

NATIONAL LIBRARY OF AUSTRALIA

2021-22 Corporate Plan

COVERING REPORTING PERIODS 2021-22 TO 2024-25

CONTENTS

INTRODUCTION	3
PURPOSE	3
MISSION	3
OPERATING CONTEXT	4
COLLECT	6
CONNECT	8
COLLABORATE	10
CAPABILITY	12
RISK MANAGEMENT	13
BEYOND THE HORIZON	15

INTRODUCTION

On behalf of the Council of the National Library of Australia (the accountable authority), we present the National Library's 2021–22 Corporate Plan, as required under paragraph 35(1)(b) of the Public Governance, Performance and Accountability Act 2013. The plan is prepared in accordance with the Public Governance, Performance and Accountability Rule 2014.

The Corporate Plan is the principal planning document that outlines the Library's purpose, priorities and proposed actions. We report against the plan in the National Library of Australia Annual Report, tabled in parliament each year by the Minister for Communications, Urban Infrastructure, Cities and the Arts.

While the Library's mission has long been to collect, connect and collaborate, the ways in which we carry out that mission have changed dramatically.

The Library leads the nation in reaching the full breadth of the Australian community, enhancing their ability to understand themselves, their history and their culture through digital engagement with cultural collections.

The Library's challenge is to maximise the utility of its \$1.1 billion collection and the collections of many hundreds of partners through modernised digital infrastructure, while maintaining long-term collection building and preservation responsibilities, and engaging the community in a magnificent heritage building.

We are committed to continuing our proud record of service to the Australian people.

Dr Brett Mason
CHAIR OF COUNCIL

Dr Marie-Louise Ayres FAHA
DIRECTOR-GENERAL

PURPOSE

In accordance with the *National Library Act 1960*, the Library collects and preserves documentary resources, particularly relating to Australia and the Australian people, so Australians can discover, learn and create new knowledge, now and in the future.

The Library is a respected custodian of Australia's published, written, oral, visual and digital heritage, and a world-leading provider of access to that heritage.

The Library's vision is to connect all Australians with national collections, enriching our understanding about who we are and our place in the world.

MISSION

We collect today what will be important tomorrow for Australia's increasingly diverse community.

We collaborate with others to deepen the national impact of cultural collections.

We connect with communities and connect communities with their national collections.

We build on strong foundations to maximise the nation's return on its investment in the Library.

The National Library of Australia (NLA) acknowledges Australia's First Nations Peoples – the First Australians – as the Traditional Owners and Custodians of this land and gives respect to the Elders – past and present – and through them to all Australian Aboriginal and Torres Strait Islander people.

OPERATING CONTEXT

ENVIRONMENT

The Library is being impacted by broad national and global trends:

Changing Australian society, reflected in Australia's increasing cultural and linguistic diversity. This more diverse community has a deepening appetite for accessible research and discussion about individual, community and national identity. The community has enthusiastically adopted digital publishing platforms that both enhance and challenge the Library's ability to collect documentary heritage.

Technology expansion and disruption, including the sharp increase in digital capability, demand for sophisticated online services and a rapid shift to cloud-based technologies. Sustaining the skills and infrastructure to collect, manage, preserve and provide access to Australia's digital culture will require significant investment and new national partnerships. Robust cybersecurity capabilities are needed to mitigate the risk of cyberattacks.

Global and national economy, and the relationship between them. The economic impacts of COVID-19, continued budgetary pressure on the Australian Government in coming years, increasing operating expenses – including through capitalisation of technology investment and consequent depreciation costs – and continued impacts of savings measures will challenge the Library in the latter part of the four-year plan.

Intensified competition for skilled workers. Many specialist skills required by the Library are in high demand, and the Library faces challenges attracting and retaining talent. While this is most acute in the areas of digital and data skills, the Library must also plan for significant changes to education and accreditation practices relevant to the library industry.

