



# 2020–21 Corporate Plan

COVERING REPORTING PERIODS 2020–21 TO 2023–24

## INTRODUCTION

On behalf of the Council of the National Library of Australia (the accountable authority), we present the National Library's 2020–21 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, Cyber Safety and the Arts.

While the Library's mission has long been to collect, connect and collaborate, the ways in which we have carried out that mission have changed dramatically. The digital era has seen creative and research practices, knowledge production and community expectations being fundamentally reshaped through the opportunities new technologies offer.

The Library has responded to and anticipated these changes, building an astounding collection, developing world-leading digital platforms, connecting with more Australians than ever before, and collaborating with other agencies to develop digital research infrastructure on which the nation relies. We are committed to continuing this proud record of service to the Australian people.

**Dr Brett Mason**  
CHAIR OF COUNCIL

**Dr Marie-Louise Ayres**  
DIRECTOR-GENERAL

## PURPOSE

In accordance with the *National Library Act 1960*, the Library collects documentary resources relating to Australia and the Australian people so that the Australian community can discover, learn and create new knowledge.

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

We ensure Australian culture and knowledge is sustained for all Australian people, now and in the future.

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

## MISSION

We collect today what will be important tomorrow.

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

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

We build capability to maximise return on the nation's investment in the Library.

# National Library of Australia 2030

The National Library is charged with preserving the nation's memory for future generations. Over the next decade, we seek to strengthen and consolidate the Library's national leadership position to achieve this mission. Over this period, we will implement a range of strategies and plans that underpin the priorities and actions articulated in our four-year Corporate Plan.

Our **Collection Strategy** and **Collection Development Policy** articulate the Library's collecting principles and priorities. They make it clear that we will build a diverse national collection representative of our rich multicultural society, through nurturing long-term community relationships. Overseas collecting, including from Asia, will reduce over this period.

Our **Communications and Digital Community Strategy** will inform and guide our engagement with Australian communities, researchers, scholars, and stakeholders—whether in physical or digital spaces.

Our **Trove 2030 Collaborative Strategy** will guide our work with partners to provide digital access to Australian collections for metropolitan, regional and remote communities. Complementing this work, a **Digital Access to Collections Strategy** is being developed to guide the Library's digitisation priorities so as to serve the broadest possible cross-section of Australian society.

Funding raised under the Library's ambitious ten-year **Philanthropy Strategy**, supported by substantial government seed funding, will accelerate digitisation of Australia's cultural heritage so that more Australians have more digital access to more collections by 2030.

Our **Collection Storage Masterplan 2019–25** is the foundation document for preserving one of our nation's most important assets—our national collection. From 2025 the Library will need more storage space to house and protect its physical collection, which grows at a rate of 2.5 linear kilometres each year.

Our **Technology Infrastructure Strategic Plan** and **Technology Roadmap** will position the Library to meet Australians' future needs by developing critical digital storage infrastructure. We need to accommodate the increasing volume and complexity of digital materials, including social media, apps and internet sites created and used by Australians everywhere, every day.

We are simultaneously developing a ten-year **National Culture Cloud Strategy** that has the potential to combine new funding with the Library's past investment in Trove to radically transform Australians' access to digital collections.

The Library has undertaken a comprehensive restructure process in 2019–20. Over the life of this Corporate Plan, we will implement our **Blueprint organisational design** to bring our 2030 strategic aspirations to life.



# Collect

We collect today what will be important tomorrow.

## PRIORITIES

Enable Australians to understand their diverse social, cultural and intellectual histories by collecting and preserving Australian publications for current and future generations.

Build a rich, culturally and linguistically diverse collection of Australian pictures, manuscripts and oral histories, enlivening the national story with the unique voices and viewpoints of individuals and organisations.

Selectively collect overseas resources to enhance understanding of the Asia-Pacific region, with a curatorial focus on Indonesia, China, Timor-Leste and the Pacific.

## ACTIONS

Implement the Library’s Collecting Strategy 2020–21 to 2023–24 and Collection Development Policy to build a collection that reflects the full diversity of Australian society.

