



2019–20 Corporate Plan

COVERING REPORTING PERIODS 2019–20 TO 2022–23

INTRODUCTION

On behalf of the Council of the National Library of Australia (the accountable authority), we present the National Library's 2019–20 Corporate Plan, as required under paragraph 31(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 Library's Corporate Plan expands on the information contained in the 2019–20 Portfolio Budget Statements.

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

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 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 others 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—now and in the future—can discover, learn and create new knowledge.

VISION

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.

Collect

We collect today what will be important tomorrow.

ENVIRONMENT

The Library's collection reflects the community's hybrid approach to producing creative works and new knowledge. Early assumptions that digital would supplant physical books and other collection types have proven entirely false; the Library must simultaneously acquire physical and digital material, and sustain the skills and infrastructure to manage, preserve and provide access to both.

The Library has focused on building efficient and highly automated digital collecting systems and has continuously refined workflows to fulfil its collecting mandate in this complex environment. We are intentionally shifting our collecting practice from physical to digital where this is possible and more efficient.

Challenges to fulfilling the Library's collecting mandate include:

- the continuing growth, by 2.5 linear kilometres each year, of the Library's physical collection, requiring urgent investment in new storage facilities
- the increasing size and complexity of the Library's digital collection, requiring significant scaling of infrastructure and workflows
- the need for specialist skills, infrastructure and new investment for life-cycle management and long-term preservation as we shift to a greater focus on collecting digital content, especially dynamic social media content.

PERFORMANCE

| 2019–20 | 2020–21 | 2021–22 | 2022–23 |
|---|--|--|--|
| 30,000 Australian published works collected, including digital | # of Australian published works collected, including digital [^] | # of Australian published works collected, including digital [^] | # of Australian published works collected, including digital [^] |
| # of Australian unpublished works collected, including digital ^{^^} | # of Australian unpublished works collected, including digital ^{^^} | # of Australian unpublished works collected, including digital ^{^^} | # of Australian unpublished works collected, including digital ^{^^} |
| # of overseas works collected, including digital ^{^^} | # of overseas works collected, including digital ^{^^} | # of overseas works collected, including digital ^{^^} | # of overseas works collected, including digital ^{^^} |
| Qualitative evaluation of the relevance of the collection to researchers TARGET GROUP: FAMILY AND COMMUNITY HISTORIANS. | 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 |

[^] Target is equivalent to or greater than previous year. ^{^^} No target is set. Trend data will reflect end of year acquisition outcomes.

PRIORITIES

Build a comprehensive collection of Australian publications so that Australians—now and in the future—can participate fully in the creative and knowledge economies, using Australian content.

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

Collect works from overseas, particularly Asia and the Pacific, that enrich the Australian community's understanding of its place in the region.

ACTIONS

Negotiate and implement new storage arrangements to meet critical short-term collection housing needs identified in the Library's Collection Storage Master Plan 2019–25, and initiate planning for medium- to long-term storage requirements.

As a member of the National edeposit collaborative partnership, engage with publishers and lead collecting initiatives to build a rich national collection of digital publications.

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

Connect

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

ENVIRONMENT

Australians from all walks of life and diverse cultural backgrounds, and with interests ranging across family, community, professional and academic research, exhibit a great appetite for Australian stories, and especially for more digital content. They relish opportunities—in both physical and digital realms—to produce new knowledge and learn from others, and expect their institutions to enable their research and learning. In a digital environment in which lines between content creators and consumers are blurred, and in which revenue streams for authors are becoming fewer, the Library must always balance rights of access with the legitimate rights of creators.

The Library's digital innovation makes Australian collections accessible from all corners of the world. Through Trove, we connect communities with cultural collections—both ours and our partners'—around the country. Australians use these collections to:

- recover local history
- bring families together
- strengthen language and community
- open the home to new knowledge and ideas
- create world-leading research.

