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### **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.



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:

 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.



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.



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

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Dr Marie-Louise Ayres FAHA

Director-General



Document 2

### 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.

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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

Reducing our risk in the short term	
The Library is a significant digital player,	47 ECd
and serving millions of Australians.	
We hold personal information from a range of stakeholders	
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The Library has reviewed its data holdings ARIs and SacS services	
The Library has reviewed its data holdings, APIs, and SaaS services.  with subsequent rounds to	478(0)
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follow in the new year. We are updating our Personal Information Register	



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17E(d)	These are clustered around our digital collection infrastructure – the suite of services that together constitute Trove.
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478(d)	and the costs required to mitigate it were included in the Department is working on.
47 861	In short, We anticipate this work continuing for the remainder of the fiscal year.
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47 86)	In 2021, your predecessor, Paul Fletcher MP, tasked the Library and building on our existing Trove applications and expertise, and While the main driver was to



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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.

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We understand that these

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

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 proposal at a time that is convenient to you – focusing first on the

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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.

Yours sincerely

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Dr Marie-Louise Ayres FAHA



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# 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:

Item 1.

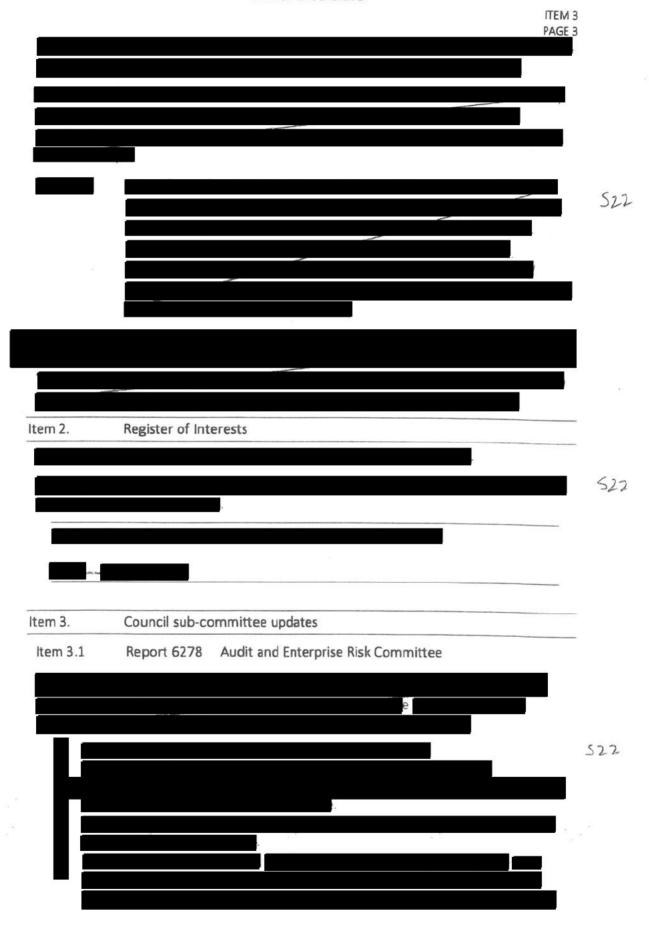
Council room, NLA

Meeting Attendees:	
Council:	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
NLA Executive:	Mr Kevin Bradley PSM, ADG Collection
	Ms Alison Dellit, ADG Collaboration
	Ms Maureen Dupree, COO
	Ms Cathy Pilgrim, ADG Engagement
Departmental Observer:	Ms Ann Campton, Assistant Secretary, Collections and
	Cultural Heritage, Office of the Arts.
NLA Staff:	Senior Staff Observer:
	Digitisation, Collaboration Branch
	Director Trove Partnerships,
	Collaboration Branch (Item 4 only)
	Director Strategy and Transformation,
	Collaboration Branch (Item 4 only)
	CFO (Item 5 only)
/ \$ /	Council Secretariat
Apologies:	Senator Catryna Bilyk
Apologies:	f