Expand digital collecting, including through enhancement of the National edeposit service (a National and State Libraries Australia partnership that builds, preserves and provides access to a shared collection of Australian digital publications), our web archiving infrastructure and our social media collecting capability.

Increase and improve the representation of Indigenous and culturally and linguistically diverse communities in the collection, through consultative approaches to acquisition and description.

## PERFORMANCE

2020–21	2021–22	2022–23	2023–24
30,000 Australian published works collected, including digital	# of Australian published works collected, including digital <sup>^</sup>	# of Australian published works collected, including digital <sup>^</sup>	# of Australian published works collected, including digital <sup>^</sup>
# of Australian unpublished works collected, including digital <sup>^^</sup>	# of Australian unpublished works collected, including digital <sup>^^</sup>	# of Australian unpublished works collected, including digital <sup>^^</sup>	# of Australian unpublished works collected, including digital <sup>^^</sup>
# of overseas works collected, including digital <sup>^^</sup>	# of overseas works collected, including digital <sup>^^</sup>	# of overseas works collected, including digital <sup>^^</sup>	# of overseas works collected, including digital <sup>^^</sup>
Qualitative evaluation of the relevance of the collection to researchers  TARGET GROUP: Historians of Australia	Qualitative evaluation of the relevance of the collection to researchers	Qualitative evaluation of the relevance of the collection to researchers	Qualitative evaluation of the relevance of the collection to researchers

<sup>^</sup> Target is equivalent to or greater than previous year.

<sup>^^</sup> No target is set. Trend data will reflect end of year acquisition outcomes.

# Connect

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

## PRIORITIES

Extend national reach and engagement, increasing the number and diversity of Australians who engage with national collections.

Curate engaging onsite and digital experiences that delight, inspire and nourish Australians’ curiosity about the nation’s past, present and future.

## ACTIONS

Expand Trove’s audience, including among students and diverse communities, and increase the visibility of digital collections from organisations large and small.

Expand engagement with linguistically and culturally diverse communities through delivery of high-quality learning experiences and outreach programs, via a wide range of platforms and delivery mechanisms, for Australians of all ages.

Implement the Library’s first Reconciliation Action Plan in 2020–21, including establishing an Indigenous Engagement Section to support genuine and respectful engagement and connection with First Nations people.

Continue the Library’s ten-year Philanthropy Strategy, leveraging government seed funding to partner with members of the community who share our goal of transforming access to Australian culture, especially through large-scale collection digitisation.

## PERFORMANCE

2020–21	2021–22	2022–23	2023–24
19 million online engagements with the Library	# of online engagements with the Library <sup>^</sup>	# of online engagements with the Library <sup>^</sup>	# of online engagements with the Library <sup>^</sup>
230,000 onsite engagements with the Library	# of onsite engagements with the Library <sup>^</sup>	# of onsite engagements with the Library <sup>^</sup>	# of onsite engagements with the Library <sup>^</sup>
% change in use of the digital collection <sup>^^</sup>	% change in use of the digital collection <sup>^^</sup>	% change in use of the digital collection <sup>^^</sup>	% change in use of the digital collection <sup>^^</sup>
Qualitative evaluation using case studies of the value of the collection and services  TARGET GROUP: Trove user community	Qualitative evaluation using case studies of the value of the collection and services	Qualitative evaluation using case studies of the value of the collection and services	Qualitative evaluation using case studies of the value of the collection and services

<sup>^</sup> Target is equivalent to or greater than previous year.

<sup>^^</sup> No target is set.

# Collaborate

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

## PRIORITIES

Consolidate the Trove partnership base to expand and deepen Trove content and infrastructure, increasing Australians’ opportunities to engage with national collections.

With National edeposit in place from May 2019, explore further opportunities to share national-scale collection, storage, preservation and access to digital heritage.

## ACTIONS

Extend the Trove partnership model to include non-library sector organisations stewarding unique Australian collections.

Develop a strategic plan for national digital infrastructure that builds on the strengths of the redesigned Trove, champions the need for an effective national solution for our national digital culture and supports the efficient delivery of Trove Collaborative Services.