Public expectations of institutions. The need for trusted sources of information is critical to our understanding of ourselves and our place in the world. Institutions acting with integrity will maintain the confidence of their users. Public expectations of what the Library should collect, how accessible our collections should be, and what services we should offer exceed the Library's capacity to deliver. This requires open and robust conversations with some stakeholder groups as the Library rebalances its investment priorities.

Natural environmental forces, especially the ongoing risks of climate change and consequences for our collections and communities, and the impacts of pandemics on the safety and wellbeing of our patrons, our staff, and our ability to serve. There is potential for increasing frequency and severity of major weather events, such as the hailstorm that damaged the Library's heritage building in January 2020.

CAPABILITIES

The Library's world-leading technology capabilities enable us to deliver on our mission. The Library drew on its own

resources to rebuild digital infrastructure between 2012 and 2017 and has leveraged this infrastructure with additional government funding for Trove's public interface over the past five years. The Library now seeks to deliver a next-generation digital cultural platform for Australians, to sustain and grow our online operations, to offer high-value services to other institutions and to ensure that our technology infrastructure and capability is responsive, reliable, sustainable, trusted and secure.

The Library has invested in workforce capability through a major organisational restructure in 2020–21, enabling immediate improvements in operations, workflows and stakeholder partnerships that we will continue to build on. Our workforce is highly skilled, with deep sector knowledge and specialist skills. It reflects the wider Australian Public Service demographic, but with a slightly older age profile, a higher proportion of women (including 66 per cent of senior executive staff), and a higher proportion of people who identify as having a disability or as being from a non-English-speaking background. First Australians make up 2.26 per cent of our staff. The Library aims to harness the skills and diversity of its staff to effectively serve the Australian community.

We steward an iconic heritage-listed building that serves as a repository for our most valuable collection assets and as the delivery hub for onsite and online services. Sustaining the building is essential to delivering on our mission.

COOPERATION

The Library has a leadership position that is unique among Australian cultural institutions. Over many decades, we have collaborated intensively with libraries, galleries, archives and museums across all states and territories and all levels of government. While that collaboration covers many issues, the Library is unique in offering national digital infrastructure that makes the collections of hundreds of partners more visible to the Australian public and to the world.

The Library is pursuing further opportunities to work with other national cultural institutions on common challenges, including securing shared storage space for our physical collections, enhancing shared digital infrastructure such as Trove, and shared strategic asset planning.

We have led the way in:

- exposing diverse and growing digitised and born-digital collections managed and delivered online by galleries, libraries, archives and museums; national, state and territory government departments; and research repositories;
- acquiring, preserving and enabling access to born-digital publications – including books, journals, music, maps and websites – in partnership with state and territory libraries; and
- digitising, managing and delivering textual materials – including newspapers, books, journals and gazettes – at scale.

SPAN OF INFLUENCE

The ability of the Library to influence its operating context varies significantly:

Greater influence

Collecting policies and practices; attributes of our national collection; investment and governance underpinning collaborative services; investment priorities; and compliance with statutory obligations.

Partial influence

Volume of unpublished content and content to be digitised; collecting activities conducted in partnerships; relationships with stakeholders; own-source revenue inflows; and collaboration with research and education sectors.

Limited influence

Volume of published work; forms of emerging content; activities of partners.

The Library's collaborative services also enable readers and researchers to locate and request copies of non-Australian resources held by international libraries.

We take a key role in national research infrastructure discussions relating to cultural collections, and work with partners to provide access to large-scale digital collections for data-intensive research. The Library sits outside the research sector and its funding frameworks; our ability to take this work forward therefore depends on the sector's decisions about where and how it focuses its investments. The Library welcomes the 2020 Research Infrastructure Investment Plan commitment to build a Trove researcher portal as a first step toward meeting strong researcher demand for infrastructure built on national collections.