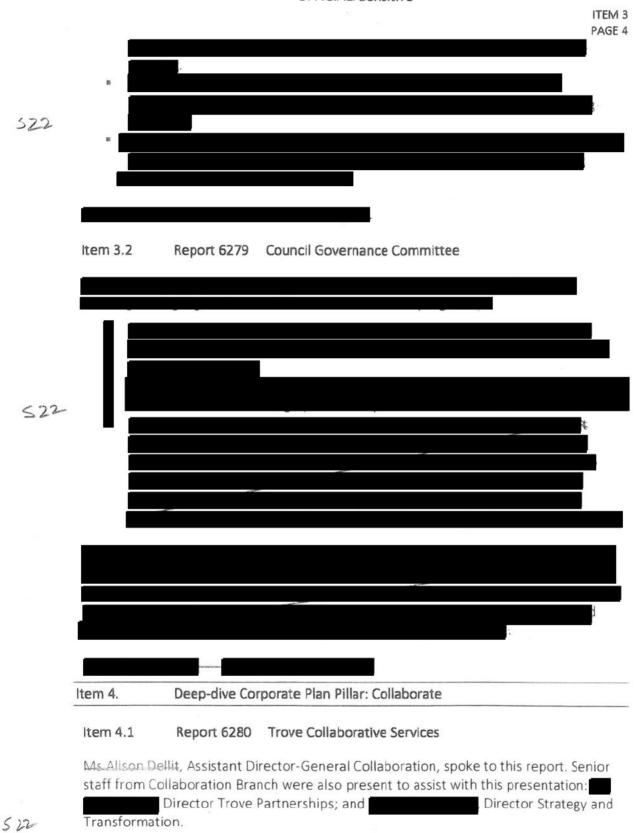
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Welcome and Business Arising







There were two parts to this presentation:

- Trove Collaborative Services (TCS):
  - o 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.
- o 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.

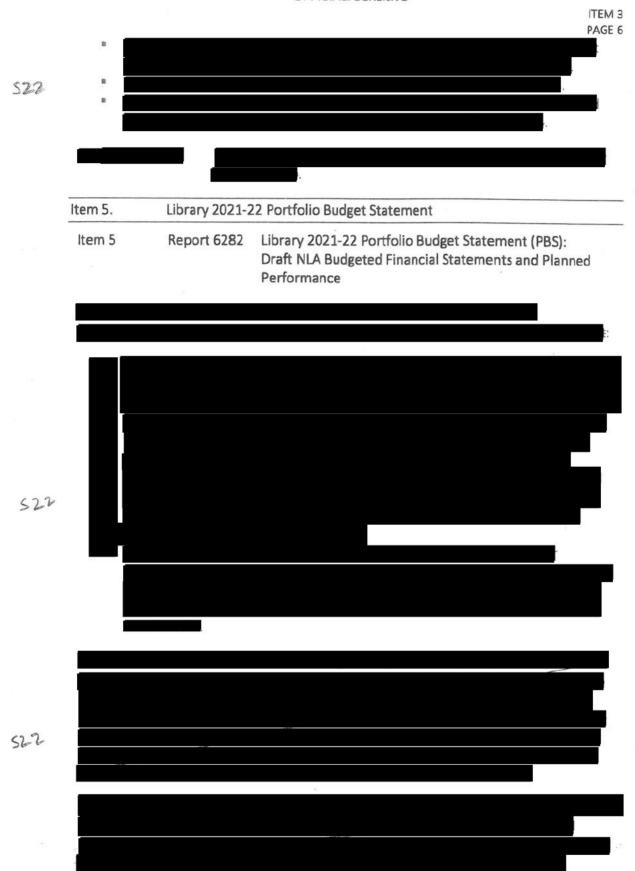
- Service blueprint:
  - Council reviewed an end to end service analysis of Trove, from beginning
    of service; to marketing and attracting partners; to how the data is
    ingested; to the helpdesk; to promotion of content; to end users; to how
    it leads on to other services from which users could 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.

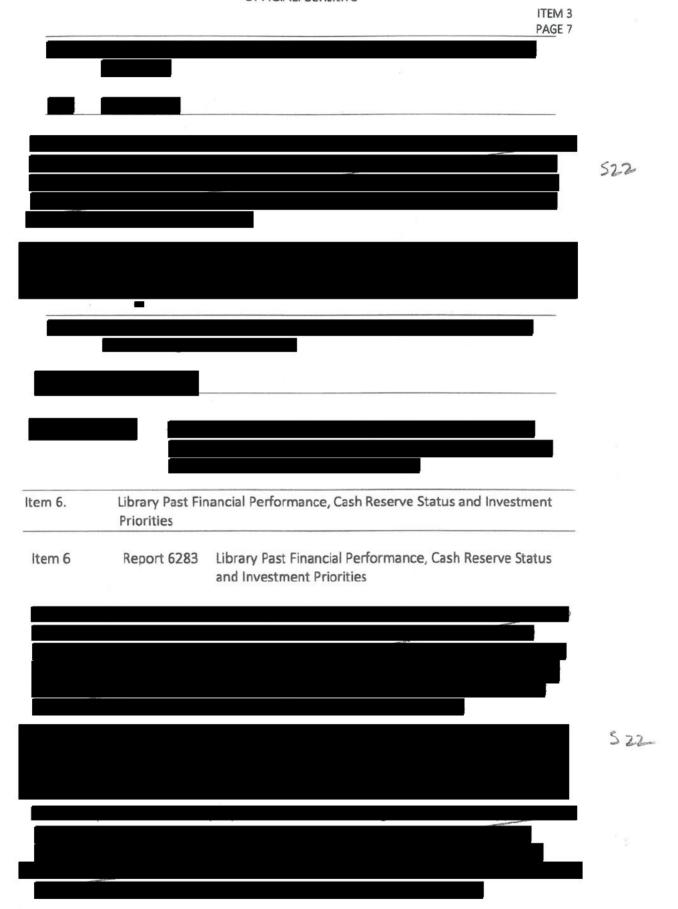
Res 5 / 6280 / 21 Council noted the update on Trove Collaborative Services.

