



# NATIONAL LIBRARY OF AUSTRALIA

**2017-18 CORPORATE PLAN**

Covering reporting periods 2017-18 to 2020-21



# Introduction

On behalf of the Council of the National Library of Australia (the accountable authority), we present the National Library's 2017–18 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 expands on the information contained in the 2017–18 Portfolio Budget Statements (PBS) and covers the financial years 2017–18 to 2020–21. We will report against the Corporate Plan in the annual performance statements that form part of the *National Library of Australia Annual Report*, tabled in the Parliament in October each year by the Minister for the Arts.

The Library enables, and is a participant in, the creation of knowledge. It develops, curates and preserves an astounding and diverse collection that inspires, delights and educates Australians. Through easy and efficient access to the Library's collections onsite and online, publications and engaging exhibitions and outreach

programs, and by fostering scholarship, we extend understanding of issues of contemporary significance, build strong community connections and support lifelong learning. We work collaboratively across the galleries, libraries, archives and museums sector to achieve our goals. We measure our impact through a range of quantitative and qualitative performance measures, and aim to serve Australians everywhere.

The Australian Government has recognised the national impact of the Library's digital library and allocated \$16.4 million through the Public Service Modernisation Fund to the Library over the period 2016–17 to 2019–20, to upgrade critical digital infrastructure and increase access to Australian content via Trove—an online aggregator, digital collections host and community of passionate users.

The Corporate Plan details the focus of the efforts of the staff and the Council of the National Library of Australia for 2017–18 to 2020–21. It is the principal planning and operational document that outlines the purposes and strategic priorities of the Library, and the activities to be undertaken to achieve them.



Mr Ryan Stokes  
Chair of Council



Dr Marie-Louise Ayres  
Director-General

# Purposes

The National Library of Australia was established by the *National Library Act 1960*.

The Library ensures that documentary resources of national significance relating to Australia and the Australian people, together with significant non-Australian library materials, are collected, preserved and made accessible through the Library and through collaborative arrangements with other libraries and information providers.

By offering a strong national focus in all that we do, and cooperating with others who share our goals, we support learning, creative and intellectual endeavours, and contribute to the continuing vitality of Australia's diverse culture and heritage.

The Library has three strategic priorities.

- Build the nation's memory
- Make access happen
- Lead, partner, connect and excel



# Environment

## OUR COMMUNITY

Australians have an appetite for stories, culture, knowledge and ideas from Australia, and the wider world. Australians value opportunities to encounter, debate, use and produce new knowledge. Their preferences for how they do so will evolve—but they expect digital access to be the norm.

The Library recognises that the wide availability of digital content and the ease with which Australians can access it mean there is significant competition for the time and attention of our audiences. However, the Library's experience over the last ten years is that the Australian cultural content it collects and makes available reaches new, larger and more diverse audiences every year. The Library expects to welcome a growing number of physical and virtual visitors, see significant growth in the use and re-use of online content, facilitate increasing use of its unique and rare collections, and reach diverse communities in Australia's cities and regions.

The Library will celebrate the 50th anniversary of the opening of its landmark building in 2018, and will use this event to connect even more strongly with Australians, and to better understand and anticipate community needs.

Over the period of this plan, the Library will focus particularly on building respectful relationships with Indigenous communities whose unique histories and cultures are documented in Library collections.

Deep audience engagement with Australian stories and knowledge will grow as Trove expands to include more digitised and born-digital content, and as it improves the discoverability of national collections.

Australians will continue to contribute to the public good through engagement with the national digital collection via Trove. They will add their own digital content via third-party services. Volunteers will continue to improve discoverability of resources through text correction and by adding their own knowledge for the benefit of all. They will curate and share content on diverse themes, through numerous social media services and the power of Trove's Application Programming Interface. As digital tools develop and support industrial-scale improvements to content discovery, the Library will expand its pioneering citizen engagement initiatives by offering communities new and productive ways to participate, both online and onsite.



## OUR COLLECTION

The Library's charter is to collect and preserve, in perpetuity, the nation's documentary heritage. We welcomed the implementation in 2016 of legal deposit for digital materials as this strengthens and transforms the Library's mandate.

The Library now systematically collects Australia's record of digital publishing and ensures its safekeeping.