FINANCIAL RESOURCES

The Library's financial profile has changed significantly in recent years. While base appropriation has been declining, in recent years this has been supplemented by specific purpose terminating funding measures from the Australian Government, generous philanthropy donations and other own-source revenue. In 2021-22, additional government funds will enable ongoing support for Trove, renovation of an ageing heating, ventilation and air-conditioning (HVAC) system, and digitisation of iconic collections. The National Cultural Institutions Financial Sustainability package will also assist with delivery of services in 2021-22 and 2022-23.

However, without additional ongoing funding, the Library will be unable to continue its current range of operations and services. Most of the Library's long-term and legally mandated operations continue to be funded from base appropriation, with additional funding primarily achieving increased access to existing collections. In addition, the short-term nature of additional funding does not allow for efficient resource planning, including capital expenditure and recruitment of skilled staff to the ongoing roles required for an institution with very long-term responsibilities.

The Library thus faces challenges and opportunities in meeting our mandate.

We face significant risks in meeting our responsibility to care for a significant Commonwealth asset – the Library's \$1.1 billion collection – if additional resourcing is not secured. In addition to the heritage-listed main building, the Library leases

or owns three collection repositories, all of which are nearing capacity. Securing funding for a purpose-built storage facility to meet significant storage needs from 2025 is a priority in this plan. The Library is working closely with its portfolio department on a collective storage solution for national cultural institutions, including interim and long-term purpose-built options.

The Library's iconic building on the shores of Lake Burley Griffin requires significant capital works, including replacing the Library's heritage windows and HVAC systems, which have reached the end of their lives. This work is partly facilitated by specific purpose Australian Government funding.

Ongoing demands on the Library's technology portfolio, including a shift to platform-as-a-service, cannot be met without increased and ongoing funding. Critical library technologies, such as the library management system and systems underpinning national collaborative services, have reached end-of-life and are no longer fit for purpose.

While the Library's online collection is heavily used, more than 90 per cent of the collection remains accessible only onsite in Canberra. The Library sustains a significant digitisation program through its philanthropy program, supported by \$10 million in Australian Government seed funding and partnership funding, and has invested in technologies and workflows to maximise the impact of this revenue stream. The Library has a 10-year philanthropic strategy focused entirely on digitisation of important collections. However, even if the strategy achieves its full aims, most of the Library's collections will remain available in physical format only.

Beyond the need to meet our institutional mandate, the Library faces significant pressures in fulfilling its unique national infrastructure role, exemplified through Trove. While short-term funding from the Australian Government has enabled these services to continue, they are at risk as partnership models are unlikely to achieve full cost-recovery for Trove in its current form. This approach also cannot fund the major investments needed to shift services from the current on-premises delivery to a cloud-based platform-as-a-service model.

COLLECT

SUPPORTING DOCUMENTS

Collecting Strategy 2020–21 to 2023–24

Collection Development Policy 2020

Innovate Reconciliation Action Plan 2020 to 2022

Indigenous Cultural and Intellectual Property Protocols (under development)

Deselection and Disposal Policy 2021

STRATEGY

The Library must ensure its collection remains relevant to Australians in all their diversity, now and into the future. We are creating pathways to collect emerging digital material while continuing to collect published Australian works and expand our collection of pictures, manuscripts and oral histories. We are working with Indigenous communities, and culturally and linguistically diverse communities, to ensure our collection reflects their stories in a culturally appropriate way.

We collect today what will be important tomorrow for Australia's increasingly diverse community.

ACTIONS

- ▶ Build our collection of materials that hold cultural importance to Indigenous Australia.
- ▶ Reflect the full breadth of Australian society through identifying and collecting works from culturally and linguistically diverse communities, with an emphasis on Chinese and Fijian communities in 2021-22.
- ▶ Capture more comprehensively the online lives of Australians, including through expanding our web archiving infrastructure and our social media collecting capability.
- ▶ Enhance the National edeposit service, a National and State Libraries Australasia partnership that builds, preserves, and provides access to a shared collection of Australian digital publications.
- ▶ Consistent with the Collecting Strategy and the Deselection and Disposal Policy, determine what parts of the physical collection should be retained in perpetuity and what materials may be deselected and disposed of to optimise use of limited physical storage capacity.