Item 4.2 Report 6281 National, State and Territory Library Collaboration

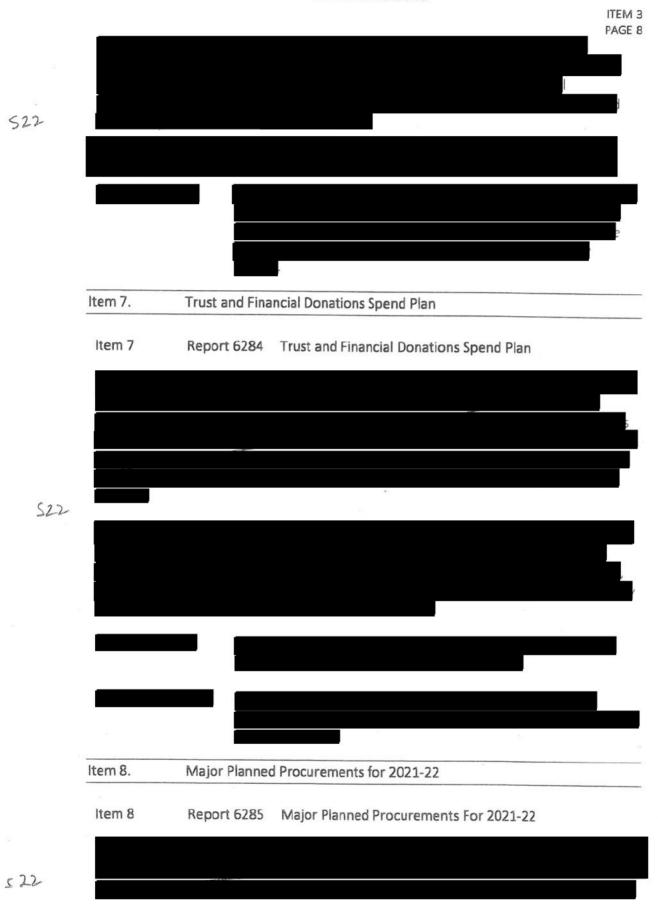
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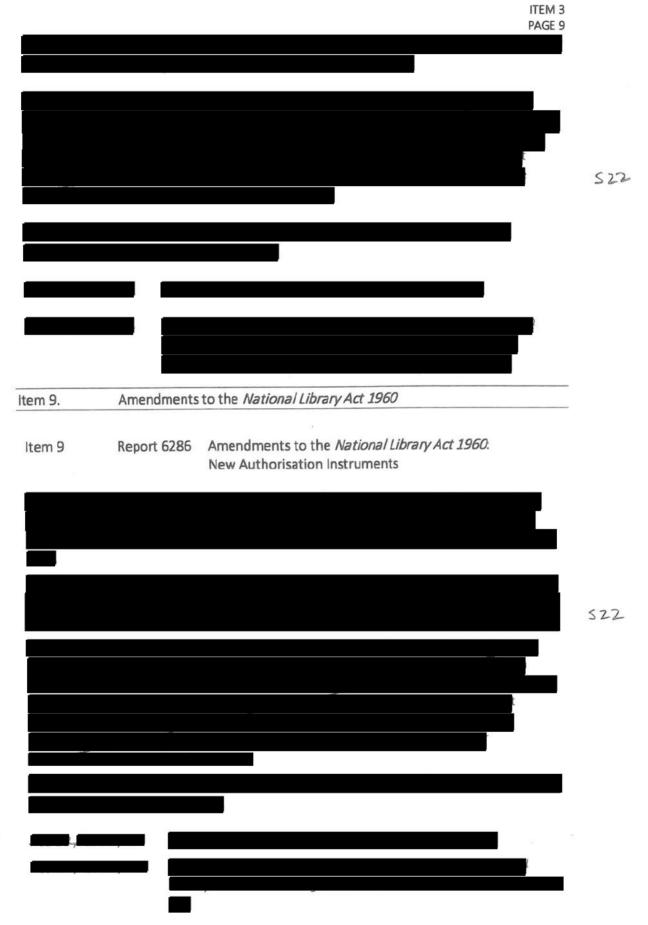


