



NATIONAL
LIBRARY
OF AUSTRALIA

2023-24

Corporate Plan

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INTRODUCTION

On behalf of the Council of the National Library of Australia (the accountable authority), we present the National Library's 2023–24 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 the Arts.

The Library continues its core mission to collect, connect and collaborate - with integrity and in the service of all Australians. We constantly improve our deep capability across the business, ensuring the community can trust the Library to steward the nation's largest library collection, and deliver high quality and equitable services to the widest possible cross-section of the population. This Corporate Plan recognises and responds to Australia's National Cultural Policy, *Revive: a place for every story, a story for every place*, with a focus on the Library's intentions and commitments to the policy's First Nations principle.

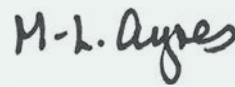
While the Library's building is in Canberra, our collections and services reach Australians everywhere. Our nation-and world-leading digital services ensure all Australians can explore their history and contemporary issues and be confident that future Australians will benefit from deep, broad, well-informed, and impartial collecting. By engaging with the Library, Australians can enrich their own lives and the lives of those around them by developing new knowledge and creative works in a myriad of forms, shared across many platforms.

The Library is stepping confidently into the future with increased and ongoing funding announced in the May 2023 Budget. We can now sustain our current services, continue our decades-long record of innovation, ensure the safety and security of our magnificent national collection, and care for the iconic building from which the Library does its work on behalf of the nation.

We are committed to continuing this proud record of service to the Australian people.



The Hon Dr Brett Mason
CHAIR OF COUNCIL



Dr Marie-Louise Ayres FAHA
DIRECTOR-GENERAL

THE NATIONAL LIBRARY OF AUSTRALIA (NLA) ACKNOWLEDGES AUSTRALIA'S FIRST NATIONS PEOPLES – THE FIRST AUSTRALIANS – AS THE TRADITIONAL OWNERS AND CUSTODIANS OF THIS LAND AND GIVES RESPECT TO THE ELDERS – PAST AND PRESENT – AND THROUGH THEM TO ALL AUSTRALIAN ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE.

PURPOSE

In accordance with the *National Library Act 1960*, the Library collects and preserves documentary resources, particularly relating to Australia and the Australian people, so Australians can discover, learn and create new knowledge, now and in the future.

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

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

MISSION

We recognise and respect the crucial place of First Nations stories in Australia's arts, culture and history.

We collect today what will be important tomorrow for Australia's increasingly diverse community.

We inspire Australians to explore voices, stories, and meanings by connecting with communities and connecting communities with their national collections.

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

We build on strong foundations to maximise the nation's return on its investment in the Library.

SPAN OF INFLUENCE The Library's ability to influence its operating context varies significantly:

GREATER INFLUENCE

Collecting policies and practices; attributes of our national collection; investment and governance underpinning collaborative services; investment priorities; and compliance with statutory obligations.

PARTIAL INFLUENCE

Volume of unpublished content and content to be digitised; collecting activities conducted in partnerships; relationships with stakeholders; Government and own-source revenue inflows; and collaboration with research and education sectors.

LIMITED INFLUENCE

Volume of published work; forms of emerging content; access conditions; collecting from digital platforms; and activities of partners.

OPERATING CONTEXT

ENVIRONMENT

With the Library's ongoing funding secure to maintain current services, we continue to monitor our operating environment and plan beyond the 2023-27 Corporate Plan period.

Government priorities

The Government has an ambitious plan to reform the Australian Public Service (APS). A key outcome of the plan is to put people and businesses at the centre of policy and services and ensure the APS acts with integrity and fairness. Implementing these APS wide changes requires considerable attention and will be a key priority for the Library in 2023-24.

APS Net Zero 2030 is the Government's policy for the APS to reduce greenhouse gas emissions to net zero by 2030. Although not mandatory, Corporate Commonwealth entities are encouraged to reduce their emissions. Work on the Library's Strategic Asset Management Plan and the development of a new Building Master Plan are underway. Incorporating the Government's policy into these programs of work will assist the Library to minimize its greenhouse gas emissions.

The Australian Government has established a Strengthening Democracy Taskforce within the Department of Home Affairs. The Library has actively engaged with the Taskforce, especially about the potential to contribute to increased community understanding of the nature and history of Australian democracy, and to connect the Australian Government with the broader library network. In addition, the Library is contributing to Australia wide thinking and campaigns around intellectual freedom and media literacy.