PERFORMANCE

MEASURE: # Australian published works collected, including digital

2021 - 2022 target	30,000
2022 - 2023 to 2024 - 2025 targets	Equal to or greater than previous year

Methodology	Based on number of Australian published items collected by the Library through National edeposit, legal deposit and selective and retrospective collecting of published works. The Library uses reliable data and standardised ways of counting to measure the number of works.
-------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

MEASURE: # Australian unpublished works collected, including audiovisual material and digital

2021 - 2022 target	Target not applicable (the Library monitors trends over time, results vary greatly based on acquired archival materials)
2022 - 2023 to 2024 - 2025 targets	Target not applicable

Methodology	Based on number of items collected, including photographs, pictures, manuscripts, and oral history recordings. The Library uses reliable data and standardised ways of counting to measure the number of items.
-------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

MEASURE: Case study of collecting relationships aligned to the Library's areas of focus

2021 - 2022 target	Target group: Aboriginal and Torres Strait Islander communities
2022 - 2023 to 2024 - 2025 targets	Target not applicable.

Methodology	Case study reporting on development of the collecting relationship identified each year
-------------	-----------------------------------------------------------------------------------------

CONNECT

SUPPORTING DOCUMENTS

Innovate Reconciliation Action Plan 2020 to 2022

Philanthropy Strategy 2018 to 2028

Indigenous Cultural and Intellectual Property Protocols (under development)

Engagement Strategy (under development)

Communications and Digital Communities Strategy 2020 to 2023

Digitisation Strategy 2021-2023

STRATEGY

The Library inspires Australians to explore voices and stories in the national collection. We enable research and the discovery of new ideas by delivering accessible services and programs. We are extending national reach and engaging new audiences, increasing the diversity of Australians participating in onsite and digital experiences.

We connect with communities and connect communities with their national collections.

ACTIONS

- ▶ Support the creation of new knowledge by providing research services and access to Library collections.
- ▶ Strengthen our partnership with Indigenous communities and deliver culturally appropriate programs and services.
- ▶ Increase our service to contemporary Australian communities by implementing an audience-centred and data-informed Engagement Strategy.
- ▶ Enhance access to our collection, services and programs by providing clear and convenient pathways to search and explore.
- ▶ Enhance access to the collection by leveraging government seed funding to secure philanthropic partners to support large-scale collection digitisation.

PERFORMANCE

MEASURE: # digital visits to the Library

2021 - 2022 target

27 million

2022 - 2023 to 2024 - 2025 targets

Equal to or greater than previous year

Methodology

Based on visits to the Library websites (including Trove) tracked by Google Analytics, and social media and third-party services hosting Library content using the analytics in each platform. Terminology varied from 2021–22 Portfolio Budget Statements to refer to visits rather than engagements.

MEASURE: # onsite visits to the Library

2021 - 2022 target	300,000
2022 - 2023 to 2024 - 2025 targets	Equal to or greater than previous year

Methodology Based on visitors to the Library's public building in Canberra using people-counting sensors.

MEASURE: # images digitised and added to Trove

2021 - 2022 target	1.4 million
2022 - 2023 to 2024 - 2025 targets	Equal to or greater than previous year

Methodology Based on data from Library systems.

MEASURE: # hours of sound and audiovisual magnetic tape recordings digitised

2021 - 2022 target	2500 hours
2022 - 2023 to 2024 - 2025 targets	2500 hours for 2022–23 and 2023–24, then 1250 hours for 2024–25, leading to completion of this work

Methodology Based on data from Library systems.