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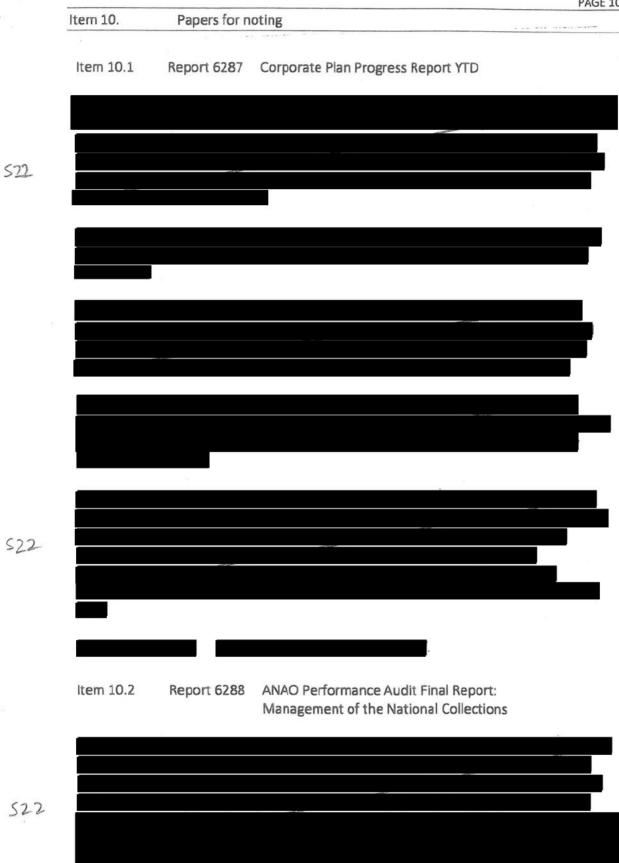


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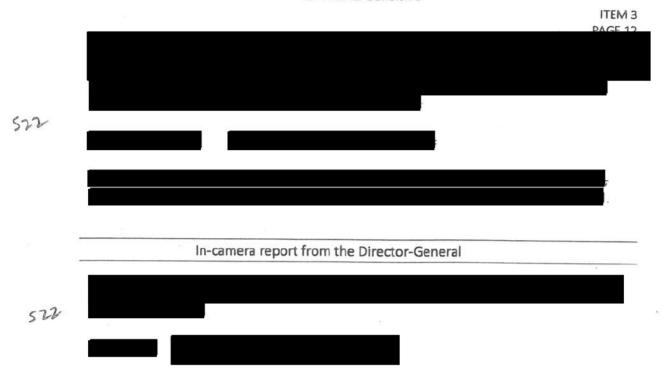


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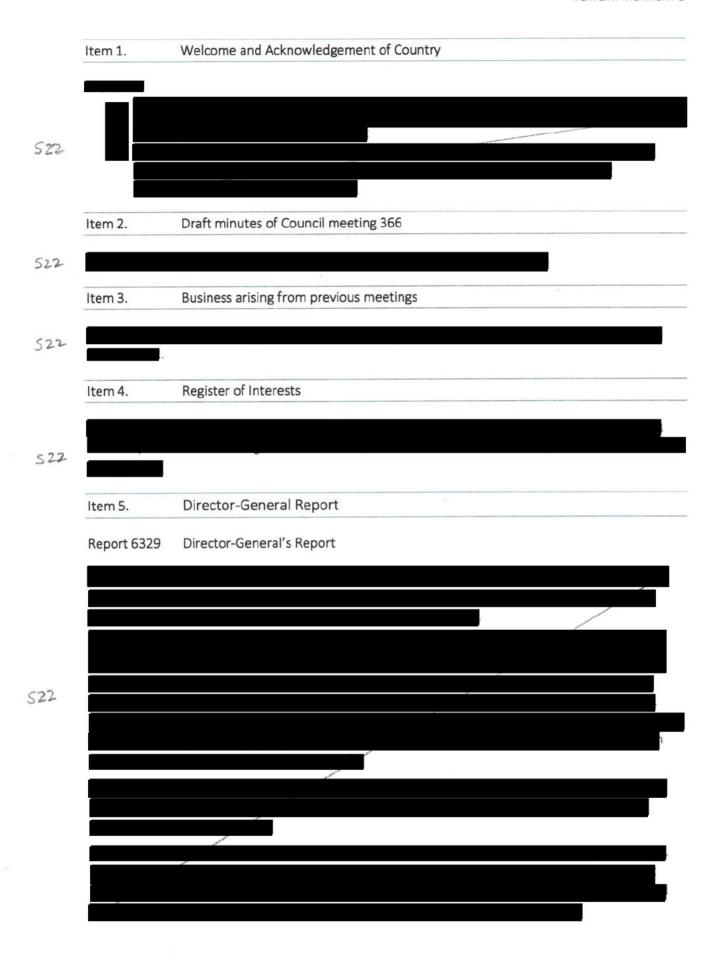
# DRAFT MINUTES OF THE 367<sup>th</sup> COUNCIL MEETING OF THE NATIONAL LIBRARY OF AUSTRALIA

