

# National Library of Australia

FROM THE OFFICE OF THE DIRECTOR-GENERAL

14 June 2022

Ref NLA11/1099

The Hon Tony Burke MP  
Minister for the Arts  
Parliament House  
Canberra ACT 2600

Dear Minister,

## **The National Library of Australia – at the heart of Australian cultural life**

Congratulations on your appointment as Minister for the Arts. We look forward to working with you in coming years, as the Labor Government develops and implements its national cultural plan.

The National Library of Australia plays an integral role in Australia's cultural life. We treasure our beautiful building by the shores of Lake Burley Griffin, which houses much of our collection, and welcomes hundreds of thousands of visitors every year.

We are the custodians of a vast and astounding collection – in physical and digital forms – that Australians from every part of the country and every walk of life use every hour of every day to pursue their creative, research, and community endeavours.

We are unique among the National Cultural Institutions in providing digital infrastructure that makes the Library's collection – and the collections of some 900 partners – available to Australians in their homes, offices and schools. This role has developed over more than 40 years, adapting and changing as new technologies have facilitated much easier access for those living beyond the Canberra region.

With more than 22 million visitors per year, our Trove service is consistently among the Commonwealth's most used websites, and accounts for 90% of all online traffic to National Cultural Institutions' websites. For every Australian who visits our Canberra building, we serve 100 through digital channels.

We create huge impact for all parts of the Australian community: creators from every area of arts practice; the research community; First Nations communities writing their own histories; migrant groups; and Australians living in regional, rural and remote communities. We also create impact for Australia in the outside world; we are, for example, working with the Department of Foreign Affairs and Trade, supplying digital content relating to the Pacific to Digital Pasifik, an initiative that aims to improve cultural engagement with and across the Pacific region. The Library's digital excellence has facilitated the uncovering and telling of a huge number of previously unknown Australian, Pacific and regional stories.

We are very proud of our ability – as a small institution – to create this impact on the daily lives of Australians; to connect them to their history, culture, and societal discourse. We work with all levels of Government, and our digital innovation has been recognised nationally and internationally over many years.



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However, our ability to continue this proud tradition is threatened by extreme resourcing constraints, especially from June 2023, when multiple sources of special purpose funding provided by the previous Government expire. We are facing a funding reduction of \$17m – 25% – in an institution which has seen its staffing reduce by one-third over the last 10 years; the same years in which our digital responsibilities and public expectations have increased dramatically.

Our immediate pressures – which become critical from June 2023 – are:

1. Sustaining Trove. Over the last 5 years, Trove's continuation has relied on short-term Government funding. Our current funding concludes June 2023; we have no capacity to sustain Trove, used by millions of Australians, beyond this point.

[REDACTED]

47E(d)

2. Collection Storage. By mid-2025, we will require a storage solution for 18 linear kilometres of medium use (10,000+ user requests p.a.) collection material, when we must vacate a National Archives of Australia facility.

[REDACTED]

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3. Sustaining our building and operations. We have a large volume of unfunded capital works pertaining to our beautiful but aging heritage building. The Library's Council has already drawn down the majority of the Library's available cash reserves to meet unfunded capital works requirements, including a significant gap between insurance cover and the full cost of replacing our heritage roof, destroyed in Canberra's January 2020 hailstorm. Our urgent requirements are around building safety (loading dock and security arrangements; replacing failing windows), and a program to replace our aging Heating, Ventilation and Air-Conditioning System, much of which dates to 1968. These works all affect our ability to maintain appropriate conditions for our collection, and to provide a safe workspace for the public and staff.

We would welcome the earliest possible opportunity to discuss our work, the value we create for the Australian community, and the pressures on our ability to continue our proud record.

Might we also wish you the very best as Minister for the Arts and look forward to working with you in this important role.

Yours sincerely



The Hon Dr Brett Mason  
Chair



Dr Marie-Louise Ayres FAHA  
Director-General

# National Library of Australia

FROM THE OFFICE OF THE DIRECTOR-GENERAL

20 December 2022

Ref NLA11/1099

The Hon Tony Burke MP  
Minister for the Arts  
Parliament House  
Canberra ACT 2600

Dear Minister,

## Digital infrastructure and cybersecurity risk

As you know, major Australian companies have recently been the subject of cyber-security attacks resulting in the loss of significant volumes of personal data.