MEASURE: % of collection items delivered on time; % of information and research enquiries responded to on time; % of copies direct orders delivered on time; % availability of National Library and Trove websites

2021 - 2022 target	Collection items on time: 90%; Enquiries responded on time: 90%; Copies direct orders on time: 90%; Website availability: 99.5%
2022 - 2023 to 2024 - 2025 targets	Collection items on time: 90%; Enquiries responded on time: 90%; Copies direct orders on time: 90%; Website availability: 99.5%

Methodology Based on data from Library systems.

MEASURE: Qualitative evaluation of the value of the collection, services or programs

2021 - 2022 target	Target program: Digital Classroom
2022 - 2023 to 2024 - 2025 targets	Target not applicable.

Methodology Based on qualitative evaluation. New target collection, service or program selected each year.

COLLABORATE

SUPPORTING DOCUMENTS

Trove Content Policy

Trove Strategic Advisory
Committee Terms of Reference
2020

National Research Infrastructure
Investment Plan 2020

STRATEGY

Trove has established itself as an essential part of Australia's cultural and research infrastructure. The Library and its partners now need to expand and deepen Trove's content while increasing engagement by Australians. To do this, the Library is identifying opportunities for collaboration with national cultural institutions and other partners, as well as maintaining a leading role in National and State Libraries Australasia.

We collaborate with others to deepen the national impact of cultural collections.

ACTIONS

- ▶ Develop a strategic plan for national digital infrastructure that builds on Trove, champions a solution for our national digital culture, and considers opportunities to partner with national cultural institutions.
- ▶ In the spirit of the *Telling Australia's story - and why it's important* report from the 2019 Inquiry into Canberra's national institutions, explore further partnerships in areas where joint effort will create greater community impact and return on investment.
- ▶ Implement the Trove researcher portal project as part of the enhancement of national research infrastructure under the 2020 Research Infrastructure Investment Plan.
- ▶ Broaden the range of Trove partners to expand access to Australia's unique collections, and publish a clear statement on Trove's strategic and technology futures.
- ▶ Continue to play a leadership role in National and State Libraries Australasia, including leading a national approach to web and social media archiving, and representing Australia at the International Internet Preservation Consortium.

PERFORMANCE

MEASURE: % of stakeholders identify the Library as a trusted leader, collaborator and/or partner

2021 - 2022 target **90%**

2022 - 2023 to 2024 - 2025 targets Equal to or greater than previous year

Methodology Based on survey results of previous digitalisation partners

MEASURE: # of Trove Collaborative Services (TCS) partnerships that the Library engages in annually

2021 - 2022 target **896**

2022 - 2023 to 2024 - 2025 targets Equal to or greater than previous year

Methodology Based on number of signed-up TCS partners financially contributing to maintenance of Trove

MEASURE: Qualitative evaluation using stakeholder/ partner case studies or surveys

2021 - 2022 target Target not applicable. Previous digitisation partners

2022 - 2023 to 2024 - 2025 targets Target not applicable

Methodology Based on survey results, new stakeholder/ partner group selected each year

CAPABILITY

SUPPORTING DOCUMENTS

Collection Storage Masterplan 2019–25

Information Technology Strategic Plan 2018–2022 and Technology Roadmap 2018

Workplace and Workforce Strategic Plan 2018–2022

Building Masterplan (2008-2022)

Risk Management Framework (updated 2020)

Business Continuity Framework and Plan (updated 2021)

STRATEGY

The Library harnesses resources effectively to realise our ambitions and deliver our mandate. A recent Australian National Audit Office report noted that the Library uses financial and other resources as intended to develop and safeguard its collection. The Library has invested strongly to reshape and develop our workforce, and continues to acquire and develop the skills, knowledge and experience that will be needed for a dynamic organisation with a strong digital and physical presence. The Library manages its heritage building responsibly and will develop a new Building Masterplan in 2021–22. The Library continues to invest in physical and digital infrastructure to ensure our physical and digital capability is responsive, reliable, sustainable, trusted and secure.

We build on strong foundations to maximise the nation's return on its investment in the Library.