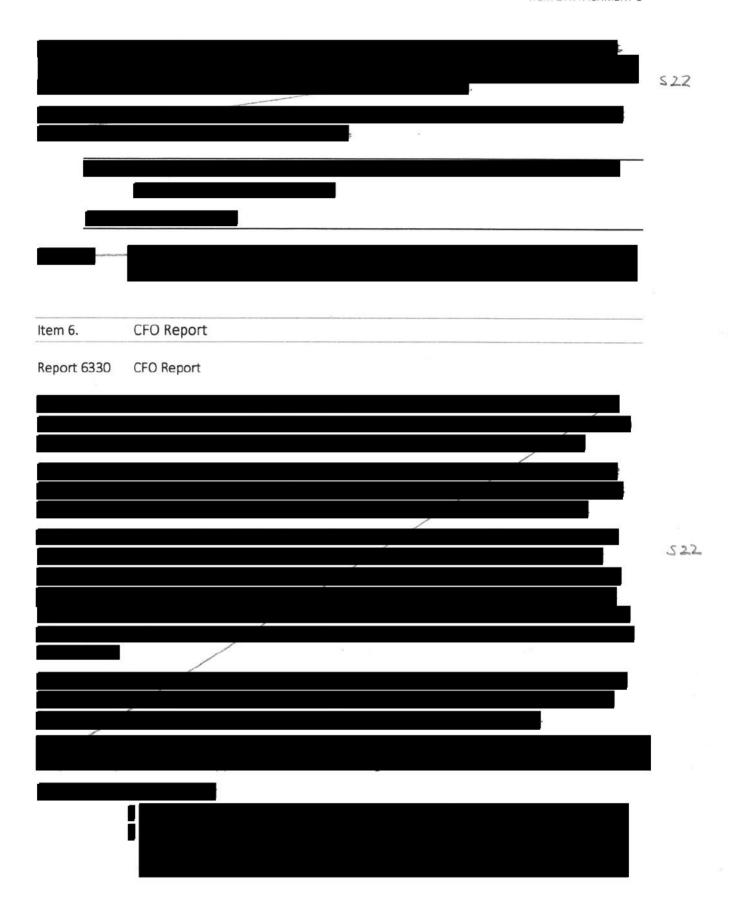
Date: 4 February 2022

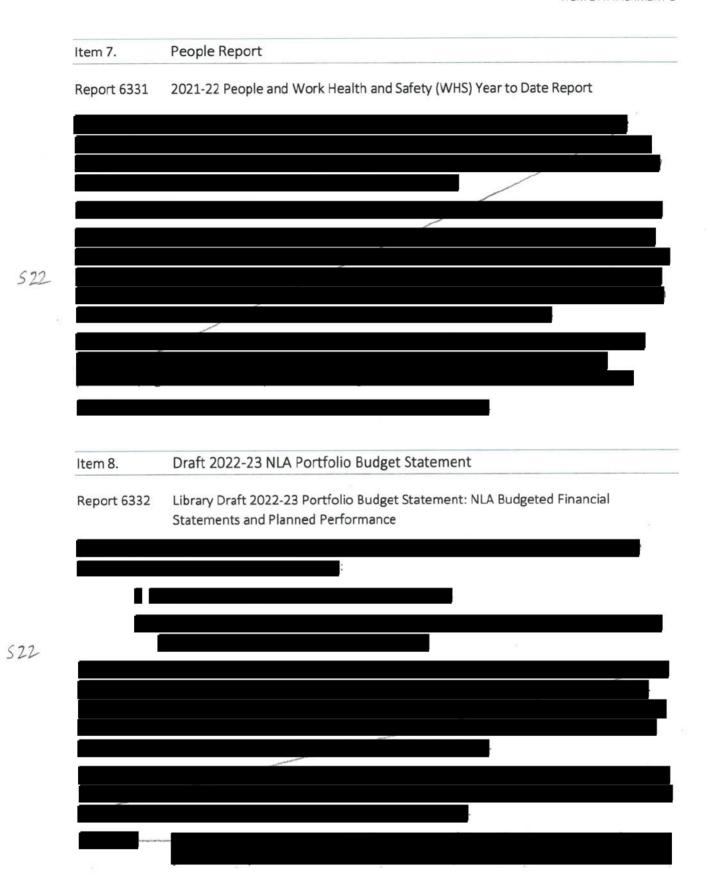
Time: 10:00am to 3:45pm AEST Venue: MS Teams videoconference

Meeting Attendees:			
Council:	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		
NLA Executive:	Ms Alison Dellit, ADG Collaboration		
	Ms Cathy Pilgrim, ADG Collection		
	Mr Luke Hickey, ADG Engagement		
	Mr David Wong, CIO		
Departmental Observer:	Mr Greg Cox, First Assistant Secretary, Office for the Arts,		
	Department of Infrastructure, Transport, Regional Development and		
	Communications		
NLA Staff:	Senior Staff Observer: Director, Strategy and \$2		
	Transformation		
	, Council Secretariat, A/g Director Governance		
Apologies:	Ms Maureen Dupree, COO		

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.