National Cultural Policy

The Australian Government's National Cultural Policy, *Revive: a place for every story, a story for every place*, is a five-year plan for a national cultural collection and cultural experience that is representative of modern Australia: in the stories it tells; in the artists that create it; and the audiences that engage with it.

The Library has a long history of engaging respectfully with First Nations communities. Our vast collections aim to reflect the breadth of Australia's stories and the contribution of all Australians as creators of culture. The Library is actively expanding its collecting from First Nations and culturally and linguistically diverse communities to support storytelling that more accurately reflects Australia's diverse society and connects with new audiences.

Audience expectations and access to the collection

Following the increased and ongoing funding announced in the May 2023 Budget, the Library needs to manage expectations from several stakeholders, including some Trove Collaborative Services members and parts of the research community. The Library is committed to reinforcing Government messaging that the funding will maintain current services, providing a stable platform for seeking additional Government and philanthropic funding to achieve ambitious goals.

Additionally, the Library operates in an environment of trying to meet researchers' expectations around access to the collection while a significant building works program is underway. Meeting these expectations places significant demand on Library staff responsible for enabling access to, and engagement with, the collection. It highlights a need to increase awareness and understanding of the broader roles and responsibilities of the Library as a government agency and collecting institution, through focused external communications.

Community activism

A new and alarming form of community protest, within Australia and internationally, is an emerging risk for the Library and the broader Australian library sector. Community activism around inclusion of certain materials in public and school library collections is increasing dramatically and is now much more organised than was the case just a few years ago.

It is a matter of significant concern to the Australian library profession – and to the Library – that these increasingly organised campaigns set a precedent for those with strongly held views to dictate what collections and services libraries can offer their communities, and indeed what collections and services library users can access or attend.

Technological advancement

The increase in both digital and digitised material in the collection has created a need for the Library to have significantly more digital storage capacity and ICT infrastructure. While the May 2023 Budget brought good news, it did not address all ongoing needs and the Library will need additional funding to secure and maintain the Library's current and future digital infrastructure.

AI and machine learning are significant topics in the library community, ranging from the implications for legal deposit and copyright law, to collection access, community impacts and impacts on workforce requirements. While AI and machine learning present opportunities to support the Library to provide enhanced services more efficiently, it also presents complex and potentially disruptive challenges around what should be collected, ownership of material and rights of use.

Capacity constraints

Leveraging the Library's increased funding will be essential in maintaining Government and community trust in our organisational capability. The Library relies on staff with unique skill sets and knowledge to achieve its objectives. Many specialist skills required by the Library are in high demand. Labour availability continues to be a challenge for attracting and retaining talent. Additionally, the Government has a clear expectation that agencies will convert contractor and labour hire roles to ongoing employee status where possible. This combination of factors means that lack of availability of the right workforce in the right numbers at the right time, poses a greater challenge for the Library than has been the case in the past.

We steward an iconic Commonwealth heritage-listed building that serves as a repository for our most valuable collection assets and as the delivery hub for onsite and online services. Sustaining the building and optimising our collection storage is essential to delivering on our mission. The strain of juggling multiple building works projects in a working building is increasing. The complexity of choices around storage of and access to collections, business continuity, and working conditions for our staff means any decisions to prioritise one element of our business inevitably results in negative consequences elsewhere in the organisation.

Cybersecurity

Developing technologies, exponential growth in data and the unpredictable geopolitical environment pose increasing risks to cybersecurity. Cyberattacks have become more prevalent in the past 12 months, and the ongoing technological advances in our social and business lives means this trend will continue. A cybersecurity strategy has been developed to uplift cybersecurity maturity across all the digital systems within the Library and to mitigate the risk of cyberattacks.

CAPABILITIES

Infrastructure

The Library received funding in the May 2023 Budget to extend the Hume Repository to store collection material, and to undertake critical safety, compliance and building maintenance works to the heritage-listed Parkes building. Ongoing building works include continuing to replace the end-of-life heating, ventilation and cooling system, replace leaking heritage windows and addressing urgent safety and code compliance requirements. The building works will occur while the Library remains open to the public 364 days a year.