PRIORITIES

- ▶ Continuously enhance the Library's digital infrastructure so it meets emerging user needs and mitigates increasing cyber security risks, including replacing the end-of-life library management system, which controls the Library's collection, a material Commonwealth asset.
- ▶ Secure a sustainable, long-term solution to the Library's growing physical collection storage needs while addressing medium-term requirements, and implementing the Library's Collection Storage Masterplan 2019–25 to maximise storage and preservation opportunities in the Library's main building.
- ▶ Develop a new Building Masterplan aimed at enhancing the life and use of the Library's heritage building for the Australian community.
- ▶ Build on the digital, project management and commercial acumen, knowledge and experience of the Library's workforce to deliver the Library's mission.

RISK MANAGEMENT

Within the Australian Government accountability framework, we manage strategic and operational risks to sustain our public value.

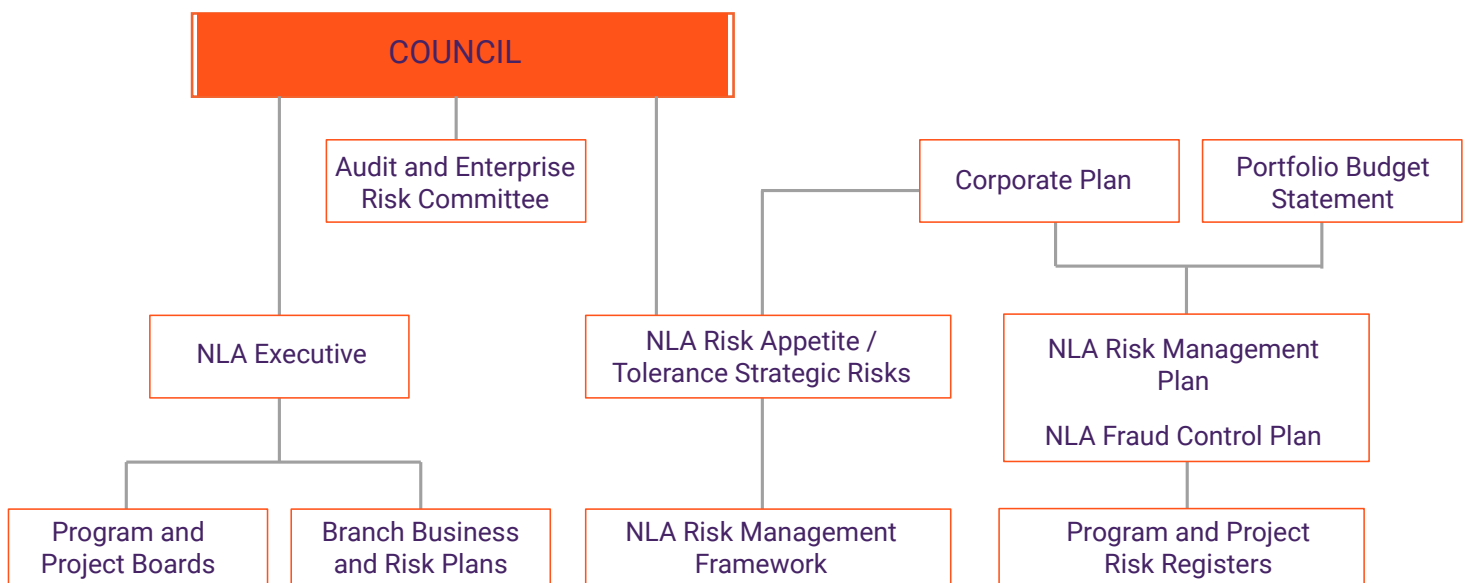
ACCOUNTABILITIES

As the Accountable Authority, the Library's Council has overall responsibility for ensuring an appropriate risk management framework is in place. The Council determines and articulates the Library's risk appetite and tolerance levels; identifies strategic risks that may fundamentally affect the Library's existence and the way we operate; and oversees the appropriate management response to these risks.

