

2018–19 CORPORATE PLAN

COVERING REPORTING PERIODS
2018–19 TO 2021–22



opening our doors
creating the future

INTRODUCTION

On behalf of the Council of the National Library of Australia (the accountable authority), we present the National Library's 2018–19 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 2018–19 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 the Arts. The plan is the principal planning document that outlines the purpose, priorities and actions of the Library.

On 12 August 2018, the Library celebrates the **50th anniversary of the opening of our iconic building** by the shores of Lake Burley Griffin. Over those 50 years, we have pursued our mandate as set out in the *National Library Act 1960*, developing a great national collection, making it available and cooperating with others to achieve more than can be achieved alone.

The Library's mission—to Collect, Connect and Collaborate—is a continuing one, but the ways in which we animate that mission have changed dramatically since 1968. 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.

STRATEGIC PRIORITIES

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 our 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 remain:

- personal and organisational archives are larger than ever, combining physical and digital components;
- digital content requires specialist skills and infrastructure for long-term preservation; and
- social media content is too vast and dynamic to be collected systematically.

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 2018–19

Shift collecting effort from physical to digital across published collections, leveraging the Library's digital library platform to develop, preserve and provide access.

Strengthen collections that better reflect Indigenous and culturally and linguistically diverse communities.

Integrate and streamline description of published and unpublished collections to reduce processing time and improve access.

PERFORMANCE

2018–19	2019–20	2020–21	2021–22
33,000 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	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 GROUP: RECIPIENTS OF NLA FELLOWSHIPS AND SCHOLARSHIPS			

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

STRATEGIC PRIORITIES

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 to learn from others, and expect their institutions to enable their research and learning.

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; and
- create world-leading research.

PRIORITIES

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

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

ACTIONS 2018–19

Celebrate the 50th anniversary of the Library’s iconic building, engaging Australians with their national library and its potential to enrich their lives and communities.

Open a major exhibition, *Cook and the Pacific*, drawing on the Library’s collections, as well as those at other national and international institutions.

With the National Museum of Australia and Australian National Maritime Museum, deliver a digital platform to support access to national collections and community engagement around the 250th anniversary of James Cook’s first Pacific voyage.

Develop and implement a Reconciliation Action Plan, reflecting the Library’s sincere commitment to engaging respectfully with the nation’s Indigenous peoples, in spirit and in action.

Develop Trove and other services, supporting Australians to engage more deeply with physical and digital collections, and to create and share knowledge for the benefit of their communities.

PERFORMANCE

2018–19	2019–20	2020–21	2021–22
18.5 million online engagements with the Library	# of online engagements with the Library [^]	# of online engagements with the Library [^]	# of online engagements with the Library [^]
470,000 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 ^{^^}	% increase 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. Trend data will reflect end of year acquisition outcomes.

STRATEGIC PRIORITIES

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 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.

New research demands—especially for access to large-scale digital collections for data-intensive research—pose major challenges. Academic and collecting institutions will need to align research infrastructure planning and funding, and reshape strategic and financial partnerships.

PRIORITIES

In partnership with state and territory libraries, build a comprehensive collection of Australian digital publications, sharing investment and responsibility for developing, preserving and providing access to these publications.

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 2018–19

As a member of National and State Libraries Australia (NSLA), implement the [NSLA Strategic Plan 2018–2020](#) to:

- complete and operationalise National edeposit (NED), a shared service building a national collection of digital publications;
- focus on strategic regional relationships; and
- build Indigenous cultural competency across NSLA libraries.

Partner with GLAM and research organisations to connect researchers to large-scale digital Australian collections, facilitating advances in our knowledge and understanding of Australia’s society, culture and economy.

Implement a governance and business model that sustains the national Trove service.

Demonstrate leadership in internationally recognised areas of expertise:

- mass digitisation of textual materials;
- collection and management of born-digital content; and
- protocols supporting open access to publicly funded research and cultural collections.

PERFORMANCE

2018–19	2019–20	2020–21	2021–22
90% of stakeholders identify the Library as a trusted collaborator	% of stakeholders that identify the Library as a trusted collaborator [^]	% of stakeholders that identify the Library as a trusted collaborator [^]	% of stakeholders that identify the Library as a trusted collaborator [^]
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: PARTNERS FUNDED BY AUSTRALIAN RESEARCH COUNCIL (ARC) GRANTS			

[^] Target is equivalent to or greater than previous year.

