department of Internal Affairs for Stage one of the programme. The Digital Strategy Advisory Group, and relevant Ministers will also be briefed as appropriate. Central government is represented on the Governance Group through the National Library.

In addition LIAC (Library and Information Commission) has a significant interest in the programme and will receive regular reports and updates.

## **6.5 Sponsors**

Stage one, funded through the Community Partnership Fund, has two commercial partners, as foundation sponsors. They are Telecom through their subsidiary Gen-I and Sun Microsystems. It is expected that further sponsors will participate in the programme either at a national level, or at a local level. Sponsors will be responsible for delivering their agreed services and/or products and will receive appropriate acknowledgement in communications and promotions.

## **6.6 Library and Information Association New Zealand Aotearoa (LIANZA)**

LIANZA, as the professional association for librarians, has a role in supporting continuing professional development and will participate in the programme through being contracted to provide training, and as a member of the Governance Group. In addition, LIANZA is able to offer considerable advocacy and communication opportunities within the library profession and beyond.

## **6.7 Māori**

Māori are represented on the governance group. In addition, Te Rōpū Whakahau is able to nominate one member to the Governance Group.

Currently opportunities are being sought to strengthen the involvement of Māori in this programme.

## **6.8 Content Producers**

These stakeholders include those in the creative sectors, broadcasters and researchers who generate very significant amounts of content.

## **6.9 Other Stakeholders**

Other stakeholders include the staff of public libraries, the library sector in general, and other cultural and educational institutions.

# **7. Governance**

The People's Network programme is a collaborative project between a number of partners. The partners to Stage one of the project have all

signed a Memorandum of Understanding<sup>12</sup> and the governance arrangements for that stage were outlined in that document. This document builds on that understanding and outlines a governance structure for stage one and how that will change for the subsequent stage.

## 7.1 Governance Group

The roles and responsibilities of partners and stakeholders have been outlined in section 6 above. The purpose of the Governance Group is to provide a strategic decision making mechanism for the partners and stakeholders in setting the direction for the People's Network and in ensuring that the goals and objectives continue to meet the desired outcomes of the programme.

## 7.2 Roles and Responsibilities

- Agrees and recommends the Project's vision, strategy, budgets, plans and major expenditure items to deliver the outcomes and benefits to stakeholders and users;
- Recommends project scope, budget objective and plan changes within any delegated authority;
- Ensures that proper risk assessment is performed and mitigation strategies are developed;
- Ensures the People's Network programme meets the partner organisations' statutory obligations and protects the Government and local authorities' interests;
- Reviews and approves the audit reports, including the Programme Directors' recommended actions;
- Ensures that the wider interests of the Partners organisations are safeguarded;
- Champions the programme within their organisations and their sectors;
- Acknowledges that NLNZ are accountable to Government for expenditure.

## 7.3 Membership

### Inaugural Governance Group

The Inaugural Governance Group is made up of representatives from the Partners, including the National Library, and key stakeholders. The partner public libraries are represented by a person from each of the following regions:

- Taranaki
- Wairarapa
- West Coast
- Canterbury

National Library is represented by the Project Sponsor and two other National Library staff as appointed by the National Librarian.

Other stakeholder representatives are:

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<sup>12</sup> Unpublished document. National Library reference number is CLIO #187799 People's Network MOU. V5.

- LIANZA
- Māori
- Local Government New Zealand (LGNZ)
- MetroNet

In addition the Inaugural Governance Group is served by Paul Reynolds, Director McGovern OnLine.

The Programme Director is ex-officio a member of the Governance Group. The Implementation Manager attends in an executive officer capacity and takes minutes.

#### **Governance Group (post Stage 1)**

Following the completion of the first stage of the project it is proposed that the Governance Group into the future be comprised of the following members:

- 4 members representing public libraries, nominated and elected by all partner libraries who have committed to becoming members of the People's Network (whether or not they are yet direct beneficiaries of funding or equipment from the People's Network project);
- 3 members representing the National Library: the programme sponsor, the programme director or equivalent and one other member appointed by the National Librarian;
- 2 members, 1 each appointed by: LIANZA and LGNZ;
- 1 member appointed by Te Rōpū Whakahaui
- 1 member representing Māori;
- up to 3 members appointed by the Governance Group to represent the three outcome areas of the People's Network: connection, content, confidence. Within this context, if there were no Digital Strategy Advisory Group or National Digital Forum members currently on the Governance Group, preference will be given to ensuring that the appointed members come from these groups.

