National Library of New Zealand Stakeholder Engagement Framework

1. Introduction ............................................................................................................... 2
2. NLNZ Stakeholder Engagement Problem Statement.................................................... 3
3. Aims for NLNZ Stakeholder Engagement..................................................................... 4
4. Proposed NLNZ Stakeholder Engagement Framework............................................... 6
5. Definitions of Governance & Advisory .......................................................................... 7
6. Draft Terms of Reference for a Panel of Advisors to the National Librarian............... 9
1. Introduction

The National Library of New Zealand (Te Puna Mātauranga o Aotearoa) Act 2003 provides the high level rationale for stakeholder engagement. The Act states that:

7. The purpose of the National Library is to enrich the cultural and economic life of New Zealand and its interchanges with other nations by, as appropriate,—

(a) collecting, preserving, and protecting documents, particularly those relating to New Zealand, and making them accessible for all the people of New Zealand, in a manner consistent with their status as documentary heritage and taonga; and

(b) supplementing and furthering the work of other libraries in New Zealand; and

(c) working collaboratively with other institutions having similar purposes, including those forming part of the international library community.

This paper documents a stakeholder engagement framework for the National Library (NLNZ) in support of achieving it’s purpose. The basis for this approach is that the NLNZ currently has widely varying mechanisms for engagement and recognises that it need more consistent and aligned ways to engage with stakeholders.

Since integrating into the Department of Internal Affairs (DIA) in February 2011, the NLNZ has not reviewed our stakeholder engagement practices. The Library is part of a larger branch within the DIA – Information Knowledge Services (IKS) – which also includes Archives New Zealand, Government Information Services (GIS) and the Government Chief Privacy Officer (GCPO). By reviewing and establishing this framework, NLNZ will be better positioned to contribute to wider branch and DIA stakeholder initiatives.

For the purposes of this framework, a stakeholder has one or more of the following characteristics:

- is affected by or affects a particular problem or issue;
- is responsible for problems or issues;
- has perspectives or knowledge needed to develop good solutions or strategies.

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2. NLNZ Stakeholder Engagement Problem Statement

1. NLNZ requires consistent and aligned ways to engage with stakeholders.

2. NLNZ wants to clearly distinguish between governance, advisory and partnership roles as part of its stakeholder engagement approach.

3. The National Librarian requires a panel of experts to provide strategic professional advice on how NLNZ is delivering on Section 7(b) of the National Library of New Zealand Act of supplementing and furthering the work of other libraries in New Zealand.

4. NZ libraries want an opportunity to discuss with other NZ libraries and NLNZ, topics of national significance. e.g.
   - Digitisation
   - Discovery
   - Collection management.

5. The NLNZ would like input from its stakeholders on specific matters, including how it can improve services for customers.
3. Aims for NLNZ Stakeholder Engagement

- NLNZ will know how well it is delivering on the intent of the National Library of New Zealand (Te Puna Mātauranga o Aotearoa) Act, 2003.

- NLNZ will have a shared understanding of when Governance, Advice, Feedback etc. are required in relation to services, products and initiatives.

- NLNZ staff will have clarity on the types of stakeholder engagement required for different situations and some of the tools that can be used for more effective engagement.

- NLNZ will improve its communications with stakeholders.

- NLNZ will be well positioned to contribute to the Information and Knowledge Services (IKS) ‘Customer focussed value framework and value proposition’ initiative in the 2014-2015 Branch Business Plan.

- NLNZ will have a high level framework for stakeholder engagement that will enable plans to be developed for specific service or initiatives when required across the organisation.

- NLNZ will be well positioned to contribute and align with the NZ Online Engagement Community, the Open Government Partnership (OGP) work and the IKS Digital Shift initiative.
4. Benefits of using the NLNZ Stakeholder Engagement Framework

- NLNZ will have clarity of purpose when engaging with stakeholders and a common way of describing the type of engagement.

- Stakeholders will feel better communicated with due to deliberate engagement through the stakeholder engagement framework and the development of stakeholder engagement plans for particular initiatives and services.

- Good stakeholder engagement will help ensure that there is value for all participants.

- Good stakeholder engagement is expected to lead to improved sharing of expertise on issues / problems / initiatives of national significance to the library and information profession, and recognition of opportunities to enhance or innovate services.
5. Proposed NLNZ Stakeholder Engagement Framework

The following table defines the types of stakeholder engagement required by NLNZ, the goals that NLNZ is aiming to achieve through the different forms of engagement as well as the methods of engagement that can be utilised to achieve these goals.