Lead a collaborative design approach to the future of national web and social media archiving infrastructure, and represent Australia’s interests and achievements as a leading member of the International Internet Preservation Consortium.

## PERFORMANCE

2020–21	2021–22	2022–23	2023–24
90% of stakeholders identify the Library as a trusted leader, collaborator and/or partner <sup>^</sup>	% of stakeholders that identify the Library as a trusted leader, collaborator and/or partner <sup>^</sup>	% of stakeholders that identify the Library as a trusted leader, collaborator and/or partner <sup>^</sup>	% of stakeholders that identify the Library as a trusted leader, collaborator and/or partner <sup>^</sup>
# of partnerships that the Library engages in annually <sup>^^</sup>	# of partnerships that the Library engages in annually <sup>^^</sup>	# of partnerships that the Library engages in annually <sup>^^</sup>	# of partnerships that the Library engages in annually <sup>^^</sup>
Qualitative evaluation using results of stakeholder/partner case studies or surveys	Qualitative evaluation using results of stakeholder/partner case studies or surveys	Qualitative evaluation using results of stakeholder/partner case studies or surveys	Qualitative evaluation using results of stakeholder/partner case studies or surveys
TARGET GROUP: Trove collaborative partners in non-metropolitan areas			

<sup>^</sup> Target is equivalent to or greater than previous year.

<sup>^^</sup> No target is set.

# Capability

We build capability to maximise return on the nation’s investment in the Library.

## PRIORITIES

Maintain and preserve the Library’s heritage-listed building and national collections, and secure funding to meet our ongoing physical storage needs.

Ensure the Library’s technology infrastructure and capabilities are sustainable and affordable, trusted and secure, resilient and highly reliable.

Maintain and develop very high levels of domain expertise, which are essential to achieving all the Library’s institutional and national ambitions.

Develop capability to modernise our work practices, responding flexibly and innovatively to the changed and changing nature of our work, with a special focus on developing a culturally competent workforce capable of sensitively engaging with Indigenous people and communities.

Sustain and enhance national services provided by the Library, underpinned by a full cost-recovery model.

## ACTIONS

Identify and secure funding for long-term storage solutions, as part of the Library’s Collection Storage Master Plan 2019–25.

Implement the Library’s significant capital works program—including replacing the heating, ventilation and air-conditioning system and heritage copper roof—and secure funding for further key projects.

Develop capability to modernise our work practices.

Implement our organisational redesign, including implementing and maintaining an Indigenous cultural competency program.

Update and continue implementing the Technology Roadmap, addressing the Library’s application portfolio, infrastructure, disaster recovery and cybersecurity.

Continue to harden the Library’s systems against malicious cybersecurity attacks that threaten our digital documentary heritage.

Deliver streamlined workflows and tools to support acquisition, management and description of collection material.

Develop contemporary business models to reduce the gap between expenses and revenue in cost-recovery services.

Review the Library’s international engagement portfolio to strengthen our ability to learn from others, share knowledge for mutual benefit, and lead in our acknowledged areas of excellence.

## PERFORMANCE

2020–21	2021–22	2022–23	2023–24
75% of Library staff complete Indigenous cultural competency program	% of Library staff complete Indigenous cultural competency program <sup>^</sup>	% of Library staff complete Indigenous cultural competency program <sup>^</sup>	% of Library staff complete Indigenous cultural competency program <sup>^</sup>
Maintain cybersecurity maturity levels against national standards	Maintain cybersecurity maturity levels against national standards <sup>^</sup>	Maintain cybersecurity maturity levels against national standards <sup>^</sup>	Maintain cybersecurity maturity levels against national standards <sup>^</sup>
99.5% availability of National Library and Trove websites in supported hours	% availability of National Library and Trove websites in supported hours <sup>^</sup>	% availability of National Library and Trove websites in supported hours <sup>^</sup>	% availability of National Library and Trove websites in supported hours <sup>^</sup>

<sup>^</sup> Target is equivalent to or greater than previous year.

<sup>^^</sup> No target is set.

# Operating Context

The Library is respected as a national and international leader in the sector. We create public value by increasing economic, social and intellectual wellbeing.