The Library seeks to build a significant and sustainable philanthropic revenue stream to digitise the most important, impactful and unique areas of its collection, and to make them accessible to Australians everywhere through Trove. The Treasured Voices campaign will ensure a truly national library that removes geographical, economic and other barriers, and connects all Australians with their stories. The Australian Government is supporting this ambition by

PERFORMANCE

| 2019–20 | 2020–21 | 2021–22 | 2022–23 |
|---|---|---|---|
| 19 million online engagements with the Library | # of online engagements with the Library [^] | # of online engagements with the Library [^] | # of online engagements with the Library [^] |
| 370,000 onsite engagements with the Library | # of onsite engagements with the Library [^] | # of onsite engagements with the Library [^] | # of onsite engagements with the Library [^] |
| % increase in use of the digital collection ^{^^} | % increase in use of the digital collection ^{^^} | % increase in use of the digital collection ^{^^} | % change in use of the digital collection ^{^^} |
| 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 | Qualitative evaluation using case studies of the value of the collection and services |

[^] Target is equivalent to or greater than previous year. ^{^^} No target is set.

PRIORITIES

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

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

ACTIONS

With the National Museum of Australia and the Australian National Maritime Museum, launch the digital platform Horizons and Reflections: Endeavour 250 to support community engagement and access to collections around the 250th anniversary of James Cook's Pacific voyages.

Implement a new fundraising strategy and leverage government funding to increase and enhance access to the Library's collections through the Treasured Voices campaign.

Deliver a renewed Trove, with refreshed branding and user experience.

Implement the Library's first Reconciliation Action Plan.

Deliver high quality learning experiences for Australians of all ages, through a wide range of platforms and delivery mechanisms.

providing \$10 million over four years starting from 2019–20 to leverage philanthropic contributions.

Challenges to the Library's aim to connect with many communities include:

- increasing community expectations about the volume of collection material that can be delivered online and free of charge
- the need to balance investments between existing services and new initiatives that enable more Australians to connect with their stories.

Collaborate

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

ENVIRONMENT

In an environment of increasing collection volumes, increased audience demand, constrained resources and new digital opportunities, Australia's cultural institutions must collaborate to achieve efficiencies and create value. Infrastructure to support development, preservation and discovery of national collections is increasingly shared—including through Trove—leading to changing models of stewardship and responsibility for different parts of the national collection.

The Library has decades of experience delivering valued national collaborative services. Nonetheless, a major challenge will be to balance future investment in these services with the Library's mission to Collect and Connect.

Particular challenges include:

- the need to maintain Trove in a context of reducing ongoing appropriation and limited opportunities to achieve full cost recovery through partnerships
- poor alignment of research infrastructure models and partnerships, which prevents the Library from meeting new research demands for access to large-scale digital collections for data-intensive research.

PERFORMANCE

| 2019–20 | 2020–21 | 2021–22 | 2022–23 |
|--|---|---|---|
| 90% of stakeholders identify the Library as a trusted leader, collaborator and/or partner [^] | % of stakeholders that identify the Library as a trusted leader, collaborator and/or partner [^] | % of stakeholders that identify the Library as a trusted leader, collaborator and/or partner [^] | % of stakeholders that identify the Library as a trusted leader, collaborator and/or partner [^] |
| Qualitative evaluation using results of stakeholder/partner case studies or surveys TARGET GROUP: NSLA LIBRARIES | 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 is equivalent to or greater than previous year.

PRIORITIES

In partnership with state and territory libraries through the National and State Libraries Australia (NSLA) network, build a comprehensive collection reflecting Australia's published digital record, sharing investment and responsibility for developing, preserving and providing access to these publications. With National edeposit—the shared service to build this collection—in place from May 2019, explore further opportunities to share national-scale collection, storage and preservation of other forms of digital heritage.

In partnership with the galleries, libraries, archives and museums (GLAM) and research sectors, expand and enhance Trove to increase Australians' opportunities to engage with digital collections.

ACTIONS

Implement the first year of the new Trove governance and business model, and grow the Trove partnership base.

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

Collaborate with partners in the Pacific region to improve knowledge of and access to Pacific cultural heritage resources, contributing to the United Nations Sustainable Development Goals.

Capability

The Library builds capability to maximise return on the nation's investment. Our capability is what enables us to deliver on our mission to collect, connect and collaborate. Our people, technology, national leadership and financial resources drive significant benefits for the Australian people. Within the Australian Government accountability framework, we manage strategic and operational risks to sustain our public value. In an era of declining trust in public institutions, the Library is maintaining, and strengthening, its role as a trusted knowledge institution.