Item 9. Deep-dive Corporate Plan Pillar: Collaborate

#### 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.

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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.

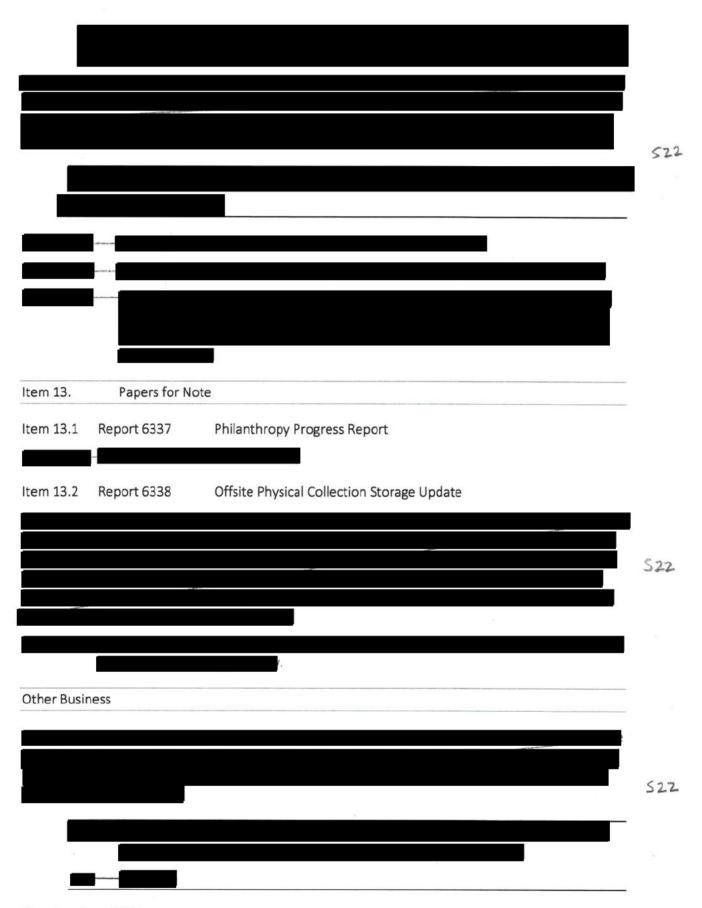
Dr Ayres noted that this work is one of the tangible outcomes of new strategy and transformation teams established in Collaboration and Collection branches in the recent restructure in recognition of the need to innovate and diversify Library operations.

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

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





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

Meeting Attendees: 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 NI A Staff: Senior Staff Observer: , Director, Governance 522