We contribute to government priorities, including:

- a cohesive and inclusive society
- a strong digital economy
- excellence in research and the arts
- protection of cultural heritage
- public access to, and participation in, arts and culture in Australia.

Everything we do is guided by our organisational values. We are:

- respectful and inclusive
- responsive to individual and community needs
- ambitious, and internationally recognised for our digital innovation
- tenacious, pursuing priorities over the very long term
- accountable for the community's investment in our work.

## EXTERNAL ENVIRONMENT

External factors influence the Library's operating environment and have a significant impact on our operations. This has been clearly demonstrated in the first half of 2020. We are strengthening our preparedness and capacity to adjust and respond to environmental shocks.

Forces and trends in our external operating environment that strongly influence our work include the following factors.

**Changing Australian society and economy**, especially in relation to:

- the dynamism of production environments for new creative works and knowledge
- the inherent complexity of capturing these works for posterity
- the diversity of the Australian population
- an increasing hunger for high-quality Australian content, available to all
- the inevitable economic adjustments resulting from COVID-19.

**Technology expansion and disruption**, particularly the need to sustain the skills and infrastructure to manage, preserve and provide access to Australia's digital culture and to non-Australian resources available from overseas providers. This will require significant investment and sustainable new national partnerships.

**Cyber threats** and the need for robust cybersecurity systems to mitigate the risk of cyberattacks.

**Natural environmental forces**, especially:

- the consequences and ongoing risks of climate change for our collections and communities
- the impacts of pandemics on the safety of our patrons, our staff, and our ability to serve.

**Public trust in institutions**, which has declined in recent years. The need for authentic and trusted sources of information is now critical to our understanding of ourselves and our place in the world. The Library is pursuing increased use of, and engagement with, the collection, which must be authentic, perpetual, reusable and accessible to all Australians.

The Library continues to work proactively to mitigate the negative impact of these factors and to respond to the opportunities that external disruptions and trends can provide. We have varying levels of influence over external factors and how we respond to them.

**COOPERATION**

The Library has a leadership position that is unique among Australian cultural institutions and in the international context.

Over the last four decades, we have collaborated with libraries across all states and territories and all levels of government. In the last two decades we have led the way in:

- exposing diverse and growing digital collections managed and delivered online by galleries, libraries, archives and museums; Australian state and territory government departments; and research repositories

- acquiring, preserving and enabling access to born-digital publications—books, journals, music, maps, websites—in partnership with state and territory libraries
- digitising, managing and delivering textual materials—newspapers, books, journals, gazettes—at scale.

In addition, the Library’s collaborative services enable readers and researchers to locate and request copies of non-Australian resources held by international libraries.

The Library’s cooperative approach goes far beyond networks, knowledge sharing and shared policies. We actively pursue co-investment partnerships to deliver effective national solutions in an environment of increasing content volume, greater audience demand, constrained resources and new digital technologies. These partnerships are resulting in changing models of stewardship and responsibility for different parts of the national collection.

As a highly trusted provider of historical and contemporary resources, the Library makes a major contribution to research, education, digital and data literacy agendas. We take a lead role in research infrastructure discussions relating to cultural collections, and are committed to working with partners to provide access to large-scale

**LIBRARY SPAN OF INFLUENCE OVER ENVIRONMENTAL FACTORS**

Greater Influence	Partial Influence	Lesser Influence
Collecting policies and practices	Volume and complexity of incoming unpublished content	Volume of incoming Australian published works
Attributes of our national collection—significance, uniqueness, social impact, cultural value	Collecting activities that are conducted in partnership with others	Volume, speed and variety of emerging content forms in scope for the collection
Investment and governance models underpinning collaborative services	Relationships with partners and stakeholders	Changes to goals and priorities of National and State Libraries Australia and other partners
Investment priorities within our funding envelope	Own-source revenue inflows via cost-recovery and philanthropy activities	Impacts of COVID-19—budget impacts, economic impacts affecting revenue flows, and changed service expectations
Compliance with statutory obligations	Volume and type of content that is digitised	Constrained fiscal environment and budget allocation
	Collaboration with Australian research and education sector	
	Contribution and value to government and the community	



digital collections for data-intensive research. Developing consistent standards, workable governance and up-front investment have been successful strategies to date. However, as the Library sits outside the research sector and its funding frameworks, our ability to take this work forward is entirely dependent on decisions the sector makes about where and how its investments should be focused.