We provide rich experiences for those able to visit Canberra: Reading Room access to our 10 million item collection; exhibitions drawn from our own and other collections; our Australian focused Bookshop; and events and programming for visitors young and old. The Library's building is also the temporary home of the many scholars who spend up to three months engaging deeply with our collections. However, the vast majority of the community we serve lives far from the Library building, and most engagement with the Library is via digital channels.

ICT

The Library's world-leading technology capabilities enable us to deliver on our mission. Robust digital infrastructure will allow the Library to provide services to the majority of Australians who live outside the national capital. The Library's Digital Strategy shapes and delivers the Library's digital infrastructure and services, underpinning almost all Library operational activities and strategic initiatives. The Digital Strategy and delivery of the accompanying technology roadmap strengthens the case for shared National Cultural Institutions digital infrastructure proposals.

Through the Trove Strategy, we will promote a bold vision for a secure, sustainable and collaborative digital cultural platform. Trove's future has been secured with funding of \$33 million over the 2023-27 Corporate plan period. The certainty provided by this funding decision, will enable us to continue to provide this essential service, enrich it with new content, and stabilise and secure the platform.

Workforce

Our workforce is highly skilled, with deep sector knowledge and specialist skills. It reflects the wider Australian Public Service demographic, 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. First Australians make up 2 per cent of our staff. The Library aims to harness the skills and diversity of its staff to effectively serve the Australian community.

We have a comprehensive Strategic People Pathway strategy. The objective of this strategy is to 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. In 2023-24, we will implement the enhance phase of the strategy which will focus on leveraging our strategic initiatives by activating individual, team and organisational performance.

COOPERATION

The Library provides leadership that is unique among Australian cultural institutions. Over many decades, we have collaborated intensively with libraries, galleries, archives and museums across all States and Territories and all levels of government. While that collaboration covers many issues, the Library is unique in offering national digital infrastructure that makes the collections of hundreds of partners more visible and accessible to the Australian public and to the world.

We have led the way in:

- exposing diverse and growing digitised and born-digital collections managed and delivered online by galleries, libraries, archives and museums; national, state and territory government departments; and research repositories
- acquiring, preserving and enabling access to born-digital publications — including books, journals, music, maps and websites — in partnership with state and territory libraries
- digitising, managing and delivering textual materials at scale, including newspapers, books, journals and gazettes.

The Library sits outside the research sector and its funding frameworks. Therefore, our ability to take any work relating to research infrastructure forward — especially access to large scale digital collections for data intensive research — depends on the sector's decisions about where and how it focuses its investments. The Library will continue to work with the sector around sites of mutual opportunity where appropriate funding is available.

The Library is indebted to the support of its patrons, donors, volunteers, and friends of the Library. Our vision for the future is to transform public access to Australian history and culture by bringing our collections online for everyone. Community generosity is helping us to make this vision a reality.

CORPORATE PLAN FRAMEWORK

The Library is an Australian Government entity established under the *National Library of Australia Act 1960* (the Act). The Act clearly defines the functions and purpose of the Library, on behalf of the Commonwealth.

The Library's primary outcome, under the Portfolio Budget Statements, is to enhance learning, knowledge creation, enjoyment and understanding of Australian life and society by providing access to a national collection of library material.

To achieve the Library's purpose, there has been a strategic planning framework containing four pillars – Collect, Connect, Collaborate and Capability. This planning framework structures the Library's work and assists in ensuring that there is a clear read between the Library's planned performance and legislated functions.

In 2023-27, a new pillar has been introduced: First Nations. This new pillar aligns with the new National Cultural Policy, *Revive: A place for every story, a story for every place*, and its commitment to place the stories and cultures of First Nations communities at the centre of Australia's arts and culture.

FIRST NATIONS

We recognise and respect the crucial place of First Nations stories in Australia’s arts, culture and history.

STRATEGY

The Library recognises First Nations peoples are the primary guardians, interpreters and decision-makers of their heritage with deep cultural connections, values and perspectives. The Library respects the rights of Indigenous people to be interpreters and decision-makers, and to hold authority over material that documents their culture, language and cultural expression. As a custodian of collections, the Library takes an Indigenous-led approach to managing culturally significant collections and serving Aboriginal and Torres Strait Islander communities and peoples.