The Governance Group would have the power to co-opt from time to time the expertise of up to two additional people, if it felt it lacked expertise in any given area.

The Implementation Manager would attend in an executive officer capacity and take minutes.

It is expected that the Governance Group would transition from the inaugural to the final structure as soon as possible after stage 1 is completed.

#### **7.4 Proceedings of meetings**

The Governance Group meets regularly as agreed, particularly at significant milestones, but no less than two times per annum.

All meetings will have a written agenda (circulated in advance) and the Implementation Manager will take a record of proceedings/minutes.

All Governance Group papers are to be copied to the Chief Executive of the National Library.

## 7.5 Governing principles

A full terms of reference for the working of the Governance Group will be developed during the term of the Inaugural Governance Group. The following principles were agreed to by the original partners.

### Decisions

In making decisions the Governance Group agree to work towards consensus based decision-making as far as reasonably practicable. However all decisions at meetings shall finally be made by a simple majority of those participating in a meeting (a "**Resolution**"). Members not able to participate in a specific meeting agree to trust and abide by the decisions made by the Group in accordance with this principle.

### Notice of meeting

Any member may convene a meeting of the Group by giving notice in of not less than 5 days notice of the meeting. The notice of meeting must be a written notice sent to the address or facsimile number, or an electronic mail message sent to an electronic mail address, which the Members provide to the other Members for that purpose and shall include the date, time, and place of the meeting and an indication of the matters to be discussed in sufficient detail to enable a reasonable person to appreciate the general importance of those matters.

### Protocols for working together

The members agree to:

- advocate for the Aotearoa People's Network within their wider organisations, the library and information sector, professional networks and communities;
- proactively try to resolve challenges and issues as they arise;
- use the agreed process for decision making;
- take responsibility to resolve conflict/disputes through consultation with each other, rather than through referral to a third party for settlement;
- annually review the terms of reference for the Governance Group to ensure the agreement is being maintained;
- celebrate successes.

### Communication protocols

The Partners agree:

- to get the right messages to the right people at the right time;
- that meetings of the Partners may be held in person or by telephone;

- to clarify jargon (e.g. technical terminology);
- to give a response to communications within two working days – whether acknowledgement or answer;
- to include required actions and deadlines in email subject lines;
- to communicate openly and honestly, with the appropriate people at the best time;
- respect confidentiality.

### **Dispute resolution**

All parties will attempt in good faith to resolve any disputes arising out of or in relation to the People’s Network Programme promptly by negotiations between senior executives (who have authority to settle the dispute) of the disputing parties.

If the dispute is not resolved through negotiation between the senior executives of the parties, the parties to the dispute must:

- agree on a target date for settlement of the dispute;
- to the extent necessary, agree on interim arrangements; and
- use their best endeavours to settle the dispute by the target date.

If the parties cannot agree to the above they shall ensure that:

- within [5] working days a written summary is prepared (or failing agreement, separate written summaries) of the basis of dispute, the issues involved, and the reasons for not reaching agreement;
- the summary (or summaries) is immediately presented to the chief executives (or equivalent) of the parties concerned.

The chief executives of the disputing parties shall meet, either in person or by telephone, as soon as practicable after the summaries are presented, to discuss resolution of the dispute

If a dispute between Partners cannot be resolved through the procedure set out above, the parties to the dispute will enter into formal mediation in an effort to resolve the dispute. The mediation shall be conducted in [Wellington] pursuant to the standard mediation agreement of LEADR (New Zealand) Incorporated. The mediator shall be a person agreed by the parties to the mediation or if one cannot be agreed, shall be appointed by the President of the New Zealand Law Society at the request of any party to the mediation. The parties to the mediation will share mediator’s costs equally.

## **7.6 Quality assurance, audit and financial authorities**

The People’s Network project will be subject to audit through the National Library of New Zealand’s internal and external audit processes.