Despite the ease with which digital content is created and distributed, the content is more vulnerable to loss, through carrier and format obsolescence, than many physical collections. Effective preservation of born-digital and digitised content is—despite intensive international standards activity over more than a decade—still a relatively new activity for organisations charged with stewarding content for the very long term. The Library is an active participant in international digital preservation activities, has implemented a digital preservation management system used by large libraries and archives around the world, and has a clear and actionable plan for preserving its digital collections.

The Library anticipates that the rate of growth of its Australian printed collections will reduce slowly as publishers move online, and material once solely collected in print will be acquired and managed in digital form.

However, the Library anticipates an increase in offers of paper-based personal, organisational and photographic archives for at least the next decade, given the extent of such material still with creators. This increase in the range and volume of material on offer will test the Library's ability to develop, describe and manage these collections as they require a high degree of curatorial activity to make them accessible.

Over the next four years, Australia's strategic, cultural and commercial engagement with countries in the Asian region will continue to evolve. With diminishing support for Asian collecting in the research sector, the Library's Asian collections are a significant national resource enabling Australians to study and understand the region.



## OUR PARTNERS

Digitisation of physical material, collection of born-digital content, and aggregation of metadata about library and cultural collections are critical to the discovery and use of these collections. The use of Trove, especially of its millions of freely available digitised newspaper pages, is evidence of this. Trove’s achievements have been built on the enduring collaboration—professional and financial—of Australia’s national, state and territory libraries and, more recently, of partners from the cultural, community, research and philanthropic sectors.

Digital infrastructure is crucial to the capacity of galleries, libraries, archives and museums (GLAM) to build digital collections and make this content accessible to, and usable by, citizens—but requires significant and ongoing investment. With National and State Libraries Australasia colleagues, the Library will continue to develop shared digital infrastructure—with sustainable funding models—for long-term collection, preservation and access to the nation’s published heritage.

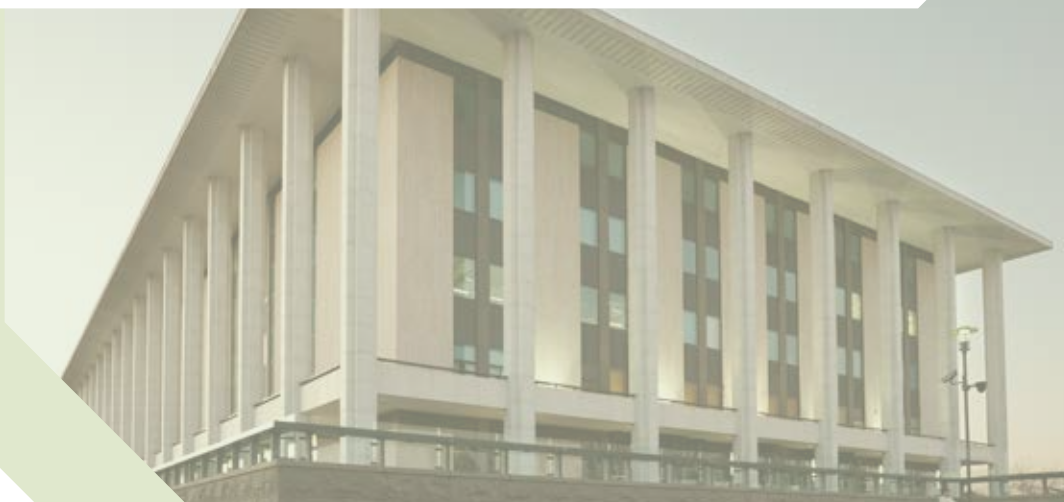
The Library’s capacity to partner with and meet the needs of libraries and the broader GLAM sector will require increased investment by institutions benefiting from shared digital solutions, and will be

influenced by jurisdictional issues and resource constraints in the sector.

The Library’s capacity to support the research sector—especially in the humanities and social sciences—will be stretched in an environment in which the Library’s role in Australia’s research infrastructure has been acknowledged in the *2016 National Research Infrastructure Roadmap*, but where fundamental governance and funding issues are yet to be resolved. The Library will continue to advocate for recognition of the importance of library infrastructure in the collection and dissemination of knowledge, the transformative impact of services such as Trove, and the critical need to make the most efficient use of scarce digital infrastructure resources.