### ORGANISATIONAL CAPABILITY

The Library's workforce and technology capabilities enable us to deliver on our mission to collect, connect and collaborate in a dynamic environment.

We steward an iconic heritage-listed building which serves both as a repository for our massive collection asset and as the delivery hub for our onsite and online services. Sustaining the building is essential to sustaining our core mission.

The Library's Information Technology Strategic Plan and Technology Roadmap are keys to achieving our ambition to deliver a twenty-first-century digital library for Australians, to sustain our digital operations and to ensure that our technology infrastructure and capability is responsive, sustainable and affordable, trusted and secure, resilient and highly reliable.

Our workforce is highly skilled, with deep sector knowledge and specialist skills. Its demographic character broadly reflects that of the wider Australian Public Service, 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. Of our staff, 3.3 per cent identify as Indigenous Australian.

### FINANCIAL RESOURCES

We acknowledge the heightened national and global economic uncertainty caused by COVID-19 and the impact that this may have on the Library's annual budget and external revenue streams. We seek to secure ongoing financial sustainability to maintain critical national infrastructure, fund digital innovation, care for the Library's heritage building and provide new physical storage solutions.

The Library is serving a growing and increasingly diverse community, and simultaneously collecting from a richer and technically more complex field of documentary heritage. This is increasingly difficult with base appropriation declining over many years. We continue to make difficult service reduction decisions in some areas, as well as striving to achieve efficiency in all that we do.

We remain committed to our ambitious philanthropy campaign to increase the percentage of our collection that is available online. However, we will need to source new revenue streams if we are to continue to deliver national services. Maintaining Trove in a context of decreasing ongoing appropriation and limited opportunities to achieve full cost recovery through partnerships remains a challenge.

Reduced funding for partner institutions, expected to be exacerbated as a result of COVID-19, affects the Library's ability to continue to support services. Over the course of this plan, we will continue working with organisations that see value in using our digital collecting, digitisation and delivery capability, ensuring that charges reflect the costs of storing, managing and delivering content over the very long term.

We face significant risks in meeting our responsibility to care for a significant Commonwealth asset—the Library's \$1.3 billion collection—if resourcing is not secured. In addition to the Commonwealth-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 critical action in this plan. Within the life of this plan, the Library needs to either secure additional physical storage or explore other options for how to accommodate its growing physical collection. Equally important is the continuing challenge of sourcing funding for significant capital works that remain partially funded. These include replacement of the Library's heating, ventilation and air-conditioning system, which has reached the end of its life.

# 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 fraud, legal, compliance, security and cybersecurity risks.

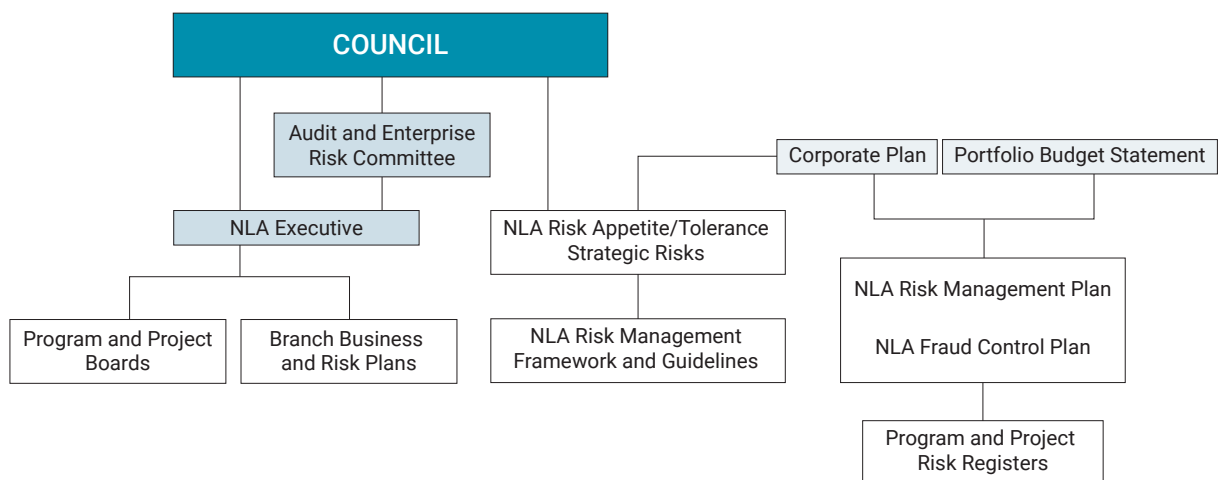
Implementation of the Library’s Risk Management Framework (refreshed in 2019–20) is delegated to the Director-General and the Executive. All staff are responsible for the day-to-day management of risk, and are collectively accountable for identifying, monitoring and managing strategic and operational risk.