PEOPLE

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.

The Library's workforce is highly skilled, with deep sector knowledge. Its demographic character broadly reflects that of the wider Australian Public Service, but with a slightly older workforce, and a higher proportion of women (including 70 per cent of senior executive staff) and people who identify as having a disability or as being from a non-English-speaking background. Of our staff, 2.5 per cent identify as Indigenous.

During the course of this plan, we will clarify and strengthen our internal governance structures, and focus our training and development investment in core capability requirements:

- project and program management skills
- Indigenous cultural competency
- ability to effectively communicate the value of the Library's work to a range of funding partners
- digitally enabled work practices
- financial and budget management skills
- commercial competence in a cost-recovery context.

FACILITIES

The Library's main building in the Parliamentary Triangle is the centre of its operations, housing reading rooms, public spaces, all staff, most of its physical and digital collections, and the server room that delivers its digital services. The building is Commonwealth Heritage Listed and is maintained through careful allocation of available funds and in accordance with a detailed Conservation Management Plan.

The Library will review options for managing its ageing heating, ventilation and air-conditioning systems—assessing long-term requirements and planning work to fit available budgets. We will also explore options for replacing our windows, taking into careful consideration the major heritage and cost implications. In 2019–20 the Library will undertake an asbestos remediation project with funding allocated in the 2019–20 Federal Budget.

The Library owns or leases two collection repositories in Canberra, in addition to the main building. Through judicious consolidation of collections, we have deferred the need for new collection storage by several years. However, the Library has now exhausted the available free collection storage space and, by 2020, will be unable to adequately store new Australian publications. Over the life of this plan, the Library must simultaneously find and fund extra storage to manage urgent short-term needs, and prepare a business plan exploring offsite storage options and funding opportunities for the significant storage needs predicted from 2025.

TECHNOLOGY

The Library delivers digital services, and operates national infrastructure for the GLAM and research sectors, underpinned by significant investment in technology and capabilities. The Library's Information Technology Strategic Plan sets out the goals and outcomes required to sustain these digital operations. The Library's Technology Roadmap provides the framework for ensuring that its technology infrastructure and capabilities are responsive; sustainable and affordable; trusted and secure; and resilient and highly reliable.

To ensure its digital operations are sustainable and to meet rapidly evolving stakeholder expectations, the Library will focus on aligning business and technology strategies; continuous improvement; and innovation.

Over the next four years, the Library will explore and engage in the development of an open source library services platform to replace an end-of-life library management system that no longer meets its changing business needs. The platform will deliver services and workflows to support the acquisition, management and description of collection material.

NATIONAL LEADERSHIP

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

Over almost four decades, the Library has collaborated with Australian libraries across all states and territories,

and across all levels of government. It has delivered infrastructure that reduces the cost of managing collections and makes it possible for Australians to discover and access library materials held anywhere in the country.

The Library has led the way in:

- exposing diverse and growing digital collections managed and delivered online by GLAM institutions, Australian, state and territory government departments, and research repositories
- acquiring, preserving and enabling access to 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.

The Library makes a major contribution to the research and education agenda, especially as the cultural institution taking the lead in research infrastructure discussions and deliberations. As a highly trusted provider of authentic historical and contemporary resources, the Library also makes a major contribution to the digital and data literacy agenda.

The Library is frequently called on to provide training on or advice about descriptive standards, collection preservation and digital services to librarians from across the Asia-Pacific region. As a member of NSLA, the Library will review and refine its international activities, focusing on those that deliver lasting value to the communities in its region.

GOVERNMENT FRAMEWORK

The Library creates 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.

The Library creates value by providing onsite and digital services that support research, lifelong learning, creativity, knowledge production and cultural enrichment.

Recognising the importance of the Library's digital services, the Australian Government has provided \$16.4 million over four years starting from 2016–17 through the Public Service Modernisation Fund, primarily to upgrade digital infrastructure. In the final year of this funding, the Library will complete upgrades to critical infrastructure, digitisation of significant Australian content, improved digital engagement pathways and a new business model to assist Trove's long-term sustainability.