Authorities will be managed through structured delegation to the Project Sponsor, who is also a member of the National Library Directorate.

## 8. Management and operations

The programme will be delivered in two stages: stage one which delivers the initial programme funded by the Community Partnership Fund and stage two which sees the roll out to further libraries from 2008 to 2011.

The following positions are required to deliver on the first stage of the project:

- Project sponsor
- Programme director (part-time)
- Implementation manager
- Technical architect
- Technical support (2 positions)
- Content manager

### 8.1 Project Sponsor

The Project Sponsor is the champion of the programme within the National Library and is responsible to the Chief Executive of the National Library, within the National Library's project methodologies, for its successful implementation.

#### Roles and Responsibilities

- Ensures that the People's Network Project operates within the defined financial and operational delegations approved by the Chief Executive of the National Library;
- Recruits and has line management responsibility for the People's Network team;
- Oversees and supports the work of the Programme Director to ensure the outcomes of the project are achieved;
- Authorises expenditure on the People's Network Project;
- Ensures risks to the project, that have been escalated by the Governance Group, are mitigated;
- Facilitates issue resolution at senior levels;
- Provides overall direction and advice to the project as a member of the Governance Group;
- Convenes meetings of the Governance Group and facilitates its working together.

### 8.2 Programme Director

The Programme Director is required for at least stage one of the programme. It is anticipated that in subsequent stages the programme will be managed under the auspices of the National Digital Library Directorate of the National Library. At that time this role may be re-evaluated. The Programme Director is responsible to the Governance Group and has line accountability to the Project Sponsor.

#### Roles and Responsibilities

- Provides the strategic and intellectual leadership to the conceptual development and implementation of the programme;
- Manages the relationships at a strategic and stakeholder level to ensure the success of the project;

- Ensures partner organisations assess impact of the service on their current practices;
- Leads the project team in liaison with the Implementation Manager (who has day to day accountability of the project);
- Ensures the appropriate allocation of resources;
- Keeps the Project sponsor informed of risks or significant variations to the project plan.

### **8.3 Implementation Manager**

The Implementation Manager is responsible to the Programme Director for managing and co-ordinating the agreed project implementation plan within budget and scope to achieve the specified objectives and benefits.

#### **Roles and Responsibilities**

- Co-ordinates and manages the project at a daily operational level, including budget management;
- Regularly monitors and reports on performance against budget and plan, including early notification of potential delays or over-expenditure;
- Organises meetings including preparation of agendas and papers, and documentation of minutes and action lists;
- Ensures proper risk assessment is undertaken and develops and implements mitigation strategies;
- Liaises with project partners on implementation needs and requirements;
- Prepares reports as required for the Governance Group, National Library, Digital Strategy Steering Group and Advisory Group and the Department of Internal Affairs;
- Implements agreed communications plan in liaison with National Library Communications team;
- Liaises with training providers to ensure the needs of the programme are met;
- Carries out other administration related to the project as necessary

### **8.4 Technical Architect**

The Technical Architect is responsible to the Programme Director for executing all technical (ICT) aspects of the programme within budget and scope.

#### **Roles and Responsibilities**

- Responsible for developing the technical architecture and specification of technical requirements, and all aspects of the implementation of the technical solution;
- Manages the standard of production of technical documents and produces them as necessary;
- Provides coaching and mentoring to the technical support staff and provides back-up support and advice as required;
- Contracts and manages all technical third party contracts;
- Carries out technical liaison with appropriate technical staff in partner libraries and councils;

- Works with the Technology Shared Services staff of the National Library to ensure technical networks are in place;

## 8.5 Technical Support

The Technical Support personnel are responsible to the Programme Director and work closely with the Technical Architect to implement all technical aspects of the programme.

### Roles and Responsibilities

- Roll out of equipment to partner libraries;
- Imaging of machines both prior to rollout and ongoing as required;
- Documentation of processes;
- Liaises with third party contractors to ensure quality service provision;
- Liaises with staff in Technical Shared Services and National Digital Library as appropriate;
- Ongoing technical support.