The Library promotes a positive risk management culture, with managers and staff participating in the identification, assessment, planning and management of risks and opportunities. Staff are encouraged to review and report on risks according to assessed risk and the Library’s risk appetite, escalating risks as required.

During the life of this Corporate Plan we will:

- further embed the Risk Management Framework, and move to centralised and consistent risk-reporting practices across the Library
- enhance our enterprise-wide risk lens, embedding risk appetite and tolerance in risk identification, management and reporting across the Library
- further develop our capability and capacity to manage risk, and capture opportunity, at all levels across the Library, by providing education and awareness programs.

## RISK PLANNING AND MANAGEMENT IN THE LIBRARY



## STRATEGIC RISKS

We have identified key strategic risks relating to the four pillars of the Library’s work. The following table describes the challenges associated with those risks, and how we will manage them.

### KEY STRATEGIC RISKS, CHALLENGES AND MANAGEMENT APPROACHES

Key Strategic Risks	Challenges	Management Approach
<b>COLLECT</b>		
<b>We do not collect today what will be important tomorrow.</b>	<p>The published and unpublished record of Australian society is increasingly complex, reflected in diverse forms of digital and physical content, from social media to digital archives.</p> <p>We need specialist skills and infrastructure if we are to collect and manage them.</p>	<p>Use National edeposit for efficient digital collection of new Australian publications.</p> <p>Use the Collecting Strategy and Collection Development Policy to focus and guide our approach to collecting items of national significance and increasing the diversity of the collection and its representation of the Australian community.</p> <p>Strengthen our collection and digital capability (a key driver of our organisational redesign).</p>
<b>We do not preserve and store our collections—both digital and physical.</b>	<p>Our physical and digital collections continue to grow and we need to ensure adequate storage now and into the future.</p> <p>Collection material, both digital and physical, can deteriorate over time, with additional technological obsolescence challenges for digital collections.</p> <p>Preservation and preventive conservation programs require adequate resourcing to ensure we can preserve our collections and deliver them to readers with full functionality.</p>	<p>Maintain offsite storage lease arrangements to meet requirements until 2025.</p> <p>Develop a business case and funding proposal to secure storage solutions post 2025.</p> <p>Continue to highlight the Library’s need for capital funds to government.</p>
<b>CONNECT</b>		
<b>We do not adjust to our changing environment.</b>	<p>Our social, political, cultural and funding environment is increasingly dynamic.</p> <p>In order to respond to the changes and to lead in our field, fulfilling our national role, we must have capabilities in systems, people, funding and organisational design to ensure that we anticipate change and embrace new thinking in our forward planning.</p>	<p>Increase agility, flexibility and organisational resilience (a key driver of our organisational redesign).</p> <p>Led by Council, develop the 2030 sustainability plan and funding case for support.</p> <p>Monitor and assess emerging national and international trends to improve Library practices and to build capability.</p> <p>Upgrade content description practices using artificial intelligence for automated description and workflow improvements.</p>