The Library will continue to partner with other collecting institutions to support exhibitions and programs, thereby maximising the impact of investments and our reach to audiences.

The Library will also continue to partner with philanthropic individuals and organisations and with business. We seek to be alert to the opportunities to work with digital enterprises, large and small.





## GOVERNMENT FRAMEWORK

The Library creates public value by increasing economic, social and intellectual wellbeing, primarily through contributions to lifelong learning, creation of works of research and imagination, and innovation within the cultural sector. The Library's onsite and innovative digital services reach individuals and communities across metropolitan, regional and rural Australia, enabling access to national and local stories, past and present.

The Australian Government's emphasis on building Australia's potential for growth while reducing the footprint of government will require continued Library innovation to achieve efficiencies, collaborate in new ways and demonstrate value. It will also require critical evaluation of relative service value, and the cessation or reduction of some activities.

The Library has long argued that investment in digital infrastructure such as Trove is—like investment in transport and logistics infrastructure—a catalyst for economic development. The Australian Government has allocated \$16.4 million to the Library during 2016–17 to 2019–20 through the Public Service Modernisation Fund, primarily to upgrade critical digital infrastructure. This will support significantly improved access to the national collection over the period of this plan.

# Performance

The Library has developed a suite of qualitative and quantitative measures to enable assessment of its impact and achievement. These indicators will provide the Australian Government, Council, Audit Committee, stakeholders and staff with a sound overview of the Library's performance against its strategic priorities.

## BUILD THE NATION'S MEMORY

### Priorities

Enable Australians to explore and understand their diverse social, cultural and intellectual histories by collecting, describing and preserving Australian publications and unpublished collections—in print and digital forms—so that they can be enjoyed by current and future generations.

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Build a rich collection of print and digital resources that enable learning, research and understanding of the Asia–Pacific region and Australia's place in the world.

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### Focus activities in 2017–18

Leverage the Library's new digital library platform to efficiently build, manage and preserve Australia's digital documentary heritage; and ensure collecting and collection management workflows are continually improved.

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Continue and consolidate the successful implementation of digital collecting policies and systems by engaging with Australian publishers and building scale in digital collecting.

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Complete development of systems and workflows for acquiring and managing large personal, organisational and photographic archives, in paper-based and digital forms.

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Develop an applications and infrastructure roadmap to effectively integrate cloud-based collection management products with the Library's digital ecosystem.

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Replace critical storage equipment at the Library's Parkes site as it reaches the end of its useful life, and establish longer-term arrangements to accommodate collection growth beyond 2019.

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Performance measurement

2017–18	2018–19	2019–20	2020–21
<b>33,000 Australian published materials collected, including digital</b>	# of Australian published materials collected, including digital <sup>^</sup>	# of Australian published materials collected, including digital <sup>^</sup>	# of Australian published materials collected, including digital <sup>^</sup>
<b>85% of all Australian published materials collected, including digital</b>	% of all Australian published materials collected, including digital <sup>^</sup>	% of all Australian published materials collected, including digital <sup>^</sup>	% of all Australian published materials collected, including digital <sup>^</sup>
<b>Qualitative evaluation of the collection depth and breadth relative to the needs of researchers</b>	Qualitative evaluation of the collection depth and breadth relative to the needs of researchers	Qualitative evaluation of the collection depth and breadth relative to the needs of researchers	Qualitative evaluation of the collection depth and breadth relative to the needs of researchers
<b>Target group: intensive users of digital collections</b>			

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



## MAKE ACCESS HAPPEN

### Priorities

Transform Australian lives by connecting communities to their national collection through vibrant onsite and online programs and services, developed with strategic partners and harnessing new opportunities in the digital environment.

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Build respectful relationships with Indigenous communities, connecting communities with collections relating to their rich and continuing cultural heritage.

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Facilitate and participate in the creation of new knowledge and works of imagination.

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### Focus activities in 2017–18

Implement projects supported through the Public Service Modernisation Fund to:

- deliver the first tranche of new aggregated and digitised content;
  - update Trove delivery, discovery and engagement services to enhance user engagement with the Library's content by exploring emerging digital channels and platforms; and
  - review and improve business continuity, disaster recovery and cybersecurity capabilities.
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Appoint an Indigenous Curator to strengthen connections between Indigenous communities and Library collections that document their continuing and vibrant culture.