[REDACTED] 47E(d)

As the National Cultural Institution (NCI) agency with the largest digital footprint, I wanted to let you know about the steps we have taken and will take to reduce our risk in the short-term, and about a longer-term option which would both lessen our cyber-security risk and achieve other benefits for Australians. The Library's Audit and Enterprise Risk Committee and Council have been apprised of our risk level, our approach to those risks, and of the benefits of the longer-term option.

### Reducing our risk in the short term

The Library is a significant digital player, [REDACTED] 47E(d)  
[REDACTED] and serving millions of Australians. [REDACTED]

We hold personal information from a range of stakeholders [REDACTED] 47E(d)

The Library has reviewed its data holdings, APIs, and SaaS services. [REDACTED] 47E(d)  
[REDACTED] with subsequent rounds to follow in the new year. We are updating our Personal Information Register [REDACTED]



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[Redacted]

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[Redacted] These are clustered around our digital collection infrastructure – the suite of services that together constitute Trove. [Redacted]

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[Redacted]

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[Redacted] and the costs required to mitigate it were included in the [Redacted] which your Department is working on.

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In short, [Redacted] We anticipate this work continuing for the remainder of the fiscal year.

**Reducing our risk in the medium and long term**

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[Redacted]

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[Redacted] In 2021, your predecessor, Paul Fletcher MP, tasked the Library and [Redacted] building on our existing Trove applications and expertise, and [Redacted] While the main driver was to [Redacted]

[REDACTED]

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Since then, of course, the Government has changed. You and your Department are focused on developing and releasing the National Cultural Policy.

[REDACTED]

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We understand that these are significant asks in the current budget environment, and eagerly await outcomes on these urgent priorities.

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Over the last year, the scale, scope and speed of cyber security threats has accelerated - something I know the Government is very aware of. This change in the external environment increases the urgency of protecting Australia's digital heritage assets by ensuring those assets are maintained in the safest and most secure possible environment.

I would welcome an opportunity to brief you and your office on the [REDACTED] proposal at a time that is convenient to you - focusing first on the [REDACTED] [REDACTED] across your portfolio, and what we have learned through working with our fellow cultural agencies over the last two years. I will follow up with your Office in 2023 about a suitable time to discuss the proposal.

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Yours sincerely

*M-L. Ayres*

Dr Marie-Louise Ayres FAHA

# DRAFT MINUTES OF THE 363<sup>RD</sup> COUNCIL MEETING OF THE NATIONAL LIBRARY OF AUSTRALIA

Date: Friday 9 April 2021  
Time: 10:00am  
Venue: Council room, NLA

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**Meeting Attendees:**

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<b>Council:</b>	The Hon Dr Brett Mason, Council Chair Mrs Janet Hirst, Deputy Chair Mr Julian Leeser MP Professor Don Markwell Dr Bennie Ng Mr Richard Price Ms Rosalie Rotolo-Hassan Dr Shane Simpson AM Mr Doug Snedden Ms Alice Wong Dr Marie-Louise Ayres FAHA, Director-General
<b>NLA Executive:</b>	Mr Kevin Bradley PSM, ADG Collection Ms Alison Dellit, ADG Collaboration Ms Maureen Dupree, COO Ms Cathy Pilgrim, ADG Engagement
<b>Departmental Observer:</b>	Ms Ann Campton, Assistant Secretary, Collections and Cultural Heritage, Office of the Arts.
<b>NLA Staff:</b>	Senior Staff Observer: [REDACTED], Director Digitisation, Collaboration Branch [REDACTED] Director Trove Partnerships, Collaboration Branch (Item 4 only) [REDACTED] Director Strategy and Transformation, Collaboration Branch (Item 4 only) [REDACTED] CFO (Item 5 only) [REDACTED] Council Secretariat

522

**Apologies:** Senator Catryna Bilyk  
Mr David Wong, CIO

At the conclusion of the in-camera session, the Director-General and NLA Executive joined the Council. A quorum was present and the meeting opened at 10:25am.