CAPABILITY

The Library builds capability to maximise return on the nation's investment in the Library and its services. Our people, technology, national leadership role 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.

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; and
- **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 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, and a slightly older workforce. 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; and
- commercial competence in a cost-recovery context.

FACILITIES

The Library's Parliamentary Triangle building is the centre of our operations, housing reading rooms, public spaces, all staff, the majority of physical and digital collections, and the server room that delivers the Library's 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 our 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 involved.

The Library owns or leases several collection repositories in the Canberra area. We have deferred the need for

new collection storage by several years through judicious consolidation of collections. However, new physical collection storage will be required by 2019–20. Over the life of this plan, the Library will refine and implement solutions for future storage needs.

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, resilient and highly reliable.

To ensure sustainability of digital operations 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 progress development of the Library Services Platform, leveraging our technical and program management capabilities, enhanced through the course of the award-winning Digital Library Infrastructure Replacement (DLIR) program. Integrating with DLIR systems, the platform will encompass a set of services and workflows to support 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 nearly four decades, the Library has collaborated with Australian libraries across the states and territories, and across all levels of government, delivering infrastructure that reduces the cost of managing collections, and making it possible for Australians to discover and access library materials held anywhere in the country.

In the digital environment, the Library's leadership has expanded to include:

- discovery through Trove of growing and diverse digital collections managed and delivered online by GLAM institutions, Australian, state and territory government departments, and research repositories;
- acquisition, preservation and access to digital publications—books, journals, music, maps, websites—in partnership with state and territory libraries; and
- digitisation, management and delivery of textual materials—newspapers, books, journals, gazettes—at scale.

The Library is frequently called on to provide training 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 our international activities, focusing on those that deliver lasting value to the communities of our 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 in the arts;
- protection of cultural heritage; and
- public access to, and participation in, arts and culture in Australia.

The Library creates this 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 during 2016–17 to 2019–20 through the Public Service Modernisation Fund, primarily to upgrade digital infrastructure. The Library will continue to use this funding to upgrade critical infrastructure, increase the volume of digitised Australian content, improve digital engagement and develop business models to ensure Trove's long-term sustainability.

The government has also provided the Library with \$4.63 million over four years to support activities relating to the 250th anniversary of James Cook's first Pacific voyage: a major exhibition in 2018 and a digital platform to be developed in collaboration with the Australian National Maritime Museum and the National Museum of Australia.

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 end users. 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 increasing own-source revenue to support a sustainable future for national services, including Trove. This will 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, with minimal budgets, and staffed by volunteers.

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

In addition, we will commence 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.

RISK MANAGEMENT

The Library's Council, supported by the Audit and Enterprise Risk Committee, oversees enterprise risk management. The Director-General and Assistant Directors-General 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 our collections, the health and safety of our workforce and visitors, continuity of our onsite services, availability of our digital services and our legislative and regulatory obligations. It has a higher risk appetite for activities that drive the community's access to, and engagement with, collections, where both smaller scale and bolder innovation can transform who uses our collections—why, when, where and how.

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

Priorities	Key Areas of Risk
<p>COLLECT We collect today what will be important tomorrow</p>	<p>Unable to collect and maintain a future-focused collection of national significance</p> <p>Our collection does not reflect the diversity of the Australian community</p>
<p>CONNECT We connect with communities, and connect communities with their national collections</p>	<p>Unable to extend national reach</p> <p>Unable to meet user expectation for world-class onsite and digital experiences</p> <p>Creative and research communities do not value or utilise the collection</p>
<p>COLLABORATE We collaborate with others to maximise the national impact of cultural collections</p>	<p>Unable to manage stakeholder relationships effectively</p> <p>Unable to demonstrate value to service partners</p> <p>Loss of credibility and reputation as a world-class digitally enabled library</p>
<p>CAPABILITY We build capability to maximise return on investment in the Library and its services</p>	<p>Unable to leverage technologies to deliver efficiencies and sustain digital operations</p> <p>Unable to maximise own-source revenue to underpin financial and operational viability</p> <p>Unable to grow key workforce capabilities to sustain Library activity in the mid-term</p> <p>Unable to maintain physical facilities and accommodate collection growth</p> <p>Internal governance and accountability arrangements do not support a streamlined and agile organisation utilising the full capacity of its workforce</p>