## 8.6 Content Manager

The Content Manager is responsible to the Programme Director for the development and ongoing management of the content gateway and tools for the People's Network. The first requirement of the Content Manager will be to develop an appropriate business model for the content layer of the PN, in discussion with the partner libraries, and present this plan to the Governance Group for adoption.

### Roles and Responsibilities

- Responsible for the development of development of the web front end for the People's Network;
- Liaises with content providers to ensure quality, appropriate content is available;
- Manages the web presence and ensures the site remains current and changing;
- Works closely with staff of the National Library responsible for Digital New Zealand developments;

## 8.7 Other roles

In addition to these roles there are requirements for training, marketing and communications.

### Training

To ensure that library customers can be supported and helped by library staff, a training programme is a core part of the offering of the People's Network. The delivery of training will be contracted to a mix of other providers. It is anticipated that LIANZA will be contracted to supply the face-to-face training mix outlined in section 3.3 above.

A 'train the trainers' model will be applied. It is proposed that the larger public libraries be contracted to supply experienced staff to act as regional trainers and that this is seen both as a contribution by and a benefit to the larger libraries, who may not receive PC and related equipment in the second stage of the project.

### Marketing and brand development

Marketing expertise is needed at the commencement of the project for development of the brand and to advise on positioning of the programme within the overall public library brand. This expertise will be contracted in.

### Communications

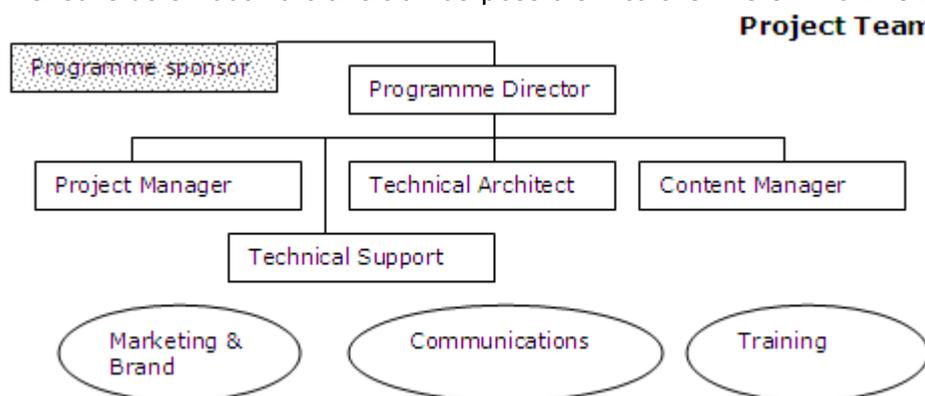
The Communications Team of the National Library of New Zealand will handle communications and media relations.

## 8.8 Project Team

The above people form the core project team for the programme design and delivery. The team may not all be located in Wellington but will employ technologies such as audio and video conferencing to ensure the smooth implementation is not compromised.

Filling of positions will be by way of contracting, seconding or appointment depending on the position.

The Project team will consider the impacts on the business processes of the partner organisations and work with managers and staff to ensure as smooth a transition as possible into the live environment.



## 9. Funding

### 9.1 Sources of funding

Funding has been received for the Aotearoa People's Network from Central Government from two different sources.

#### Community partnership fund

A successful bid to the first round of the Community Partnership Fund resulted in \$544,397 being provided for a 'proof of concept' of

the Aotearoa People's Network. This funding was to cover the development of the concept and framework for the network, including a content gateway, and the distribution of technology, communications and training to 10 libraries. The CPF expressed the desire that the partners endeavour to equip a larger number of libraries, either through a review of how the funding might be applied, or through securing additional funding. The original bid had been for substantially more and was to provide the same service to 34 libraries in 5 regions. Initial planning had determined that the project would endeavour to cover 22 libraries in 4 regions.

### **Digital Content Strategy**

The Digital Content Strategy, lead by the National Library of New Zealand, identified the People's Network as a key initiative in achieving the goals of the Digital Content Strategy and additional funding has been allocated through vote National Library of \$1.1million per annum for four years, plus \$200,000 capital commencing in 2007/08 financial year. Although this amount is approximately half of the estimated cost of rolling out the network to all public libraries, it has ensured that there is ongoing investment over time and has resulted in a reconsideration of the governance and management of the programme to ensure a smooth transition between stage 1 and the ongoing stages.