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**Item 1. Welcome and Business Arising**

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[REDACTED]

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[REDACTED]

Item 2. Register of Interests

[REDACTED]

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Item 3. Council sub-committee updates

Item 3.1 Report 6278 Audit and Enterprise Risk Committee

[REDACTED]

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- [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED]

Item 3.2 Report 6279 Council Governance Committee

[REDACTED]

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- [REDACTED]

[REDACTED]

[REDACTED]

Item 4. Deep-dive Corporate Plan Pillar: Collaborate

Item 4.1 Report 6280 Trove Collaborative Services

Ms Alison Dellit, Assistant Director-General Collaboration, spoke to this report. Senior staff from Collaboration Branch were also present to assist with this presentation: [REDACTED] Director Trove Partnerships; and [REDACTED] Director Strategy and Transformation.

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There were two parts to this presentation:

- Trove Collaborative Services (TCS):
  - Emerged out of a suite of services in a declining area of Library business.

- Now a core component in sustaining Trove. Its revenue contributes to the running costs of the Trove interface and discovery layer; and the data store and system infrastructure are combined in ways which would make it impossible to separate. To lose the data store would necessitate a different kind of Trove, and a different kind of strategic future.
- The value of Trove is intrinsically linked to its collaborative foundation and aggregation of hundreds of collections across Australian collecting institutions. A significant loss of partners could cause an exponential shift in terms of the relevance and importance of Trove.
- TCS is halfway through a three year transition plan, and that by the end of the 2020-2021 financial year a new service offering would be in place, which would form the basis for a Trove strategy. As a part of this transition, and following the Blueprint restructure, there are now different support structures in place, including a Strategy and Transformation Section, to lead the process to develop a new commercial approach.
- COVID-19 has created a hunger for public-facing digital services. However, negative financial effects of the pandemic on the Trove stakeholder community would flow through to the Library during 2021 and 2022.

Council discussed the limitations imposed on the Library which meant that as a government agency, it was only able to charge *full cost* recovery on these services. They noted that Trove represented a trusted source of information, and that in the future, there may be a desire to develop a community-owned social media platform based on a resource of this nature.

- Service blueprint:
  - Council reviewed an end to end service analysis of Trove, from beginning of service; to marketing and attracting partners; to how the data is ingested; to the helpdesk; to promotion of content; to end users; to how it leads on to other services from which users could exit out of TCS into other NLA services.
  - Council were advised of the Trove Strategic Advisory Committee (TSAC), that is comprised of elected and appointed representatives from the TCS partner community.
  - The final layer of this analysis examined the in-house systems in place to support all of the TCS services and structures.

Res 5 / 6280 / 21      Council noted the update on Trove Collaborative Services.

Item 4.2      Report 6281      National, State and Territory Library Collaboration

[REDACTED]  
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- [REDACTED]

[REDACTED] [REDACTED]

[REDACTED]

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Item 5. Library 2021-22 Portfolio Budget Statement

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Item 5 Report 6282 Library 2021-22 Portfolio Budget Statement (PBS):  
Draft NLA Budgeted Financial Statements and Planned  
Performance

[REDACTED]

[REDACTED]

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Item 6. Library Past Financial Performance, Cash Reserve Status and Investment Priorities

Item 6 Report 6283 Library Past Financial Performance, Cash Reserve Status and Investment Priorities

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Item 7. Trust and Financial Donations Spend Plan

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Item 7 Report 6284 Trust and Financial Donations Spend Plan

[Redacted]

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[Redacted]

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Item 8. Major Planned Procurements for 2021-22

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Item 8 Report 6285 Major Planned Procurements For 2021-22

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Item 9. Amendments to the *National Library Act 1960*

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Item 9 Report 6286 Amendments to the *National Library Act 1960*.  
New Authorisation Instruments

[Redacted]

[Redacted]

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[Redacted]

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Item 10. Papers for noting

Item 10.1 Report 6287 Corporate Plan Progress Report YTD

[Redacted]

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Item 10.2 Report 6288 ANAO Performance Audit Final Report:  
Management of the National Collections

S22

[Redacted]

[REDACTED]

Item 10.3 Report 6289 Library YTD Financial Performance

[REDACTED]

S22

Item 10.4 Report 6290 2020-21 WHS YTD Report

[REDACTED]

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Item 10.5 Report 6291 Annual Report 2020-21 – Proposed Approach and Timeline

[REDACTED]

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[REDACTED]

Item 10.6 Report 6292 Philanthropy Progress Report

[REDACTED]