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Use the 50th anniversary of the opening of the Library building to engage the Australian community with the Library's collections and services.

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Develop a major exhibition and associated public programs for delivery from August 2018, to generate broad public discussion about Captain James Cook and his voyages of exploration.

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With the Library's Foundation Board, seek philanthropic donations to support the Library's research fellowships and scholarships program for 2018–19 to 2020–21.

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Participate in, and influence governance and funding deliberations arising from, the *2016 National Research Infrastructure Roadmap* to ensure continued and effective scholarly access to large-scale digital content managed by the Library.

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Performance measurement

2017–18	2018–19	2019–20	2020–21
<b>% change in the use of the collection*</b>	% change in the use of the collection ^	% change in the use of the collection ^	% change in the use of the collection ^
<b>16.3 million interactions with the Library online</b>	# of interactions with the Library online ^	# of interactions with the Library online ^	# of interactions with the Library online ^
<b>% change in participants engaging with the Library*</b>	% change in participants engaging with the Library ^	% change in participants engaging with the Library ^	% change in participants engaging with the Library ^
<b>Qualitative evaluation using case studies of use and value of the collection and services</b>	Qualitative evaluation using case studies of use and value of the collection and services	Qualitative evaluation using case studies of use and value of the collection and services	Qualitative evaluation using case studies of use and value of the collection and services

\*2017–18 is the base year.

^Target is equivalent to or greater than previous year.



## LEAD, PARTNER, CONNECT AND EXCEL

### Priorities

Develop and manage the research infrastructure that underpins access to the nation's gallery, library, archive and museum collections and research repositories to create value and impact for collection users, and ultimately the Australian economy and the wellbeing of Australian citizens.

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Engage with leaders to advance common aims, and to share the Library's experience as a leader in many digital library spheres.

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Innovate and diversify funding sources, both government and private, by clearly identifying shared values and opportunities for potential partners, delivering high-quality outcomes and applying rigorous resource management.

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Strengthen the capabilities and resilience of the Library's staff and nurture their imagination and passion to achieve the Library's priorities.

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Build on the Library's excellent record of improving environmental performance associated with storing, maintaining and providing access to a major national asset.

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### Focus activities in 2017–18

With National and State Libraries Australasia, enhance shared digital library infrastructure, especially to facilitate a national approach to edeposit and collaborative archiving of Australian websites.

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With the assistance of Council and the Foundation Board, sustain the Library's giving community and develop new approaches to attracting personal, philanthropic and commercial giving.

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Develop new IT operating models, including consideration of cloud and outsourced services, for the continued delivery of robust, scalable and innovative online services.

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Performance measurement

2017–18	2018–19	2019–20	2020–21
<b>Qualitative evaluation using results of stakeholder/partner case studies or surveys</b>	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
<b>Target group: Australian publishers</b>			
<b>Qualitative evaluation using the results of analysis of the annual Australian Public Service State of the Service survey</b>	Qualitative evaluation using the results of analysis of the annual Australian Public Service <i>State of the Service</i> survey	Qualitative evaluation using the results of analysis of the annual Australian Public Service <i>State of the Service</i> survey	Qualitative evaluation using the results of analysis of the annual Australian Public Service <i>State of the Service</i> survey
<b>\$ value variance of actual expenditure from budget</b>	\$ value variance of actual expenditure from budget	\$ value variance of actual expenditure from budget	\$ value variance of actual expenditure from budget
<b>% variance of actual expenditure from budget</b>	% variance of actual expenditure from budget	% variance of actual expenditure from budget	% variance of actual expenditure from budget
<b>Cost per service</b>	Cost per service	Cost per service	Cost per service
<b>Development of the Library Services Cost Catalogue</b>			
<b>Qualitative evaluation summarising performance against governance requirements</b>	Qualitative evaluation summarising performance against governance requirements	Qualitative evaluation summarising performance against governance requirements	Qualitative evaluation summarising performance against governance requirements



# Capability

## PEOPLE

The Library has a high-performing empowered workforce, expressing strong attachment to, and pride in, the Library. To ensure continued alignment of the workforce with organisational priorities, the Library's Strategic Workforce Plan will focus on change and the digital environment, career sustainability and building internal capability. The plan was developed in consultation with, and is overseen by, the Library's Corporate Management Group.