-Council Secretariat

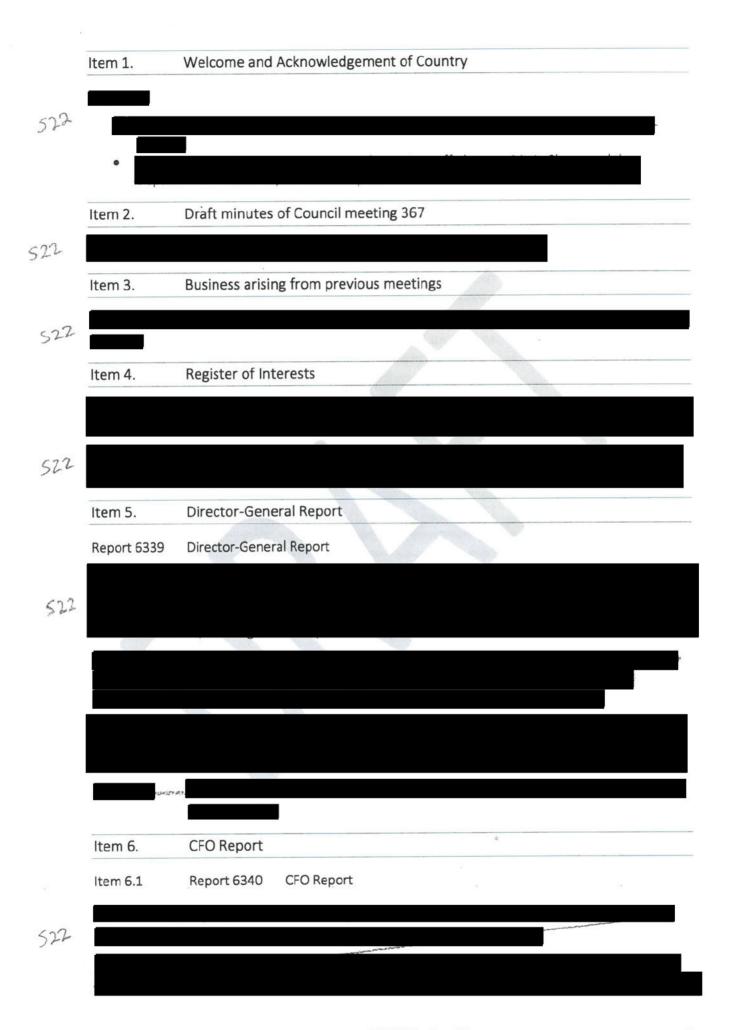
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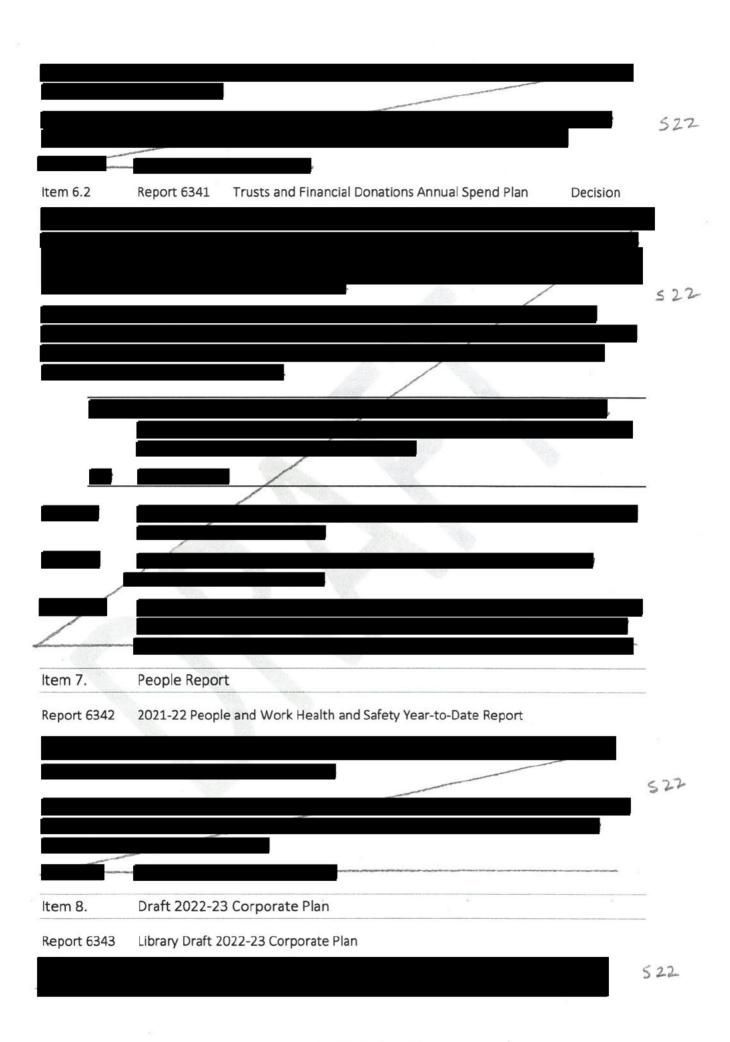
Apologies: Senator Catrina Bilyk
Mr James Stephens MP

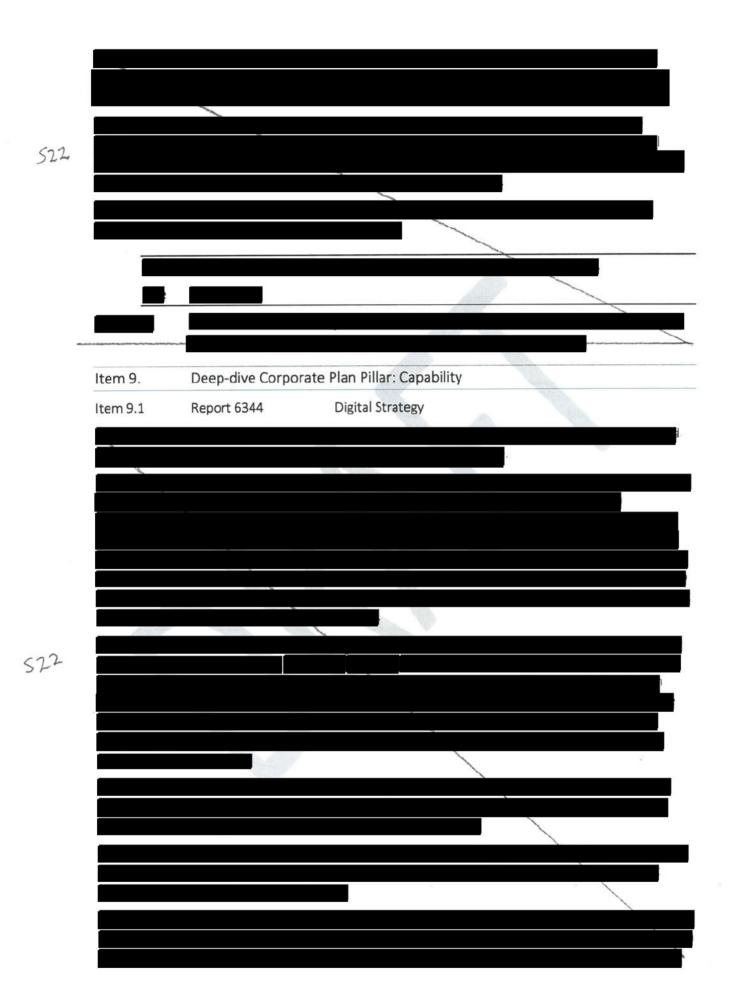
At the conclusion of Council's in-camera session the NLA Executive and other observers joined the Council. A quorum was present, and the meeting opened at 11:15am.