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In-camera report from the Director-General

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[REDACTED]

## DRAFT MINUTES OF THE 367<sup>th</sup> COUNCIL MEETING OF THE NATIONAL LIBRARY OF AUSTRALIA

**Date:** 4 February 2022  
**Time:** 10:00am to 3:45pm AEST  
**Venue:** MS Teams videoconference

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### Meeting Attendees:

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<b>Council:</b>	The Hon Dr Brett Mason, Council Chair Ms Janet Hirst, Deputy Chair Dr Marie-Louise Ayres FAHA, Director-General Senator Catryna Bilyk Professor Don Markwell Dr Bennie Ng Mr Richard Price Ms Rosalie Rotolo-Hassan Dr Shane Simpson AM Mr Doug Snedden AO Ms Alice Wong
<b>NLA Executive:</b>	Ms Alison Dellit, ADG Collaboration Ms Cathy Pilgrim, ADG Collection Mr Luke Hickey, ADG Engagement Mr David Wong, CIO
<b>Departmental Observer:</b>	Mr Greg Cox, First Assistant Secretary, Office for the Arts, Department of Infrastructure, Transport, Regional Development and Communications
<b>NLA Staff:</b>	Senior Staff Observer: [REDACTED] Director, Strategy and Transformation <span style="float: right;">522</span> [REDACTED] Council Secretariat, A/g Director Governance
<b>Apologies:</b>	Ms Maureen Dupree, COO

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At the conclusion of Council's in-camera session the NLA Executive and other observers joined the Council. A quorum was present, and the meeting opened at 10:40am.

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Item 1. Welcome and Acknowledgement of Country

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S22 [REDACTED]

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Item 2. Draft minutes of Council meeting 366

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S22 [REDACTED]

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Item 3. Business arising from previous meetings

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S22 [REDACTED]

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Item 4. Register of Interests

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S22 [REDACTED]

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Item 5. Director-General Report

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Report 6329 Director-General's Report

S22 [REDACTED]

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Item 6. CFO Report

Report 6330 CFO Report

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**Item 9. Deep-dive Corporate Plan Pillar: Collaborate**


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**Report 6333 Trove Strategy**

Ms Alison Dellit, ADG Collaboration, introduced the item. She outlined the strategy for Trove to support future ambition and growth of the service. The aim is to have a very strong articulation of ambition to make public after the May Council meeting, for discussion with stakeholders – partners, donors, contributors, government and other cultural institutions. Developing Trove as a national collaborative digital platform builds on Trove’s user engagement, which is world leading. However, operating under the Trove brand will be a difficult point for other institutions.

██████████ Director, Strategy and Transformation, took Council through a presentation on Trove user mapping, illustrating the metadata Trove collects about the cultural content on the platform and its importance to user experience of the content. ██████████ identified 3 key groups: content consumers, content creators, and content stewards, and explained their different roles and behaviours in the platform. S22

Council thanked ██████████ for the informative presentation and queried the definition of cultural content. Dr Ayres explained that different collecting institutions will define content in accordance with their sphere of responsibility. For example, the Library focuses on documents and text-based artifacts, including online; the National Film and Sound Archive’s focus is audio-visual, while the National Museum of Australian has a focus on objects. There are some gaps in Australia, such as digital games.

Council noted the scale of the ambition and the opportunity, and enquired about the link between this strategy and recent work to develop a proposal for national, collaborative digital infrastructure. Ms Dellit described this strategy as a bridge from existing content and services to the broader vision, which can be made public for engagement with stakeholders. This will in turn support future proposals for larger scale digital infrastructure projects.

Council discussed the possibility of ongoing revenue from Trove services. Ms Dellit provided advice that some current revenue streams are for library-specific workflows which were once critical for Australian libraries (such as copy cataloguing and inter-library loans) but which are much less relevant in the digital environment. These activities rely on aging systems that take increasing staff costs to sustain. The implementation plan is to slowly exit from these services while exploring potential new revenue streams, for example from the research and commercial sectors.

Council supported the need for public consultation to drive this work. Ms Dellit reiterated that there will be a multi-front strategy to engage stakeholders, and sought Council feedback on the Placemat, which will be the main public document to begin engagement with key stakeholders. Council thanked staff for excellent work on the strategy and agreed to provide feedback out of session on the Placemat.