Key Strategic Risks	Challenges	Management Approach
<p>We do not meet our mandate to provide access to, and connect people, with our collections.</p>	<p>We need to keep abreast of and continue to develop content delivery systems for physical and digital collections.</p> <p>We need to collect from across all communities in Australia, and develop knowledge and capability to continuously improve delivery systems.</p>	<p>Strengthen our digital presence, digital collection and digital delivery methods, while maintaining and improving our physical collection and delivery systems.</p> <p>Use the Collecting Strategy and Collection Development Policy to embed collection practices that reflect the diversity and breadth of the Australian community.</p> <p>Measure use of and engagement with existing and new digital resources.</p>
<b>COLLABORATE</b>		
<p>We do not earn the confidence and trust of our stakeholders.</p>	<p>Our reach and role is national and this is sustained by our collaborations, partnerships, and commercial agreements with a range of stakeholders.</p> <p>Our ongoing ability to manage stakeholder relationships effectively, and to retain the confidence and trust that government and Library users have in the Library is key to our success.</p>	<p>Survey key partners and stakeholders on a cyclical basis to understand their needs and views on the Library and its collection and services.</p> <p>Participate in key stakeholder forums and collect data on use of our national infrastructure.</p> <p>Implement the Communications and Digital Community Strategy 2020–23.</p> <p>Improve external communication and stakeholder engagement (a key driver of our organisational redesign).</p>
<b>CAPABILITY</b>		
<p>Our governance and accountability systems are not agile and resilient, nor suited to the Library’s operating environment.</p>	<p>We require agile and resilient internal governance systems and work practices to ensure we can utilise the full capacity of our workforce, assess risks and opportunities, manage decision-making, deliver programs and projects effectively and provide assurance in relation to all our operations.</p>	<p>Implement the Technology Roadmap, addressing our application portfolio, infrastructure, disaster recovery and cybersecurity.</p> <p>Invest in governance systems, workforce capacity and resource management practices (a key driver of our organisational redesign).</p> <p>Report on program management to Council and to government.</p> <p>Engage regularly with regulators and central agencies to improve practices and ensure compliance.</p>

## RISK APPETITE AND TOLERANCE

The Library has an open and proactive approach to managing risk. We have established upper and lower risk appetite limits for each of the identified six main categories.

### APPETITE RANGE AND GUIDANCE FOR MANAGING SIX CATEGORIES OF RISK

Risk Category	Appetite Range				Guidance
<b>Safety and security</b> Cyber and physical security; workforce and public safety	Averse	Cautious	Accepting	Open	The Library has a low tolerance for risk to the security and safety of its collections, information and systems, and to the health and safety of its workforce and visitors.
<b>Assets</b> Our collection, facilities, information and reputation	Averse	Cautious	Accepting	Open	The Library has a low tolerance for risk to the security and safety of its collections. The Library accepts use of our assets to increase our profile and support fundraising. The Library will take a broad interpretation of collections to enhance the documentary record of Australian history and society.
<b>Service delivery and business continuity</b> The reliability of the systems that underpin our service delivery, and assurance of their continuity	Averse	Cautious	Accepting	Open	The Library has a lower risk tolerance for continuity of onsite services and availability of its digital services. The Library has a higher risk appetite for innovative approaches to service delivery that reflect changes in user expectations and drive community access to, and engagement with, the national collection.
<b>Resource and stakeholder management</b> Our ongoing resourcing, efficient allocation of resources, and key stakeholder relationships	Averse	Cautious	Accepting	Open	The Library has lower tolerance for risk of damage to strategic relationships. The Library accepts that complaints regarding service delivery and operating models may occur, and will respond and amend practice as required. The Library is open to new fundraising models.
<b>People and performance</b> Our alignment of effort with strategy and engagement of staff	Averse	Cautious	Accepting	Open	The Library has lower risk tolerance for poor workplace behaviours and poor management of workforce and capability. The Library accepts the use of a contingent workforce and is open to innovative technical solutions and work practices.
<b>Governance and compliance</b> Our governance frameworks and compliance	Averse	Cautious	Accepting	Open	The Library aims for full compliance with statutory obligations but accepts there will be compliance breaches from time to time, which will be actively monitored and managed. All decision-making must be lawful and ethical.