## **9.2 Sponsorship**

Telecom New Zealand has offered sponsorship totalling \$160,000 of telecommunications and a further amount of project management (internal telecom charges) for one year. Their offer has been accepted.

Telecom has been offered a role as a foundation sponsor for the Aotearoa People's Network.

Sun continue to be a sponsor despite the decision not to implement using the Sunray thin clients. It is likely that Sun sponsorship will be invoked around identity and access management, or use of their web portal or proxy server proprietary software.

Further sponsorship options will be investigated for project phases beyond phase 1.

## **9.3 Budget**

An initial budget for stage 1 funded through the Community Partnership Fund has been recast in the light of the additional funding. Funding not yet taken up under the CPF will be carried forward to the 2007/08 financial year and combined with the new funding. A new budget for an expenditure of just under \$1.5million for the 2007/08 financial year is under development.

## 10. Reporting and evaluation

### 10.1 Reporting Relationships

At this time the Aotearoa People's Network has committed to reporting at milestone points to DIA as part of the accountability flowing from the award of the Community Partnership Fund money.

The programme also has a committed reporting requirement to the Governance Group.

In addition, following the additional budget received, Aotearoa People's Network will have reporting responsibilities to the Digital Strategy Steering Group (DSSG) with a copy to the Digital Strategy Advisory Group (DSAG) and to the budget holders, National Library of New Zealand.

As far as possible, the same reports will be prepared for all groups.

### 10.2 Evaluation

The CPF application committed Aotearoa People's Network to an evaluation of stage 1 of the project, to be completed by May 2008.

Given the expected increase in the life of the programme, an ongoing evaluation project will be put into place with the first reporting back scheduled for May 2008, with updates scheduled on an annual basis following this date.

The evaluation will broadly assess the programme along the lines of the previously referenced Tavistock report<sup>13</sup>, providing usage details and using qualitative research to evaluate the outcomes of the programme.

## 11. Programme

A preliminary high level programme has been tabled at a GG meeting. A detailed programme will be prepared and regularly updated in accordance with normal project management principles.

## 12. Sustainability

The Aotearoa People's Network must produce a sustainable model for continuing development. It is noted that the United Kingdom model did not provide a completely free offering but worked instead to condition the hearts and minds of local Councils by offering support for training of librarians and hardware purchase, while working with British Telecom to provide cheaper telecommunications to all libraries. Most Councils have now committed to the replacement of equipment in libraries.

It is intended that a similar approach be followed in New Zealand. The long term aspiration is to convince Councils that the Aotearoa People's Network works and that supporting it provides value for money.

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<sup>13</sup> <sup>13</sup> *Big Lottery Fund Research, Issue 7, The People's Network: evaluation summary*, November 2004, ISSN 1744-4764, [http://www.mla.gov.uk/resources/assets//P/pn\\_evaluation\\_summary\\_pdf\\_4283.pdf](http://www.mla.gov.uk/resources/assets//P/pn_evaluation_summary_pdf_4283.pdf)

## **13. Risks & Issues**

### **13.1 Issues**

An issues register will be developed and kept current for decision making by the Governance Group and by partner libraries.

### **13.2 Risks**

A risks register will be developed and kept current for decision making by the Governance Group and by partner libraries.

**Attachment 1:****Aotearoa People's Network - User Requirements Specification*****Document Control***

<b>Date</b>	<b>Version</b>	<b>Author</b>	<b>Changes/Notes</b>
20 March 2007	1.0	John Truesdale	Original
7 May 2007	1.1 (draft)	John Truesdale	Revamped some requirements to allow PCs to be specced.
7 September 2007	1.2	John Truesdale	Tidy up, prior to publication Removed distinction between phase 1 and subsequent phases

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## **Introduction**

The User requirements are specified at two levels to account for the roles that librarians will play, as well as the more basic user functionality required by members of the public who will use the People's Network computers.

Not all functionality will be available in the first stage of the project.

In addition, the user specification will be updated from time to time to ensure the network grows and develops in response to user feedback and because other possibilities emerge.