Planned activities will build the strength, capability and adaptability of the Library workforce by having the right people with the right skills at the right time.

The priorities within the plan are to:

- broaden and enhance internal leadership capabilities based on the Library's Leadership Capability Model, including through mentoring and reflective leadership forums;
- cultivate collaborative business practices and embed digital confidence

by creating an environment where staff develop whole-of-business capabilities, digital proficiency and business acumen; and

- enhance and sustain a diverse and knowledge-rich workforce by creating a cohesive approach to retaining and sharing corporate and professional knowledge, representing the Australian people and developing individual capabilities.

The Library also recognises the importance of:

- providing a workplace that is a supportive environment for our Indigenous staff;
- building and capitalising on deep staff knowledge of the Library's rich and diverse collection, in both digital and physical forms; and
- building workforce capability and expertise in priority areas.

## TECHNOLOGY

The Library continues to invest in its information and communications technology (ICT) systems, processes and people to provide new and improved capabilities, building on existing services and a history of leadership and innovation. The ICT Strategic Plan 2017–2021 covers three main areas:

- continued improvement of technology operations through sound governance, successful execution of programs and projects, and developing the capabilities of our systems and ICT workforce;
- alignment with business objectives—to support and enable the Library’s strategic priorities; and
- innovation—to harness technology to do things differently and to do new things.

To achieve these aims, the Library has developed a set of principles to match the Library’s aspirations and deliver impact and value:

- partnerships—collaborate with business areas and supplement internal organisational knowledge and capability with external partners and networks;
- build on strengths—leverage the Library’s core strengths of developing, operating and scaling world-leading and highly efficient digital library and discovery services;
- focus on outcomes—continue refining agile development approaches and iterative release cycles to regularly deliver incremental and tangible outcomes to users;

- consolidation—simplify the ICT environment by minimising system duplication and by virtualising servers and storage arrays;
- cloud-first—consider cloud-based services before developing new applications or for major application redevelopments; and
- open data—continue our commitment to making available to the public the data we create, public domain content we digitise and content we collect digitally.

Consistent with the Library’s strategic priorities, a four-year work program will deliver across four capability domains to support digital service delivery and Library operations:

- infrastructure—improve systems sustainability, scalability and cybersecurity;
- digital engagement—improve user engagement and expanding channel usage, crowdsourcing and disintermediation;
- access—improve Trove discovery and delivery services for users by developing and enhancing metadata aggregation, indexing, usability and system features; and
- automation—improve internal efficiency and end-user services through machine learning and natural language processing.

# Risk oversight and management

The Library stewards an invaluable, diverse and growing collection and an iconic building, and has a duty of care to its people and the public. The Library faces a range of potential risks, including loss of collection materials, an inability to manage long-term preservation of cultural assets, threats to reputation, failure to maintain accessible services and a failure of resilience and security in information technology systems.

The Library's risk profile is directly linked to the achievement of corporate priorities. The Library has a very low tolerance for risks to the security and preservation of the collection, and the safety and security of Library patrons and staff, with a marginally higher risk tolerance regarding the provision of uninterrupted online services and reputation.

Monitoring and evaluation of the Library's risks will involve:

- application of the Library's Risk Management Framework, which facilitates the monitoring, tracking and control of risk throughout the organisation, and provides a matrix for decision-making at all levels;
- training of Library employees responsible for identifying and managing risk; and
- refinement of the Risk Management Framework to ensure that enterprise, strategic and operational risks are identified.





Major risks and strategies for their mitigation are managed through the Library's Emergency Planning Committee. The committee provides a clear control structure to identify, monitor, respond to and mitigate risks that may affect the Library.

The committee and the Corporate Management Group are responsible for determining the Library's appetite for risk, and for development and annual review of the Library's Risk Management Register. The committee regularly reviews plans for significant business risks: the Collection Disaster Plan; the Information Technology Disaster Recovery Plan; the Business Contingency Plan for Critical Building Systems; the Business Continuity Framework; and the Work Health and Safety Framework.