The Library's Audit and Enterprise Risk Committee advises the Council on the adequacy of our enterprise risk management framework and associated internal controls for effective identification and management of business and financial risks, including business continuity, fraud, legal, compliance, security and cybersecurity risks.

Implementation of the Library's Risk Management Framework is delegated to the Director-General and the Executive.

Risk planning and management in the Library



KEY STRATEGIC RISKS AND MANAGEMENT APPROACHES

We have identified key strategic risks relating to the Library's work.

KEY STRATEGIC RISKS

The Library's approach to developing its collection and enabling the Australian community to engage with it do not meet legislative requirements and evolving expectations of the community and stakeholders

We do not preserve, protect and store our collections—both digital and physical

The Library fails to build trust and collaborative relationships with the full diversity of the Australian community, partner organisations, philanthropists and government stakeholders

The Library is not well positioned for the future and is unable to deliver its core services as its systems and processes are not sustainable, relevant or fit for purpose

The Library does not have a sustainable funding and resource model to meet its institutional mandate in the medium and long term

The Library does not have a funding and resource model to sustain its national digital culture platform in the medium and long term

MANAGEMENT APPROACH

The Library reviews, documents and consults on its approaches to building its collection to ensure ongoing relevance and compliance with its legislated mandate. The Library works with stakeholders to engage with the community, including First Nations people, culturally and linguistically diverse groups and people with special needs.

The Library has modern, appropriate storage facilities for its existing physical and digital collections that provide for short-term growth. The Library is:

- collaborating with its portfolio department and national cultural institutions on potential joint options for physical collection storage as well as other contingencies; and
- investigating options to meet its future digital infrastructure needs.

The Library has strategies to preserve physical collection material, including in the face of threats emerging from climate change, and to futureproof accessibility of digital collection material.

The Library engages with stakeholders to maximise and demonstrate the value of its collection in enabling Australia to tell its story and generate new knowledge. The Library seeks diverse views and builds connections with stakeholder groups traditionally under-represented in the Library's collections.

The Library has contemporary strategies, policies and procedures that support delivery of core services. The Library has a strategy and roadmap to deliver IT systems that enhance service delivery, including through streamlining workflows and investment in automation. The Library endeavours to attract and retain a skilled and agile workforce.

The Library has contemporary strategies, policies and procedures that support delivery of core services. The Library has a strategy and roadmap to deliver IT systems that enhance service delivery, including through streamlining workflows and investment in automation. The Library endeavours to attract and retain a skilled and agile workforce. The Library recognises that it must deliver its core services in a fiscally constrained environment and competitive labour market.

The Library is building strong financial and governance models to support the delivery of Trove and its associated services, including capability in forecasting resource requirements for services requested by current and potential partners. The Library continues to advocate for Australian Government funding for this unique national role.

BEYOND THE HORIZON

The Library intends to connect in dynamic ways with its user community, including through exploring emerging technologies in search algorithms, artificial intelligence and automation that make the collection more widely accessible.

This Corporate Plan shows the Library's ambitions for the next four years and will position it for opportunities in the decade that follows.

The Library needs to develop long-term storage solutions for its growing physical collection, including exploring potential partnerships with other institutions, and long-term storage and access solutions for its digital collection, which will require investment in digital infrastructure.

The Library is working with National and State Libraries Australasia to develop new models for collecting new and emerging online formats, without which our cultural record will be incomplete. Rapid change in how Australians create and experience culture means that collecting approaches and infrastructure requirements will continue to evolve.

The Library intends to connect in dynamic ways with its user community, including through exploring emerging technologies in search algorithms, artificial intelligence and automation to make the collection more widely accessible. The Library aspires to improve its services to First Australians and Australians from non-English speaking backgrounds.

The Library will build close partnerships with other national cultural institutions to make the best use of resources to meet the needs of Australians.

The Library needs to continue to invest in the Library building to ensure its heritage values are maintained and it serves as a welcoming space to all Australians seeking to explore the country's history and culture.