## User Requirements

### Category: Access to Terminals

Task	Public	Librarian
Can use as guest ie without logging in	✓	✓
Can authenticate as registered user	✓	✓
Has access to standard facilities: keyboard, screen, mouse, usb port	✓	✓

### Category: Membership/Joining

Task	Public	Librarian
User can register online and be delivered ID/password by librarian moderated process	✓	✓
User can be registered directly by librarian		✓
Registered user can access from PN machine or from any PC	✓	✓
User can change password from any PN machine	✓	✓
Can personalise desktop by adding background images, screen savers, shortcuts etc	✓	✓

### Category: Productivity Software

Task	Public	Librarian
Can access productivity software Wordprocessing Spreadsheet Presentation Software Desktop Publishing	✓	✓
can perform productivity tasks e.g., open, close, save files, edit, format text	✓	✓
Can save/retrieve (import/export) Microsoft Office formatted documents	✓	✓

### Category: Utility Software

Task	Public	Librarian
Can use graphics editor/picture resizer	✓	✓
Can access web editing software	✓	✓

### Category: Web Browsing

Task	Public	Librarian
Can find and view content on open web sites and in authenticated portals	✓	✓
Can work with: "standard html", html 4 transitional, xhtml, supports css etc	✓	✓
Can load and display pdf documents	✓	✓
Can access subscription resources e.g. EPIC databases and other subscription databases accessed by individual libraries	✓	✓
Can display images – in common formats: gif, jpeg, tiff, png, bmp	✓	✓

Can access sound files - at least mp3 and wav files	✓	✓
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**Category: Play video files**

Task	Public	Librarian
Can access all commonly used forms of multimedia such as mpeg, quicktime, flash and windows media formatted files.	✓	✓

**Category: Communication**

Task	Public	Librarian
Can communicate via IP telephony and webcam	✓	✓

**Category: Connection to USB Proprietary Devices**

Task	Public	Librarian
Can use proprietary interfaces on devices such as mp3/4 players, digital cameras, video cameras	✓	✓

**Category: email**

Task	Public	Librarian
can send/receive e-mail via a web browser	✓	✓
can use any webmail account	✓	✓
can send/receive attachments	✓	✓

**Category: Personalise Web Environment**

Task	Public	Librarian
Can create and save bookmarks if logged on	✓	✓
can set up RSS feeds or live bookmarks	✓	✓
Can load browser add-ons and extensions	✓	✓

**Category: Can Participate and Create Content**

Task	Public	Librarian
Can access, view and contribute to community forums	✓	✓
Can access, view and contribute to blogs etc	✓	✓
Can upload files to web repositories e.g. flickr etc	✓	✓
Has access to a community repository as part of PN membership	✓	✓

**Category: Store – Save and Retrieve**

Task	Public	Librarian
can download/upload files to usb devices eg memory sticks	✓	✓
Can read from and write to both CD and DVD using any CD/DVD R or R/W format	✓	✓

**Category: Learning**

Task	Public	Librarian
Can learn online or in groups	✓	✓
Can access centrally designed programmes	✓	✓
Can participate in ICDL training	✓	✓
Can access and use Web2.0 frameworks and tools	✓	✓
Reference, use of subscription databases etc	✓	✓
Can participate in review of NZ Content		✓
Can access local training delivered by librarians/volunteers or online	✓	
Can access e-learning	✓	✓
Can access specialist programmes	✓	✓

**Category: Printing**

Task	Public	Librarian
Can print to monochrome laser printer (duplex)	✓	✓
Can monitor printing		✓

**Category: Furniture**

Task	Public	Librarian
Can use ergonomic furniture to work at and sit at.	✓	

**Category: Community Memory**

Task	Public	Librarian
Can preserve community memory	✓	✓
Can digitise & reposit using local digitisation station at some sites	✓	✓

**Category: Wireless Access**

Task	Public	Librarian
Can freely access wap and PN pipes at some sites	✓	✓

**Category: Video Conferencing**

Task	Public	Librarian
Can access HD video conferencing equipment at least at regional centres to allow for group use at some sites	✓	✓
Can access smaller personal video conferencing equipment (for 2-3 people at a time) at smaller centres at some sites	✓	✓
Can access Video Learning Networks	✓	✓