Dr Ayres noted that this work is one of the tangible outcomes of new strategy and transformation teams established in Collaboration and Collection branches in the recent restructure in recognition of the need to innovate and diversify Library operations.

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**Action:** Library staff to circulate the Trove Placemat out of session for feedback, and to resubmit the public strategy documents for endorsement at May Council meeting

**Due** 27 April 2022

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Res 05/22 Council endorsed the next steps for the Trove Strategy document development.



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[Redacted]

Item 13. Papers for Note

Item 13.1 Report 6337 Philanthropy Progress Report

[Redacted]

Item 13.2 Report 6338 Offsite Physical Collection Storage Update

[Redacted]

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Other Business

[Redacted]

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Meeting close: 3:30 pm

## DRAFT MINUTES OF THE 368<sup>th</sup> COUNCIL MEETING OF THE NATIONAL LIBRARY OF AUSTRALIA

Date: 6 May 2022

Time: 10:30am to 3:45pm AEST

Venue: Council meeting room; MS Teams videoconference

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### Meeting Attendees:

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Council:	The Hon Dr Brett Mason, Council Chair Ms Janet Hirst, Deputy Chair Dr Marie-Louise Ayres FAHA, Director-General Professor Don Markwell Dr Bennie Ng Mr Richard Price Ms Rosalie Rotolo-Hassan Dr Shane Simpson AM Mr Doug Snedden AO Ms Alice Wong
NLA Executive:	Ms Alison Dellit, ADG Collaboration Ms Cathy Pilgrim, ADG Collection Mr Luke Hickey, ADG Engagement Mr David Wong, CIO Ms Maureen Dupree, COO
Departmental Observer:	Ms Ann Campton, Assistant Secretary, Collections and Cultural Heritage, Office for the Arts
NLA Staff:	Senior Staff Observer: [REDACTED], Director, Governance [REDACTED] - Council Secretariat

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Apologies:	Senator Catrina Bilyk Mr James Stephens MP
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At the conclusion of Council's in-camera session the NLA Executive and other observers joined the Council. A quorum was present, and the meeting opened at 11:15am.

Item 1. Welcome and Acknowledgement of Country

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Item 2. Draft minutes of Council meeting 367

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Item 3. Business arising from previous meetings

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[Redacted]  
[Redacted]

Item 4. Register of Interests

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Item 5. Director-General Report

Report 6339 Director-General Report

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Item 6. CFO Report

Item 6.1 Report 6340 CFO Report

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Item 6.2 Report 6341 Trusts and Financial Donations Annual Spend Plan Decision

[REDACTED]

[REDACTED]

S22

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Item 7. People Report

Report 6342 2021-22 People and Work Health and Safety Year-to-Date Report

[REDACTED]

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Item 8. Draft 2022-23 Corporate Plan

Report 6343 Library Draft 2022-23 Corporate Plan

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Item 9. Deep-dive Corporate Plan Pillar: Capability

Item 9.1 Report 6344 Digital Strategy

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Item 9.2      Report 6345      Capital Works Program update

[REDACTED]

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[REDACTED]

[REDACTED]

Item 10.      Trove Strategy

Report 6346      Trove Strategy

Ms Alison Dellit, ADG Collaboration and [REDACTED] Director, Strategy and Transformation, Collaboration Branch presented this item. Council received hard copies of the updated placemat that was presented at the February meeting and emailed after that meeting.

Ms Dellit outlined that the Strategic Vision for Trove can only be achieved with increased investment. It makes clear that if funding reduces, Trove will have to be progressively turned off from June 2023.

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[REDACTED] explained that key elements of the Strategy had been revised following Council feedback, including a structural rewrite and proofreading by an external contractor and the addition of performance metrics. There is a range of expectations about Trove, including from a loyal user base, and this Strategy may not align with everyone's vision. A 'brand-agnostic' version has been shared with NCIs. Their response has been varied, however Dr Ayres noted that the Library has been tasked by government to work with other NCIs on this approach.



Item 13.1 Report 6349 Council Sub-Committee Update

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Item 13.2 Report 6350 Treasured Voices Philanthropy Progress Report YTD

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Item 13.3 Report 6351 50th Anniversary of the NLA Publishing Program

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Other Business

[Redacted text block]

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Meeting close: 3:45 pm