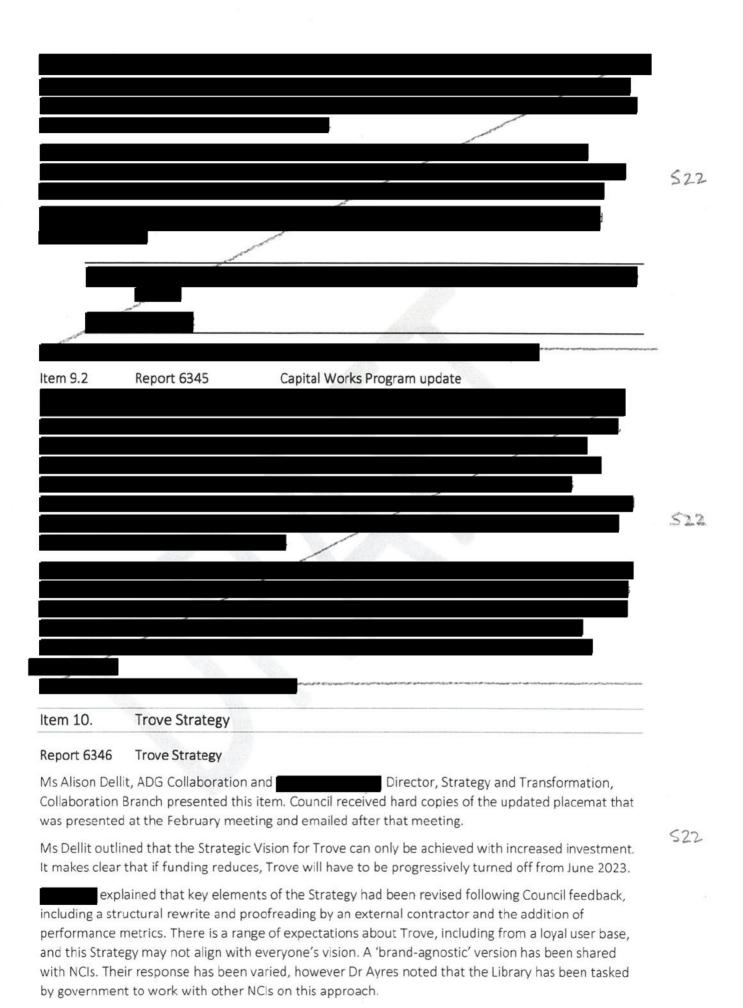
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Council gueried the primary audience for the Strategy. Ms Dellit advised that the primary audiences were internal and key stakeholders. There is a master Strategy for internal planning that includes other scenarios, and which can be adapted for other audiences.

advised that there is a segmentation model of user groups, which identifies their different sizes, characteristics and needs. The model indicates commercialisation opportunities in some segments, but this is not contained in the public document.

Council also asked how the future Trove platform would integrate with a new LMS. Ms Dellit and Mr Wong confirmed that Collaboration and Digital Branches are ensuring that enterprise architecture will be the foundation for both systems.

Council suggested adding a note to explain the user types, such as Steward, and to add examples to illustrate each role. In addition, while the Trove partners are shown by number, there could be an analysis by size of data.

Council agreed to endorse the strategy, taking account of additional notes and suggestions.

Council endorsed the draft Strategic Vision for Trove. Res 22/22 Item 11. **Engagement Strategy** Report 6347 **Engagement Strategy** Cash Reserve Drawdown Request Item 12. Report 6348 Cash Reserve Drawdown Request

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