The Library is respected as a national and international leader in the sector. It supports government policy

objectives and helps build a strong and effective civil society by giving Australians free access to information and quality education, striving for digital inclusion, and preserving culture and heritage by contributing to soft-power diplomacy in our region and internationally.

FINANCIAL RESOURCES

Around a quarter of the Library's income comes from outside government, principally from the national services delivered on a membership-based, co-investment model centred around Trove.

The Library is committed to keeping Trove free for Australians. Open access to a vast collection of digital Australiana, used by tens of thousands of Australians every day, provides a return on investment far in excess of what could be achieved by limiting use to those who can afford to pay.

Over the course of this plan, the Library will focus on maintaining own-source revenue to support a sustainable future for national services, including Trove. This has proven to be a challenge as the libraries and cultural institutions that participate in these services are facing budgetary pressures, and valuable collections are often held and managed by very small organisations that have minimal budgets and are staffed by volunteers.

The Library will continue working with other organisations that see value in using its digitisation and delivery capability, ensuring that charges reflect the costs of storing, managing and delivering content over the very long term.

The Library's access aims have been generously supported by its donors, Patrons and Friends. We will extend these successes and transition to an ambitious new approach to philanthropy, focusing on the Library's unique value proposition: its ability to deliver high-quality digital content to all Australians, conveniently, reliably and at scale.

CHALLENGES

Despite these partnerships, philanthropic support, prudent financial management over many years, and demonstrated public value and return on investment, the Library is at high risk in relation to its ongoing financial sustainability. The Library's digital innovation—combined with its need to care for a heritage building and provision new physical storage facilities—will draw heavily on future non-collection asset budgets. With these expenses increasing further on conclusion of Modernisation funding, the Library's financial position in out-years will be under severe stress.

Significant capital requirements are either only partially funded (as is the case for the Library's Heating, Ventilation and Air-conditioning system, currently at end of life) or completely unfunded (as is the case for physical storage beyond 2020, when the Library's existing repositories will be full). If these needs are not met, the Library's ability to

grow and care for a significant Commonwealth asset—the Library's collection, valued at \$1.3 billion—is likely to soon be at significant risk.

RISK MANAGEMENT

The Library's Council, supported by the Audit and Enterprise Risk Committee, oversees enterprise risk management.

The Director-General and Executive are accountable for identifying, monitoring and managing strategic and operational risk in the Library, supported by the Library's Risk Management Framework.

The Library has a low appetite for risk around the security and safety of its collections, the health and safety of its workforce and visitors, continuity of its onsite services, availability of its digital services, and its legislative and regulatory obligations. It has a higher risk appetite for activities that drive the community's access to, and engagement with, collections, where bold, small-scale innovation can transform who uses our collections—why, when, where and how.

The Library has identified and will manage key risks relating to its three strategic priorities and capability requirements.

| Priorities | Key Areas of Risk |
|--|---|
| COLLECT We collect today what will be important tomorrow. | Unable to collect and maintain a future-focused collection of national significance Unable to reflect the diversity of the Australian community Unable to provision quality storage facilities for a growing collection |
| CONNECT We connect with communities, and connect communities with their national collections. | Unable to extend our national reach Unable to meet user expectations for world-class onsite and digital experiences Creative and research communities do not value or utilise the collection |
| COLLABORATE We collaborate with others to maximise the national impact of cultural collections. | Unable to manage stakeholder relationships effectively Unable to demonstrate value to service partners Loss of credibility and reputation as a world-class, digitally enabled library |
| CAPABILITY We build capability to maximise return on investment in the Library and its services. | Unable to leverage technologies to deliver efficiencies and sustain digital operations Unable to maximise own-source revenue to underpin financial and operational viability Unable to deploy our resources in a way that best supports our strategic priorities Unable to invest in our people and develop key workforce capabilities to sustain Library activity in the mid-term Unable to maintain our heritage building and ensure it is fit for its purpose of accommodating both collections and people Our internal governance and accountability arrangements do not support a streamlined and agile organisation using the full capacity of its workforce |