<table>
<thead>
<tr>
<th>PARTNERSHIP</th>
<th>COLLABORATION</th>
<th>CONSULTATION</th>
<th>INFORMATION &amp; KNOWLEDGE SHARING</th>
<th>CUSTOMER FEEDBACK</th>
<th>ADVICE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Definition</strong></td>
<td>Shared investment &amp; commitment to achieve shared outcomes with the formality of a signed agreement.</td>
<td>Alignment of work between NLNZ and collaborating organisations for mutual benefit.</td>
<td>Two-way time-bound engagement on a specific initiative or issue.</td>
<td>NLNZ led initiative encouraging participation from other organisations</td>
<td>Customers of specific products and services provide the DIA/National Library with focussed feedback.</td>
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<tr>
<td><strong>Engagement Goals</strong></td>
<td>To bring expertise and resources to the partnership for mutual benefit and to achieve common outcomes &amp; objectives.</td>
<td>To collaborate with stakeholders on initiatives where each party benefits from the collaboration.</td>
<td>To consult stakeholders on changes to products and services</td>
<td>To provide opportunities to share information &amp; actively engage in areas of shared professional interest.</td>
<td></td>
</tr>
<tr>
<td><strong>Promise to stakeholders</strong></td>
<td>NLNZ will work with its partners to achieve common outcomes and objectives.</td>
<td>NLNZ will look to its collaborators for advice &amp; innovation in formulating initiatives &amp; incorporate advice &amp; recommendations into the initiative to the maximum extent possible.</td>
<td>NLNZ will keep stakeholders informed, listen &amp; acknowledge views expressed and provide feedback on how the stakeholder feedback has influenced the outcome.</td>
<td>NLNZ keeps stakeholders informed about professional issues of mutual interest.</td>
<td>NLNZ will listen &amp; acknowledge views expressed and provide feedback on how the customer feedback influences service delivery.</td>
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<tr>
<td><strong>Methods of engagement</strong></td>
<td>- Partnership project (eg WW100 between MoE and S2S) - Memorandum of understanding - Iwi letters of engagement with the National Library and Alexander Turnbull Library. - Face to Face meetings</td>
<td>- Focus Groups - Reference Groups - Sector meetings - Social media tools - Sector meetings - Facilitated consensus building forums for deliberation and decision-making. - Workshops</td>
<td>- Focus Groups - Surveys - Sector meetings - Social media tools</td>
<td>- Forums - Social media - Website - Visiting speakers - Webinars - Bilateral meetings - Forum on a strategic issue (purposeful &amp; focussed eg Reading Hui) - Training - Documentation</td>
<td>- Customer satisfaction survey - Website - Direct customer interaction - Factsheets - Tours</td>
</tr>
</tbody>
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3 Note: The Library and Information Advisory Committee (LIAC) & the Guardians of the Alexander Turnbull Library are excluded from the NLNZ Stakeholder Engagement Framework as they are legislated groups that report directly to the Minister Responsible for the National Library.

4 Adapted from: [www.iap2.org](http://www.iap2.org) and [Stakeholder Engagement Framework, Department of Education and Early Childhood Development, Victoria, Australia, 2011](http://www.iap2.org)
6. Definitions of Governance & Advisory

Governance

“Governance can be defined as: the combination of policies, systems, structures and a strategic/operational framework; which the governing body puts in place to ensure the leadership of the organization makes appropriate decisions, and takes appropriate actions to deliver services in an effective and accountable manner.”

According to John Carver’s seminal work on the subject, governing bodies should hold the ultimate accountability for the organisation, service or project that it represents. Carver states: “The governing board is as high in the structure as one can go and still be within the organizational framework. Its total authority is matched by its total accountability for all corporate activities.”

The role of a governance body is to own the business, service or project - provide leadership, strategic direction and accountability. This should be distinct from, but determine day to day management and operational responsibilities. Governance should come from within the organisations that are taking the primary risk on the business, service or project.

In terms of the NLNZ stakeholder engagement, a formal governance structure should only be established:

- As a business development mechanism within the Department of Internal Affairs (DIA) (see: http://1840.dia.govt.nz/resources/governance-dia for examples of governance within the DIA),
- In situations where the risks for the sustainability of the service is equally shared with other organisations
- To manage a fixed term project.

For these reasons, the term “Governance” is excluded from the NLNZ stakeholder engagement framework.

Advisory

According to Carver, the function of an advisory board/body is to give counsel, not to govern. “They can be positioned anywhere in the organization as long as they formally attach to some ‘proper’ organizational element. Advisory boards are optional and have only as much authority as the authorizing point within the legitimate organization chooses to grant.”

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5 Macnamara, Doug, “Models of Corporate / Board Governance” Leadership Acumen (issue 21 April/May 2005)
7 Carver, p.3.
Carver defines advisory boards as “collections of advisers, which means that many voices, not ‘one voice,’ [as is the case with governance] are heard.” He also states that in this role, neither group decisions nor formal meetings are necessary as the role an advisory body assumes depends solely on the person or group seeking advice.⁸

Advisory boards/panels could be established by NLNZ for the following types of stakeholder engagement:

- Ongoing advice about the general goals of NLNZ from a variety of stakeholders
- Specialist advice on specific pieces of work
- Customer representative input into specific services.

⁸ Carver, p.219.
7. Draft Terms of Reference for a Panel of Experts to the National Librarian

1. The National Librarian’s Strategic Advisory Panel will consist of up to 5 people at any one time.

2. The role of the Panel is to provide a source of strategic advice to the National Librarian on matters relating to the purpose and functions of the National Library, and relating to library, knowledge and information issues more generally.

3. Panellists must be persons who, in the opinion of the National Librarian, have special knowledge or qualifications that are relevant to the role of the Panel.

4. Panellists will be appointed by the National Librarian for a term of two years at a time, which may be renewed. The National Librarian will determine from time to time the mechanism for nomination and selection of Panellists.

5. Panellists can expect to be called upon to provide advice on average two to three times per annum.

6. Meetings with the National Librarian will be as necessary (determined by the National Librarian) and will not necessarily require all Panellists.

7. Panellists will be compensated for their time in line with the Treasury guidance on fees for advisory boards and committees.