The Library will build upon our developing practice of Indigenous-led approaches to Aboriginal and Torres Strait Islander engagement in 2023-24. The core of this effort will be through releasing and embedding our inaugural Indigenous Cultural and Intellectual Property Protocols throughout the Library’s practice.

ACTIONS

1. Implement the Library’s Indigenous Cultural and Intellectual Property Protocols, and thoroughly embed them in Library policies, processes, and practice.
2. Progress the Library’s engagement with Aboriginal and Torres Strait Islander peoples, including through provision of appropriate events, spaces, and services and through ongoing collaborations with communities.
3. Codesign projects to enable better representation and recognition of Aboriginal and Torres Strait Islander peoples.

SUPPORTING DOCUMENTS

- Indigenous Cultural and Intellectual Property Protocols 2023
- Collection Description Policy
- Collection Development Policy 2020-21 to 2023-24
- Collecting Strategy 2020-21 to 2023-24
- Membership and ToRs for the Library’s Indigenous Reference Groups

PERFORMANCE MEASURE – FIRST NATIONS

MEASURE: Qualitative evaluation of recognising and respecting First Nations stories

2023-24 target	Focus: Implementation of the Indigenous Cultural and Intellectual Property Protocols to achieve impact and policy implications
2024-25 to 2026-27 targets	Baseline to be set
Measure Type	Effectiveness
Data Source	Internal data
Methodology	Based on qualitative evaluation

Note: This is a new performance measure. Its purpose is to measure the effectiveness of implementing the Library’s inaugural Indigenous Intellectual Property and Cultural Protocols, to ensure that we mature approaches for managing culturally significant Indigenous collections.

COLLECT

We collect today what will be important tomorrow for Australia's increasingly diverse community.

STRATEGY

The Library is a world-leading and respected steward of Australia's published, written, oral, visual and digital heritage. We ensure that the voices and stories in the collection represent and reflect Australia's diverse population, histories and culture.

We collect material relating to Australia and Australians, with focus on First Nations and culturally and linguistically diverse communities.

Our overseas collecting reflects Australia's place in the world, regionally and strategically, with a curatorial focus on Indonesia, China and the Pacific.

We make the collection discoverable and available to the widest possible audience and use our established experience and expertise to care for the cultural and documentary heritage under our stewardship.

ACTIONS

1. Improve the diversity of the collection by identifying and collecting works from First Nations and culturally and linguistically diverse communities, with emphasis on Indian Diaspora communities in 2023-24.
2. Collect impartially and across all views and perspectives for nationally significant events and issues, including the Referendum on an Aboriginal and Torres Strait Islander Voice.
3. Capture the impact of the COVID pandemic on Australian lives and society through a large-scale oral history project.
4. Implement a contemporary library management system to manage the scale, diversity and complexity of the collection and make it discoverable to the widest possible audience.
5. Implement the recommendations from a 2023 review of the effectiveness of the Library's Legal Deposit collecting; raise publisher awareness; and increase adherence to Legal Deposit obligations to ensure a comprehensive collection of Australian publications.

SUPPORTING DOCUMENTS

- Collecting Strategy 2020-21 to 2023-24
- Collection Development Policy 2020-21 to 2023-24
- Collection Deaccessioning and Disposal Policy 2021

PERFORMANCE MEASURES – COLLECT

MEASURE: # Australian published works collected, including digital

2023-24 target	30,000
2024-25 to 2026-27 targets	Equal to or greater than previous year
Measure Type	Output
Data Source	Data extracted from acquisitions data held in the Library's information management systems (FOLIO and Digital Library Collection system).
Methodology	Based on number of Australian published works including newly acquired published material in print or in electronic format acquired during the period. Material is deposited to comply with legal deposit provisions of the <i>Copyright Act 1968</i> , purchased or donated. Decisions to acquire are made in accordance with the Library's Collection Development Policy. Included are monographs, serials, maps, music, posters and ephemera at item or series level. The data does not include individual issues of magazines, newspapers and journals.

MEASURE: # Australian unpublished works collected, including audiovisual material and digital

2023-24 target	Target not applicable (the Library monitors trends over time, results vary greatly based on materials acquired)
2024-25 to 2026-27 targets	Target not applicable
Measure Type	Output
Data Source	Data extracted from acquisitions data in the Library's management systems (FOLIO, ArchiveSpace, Digital Library Collection system).
Methodology	Based on number of Australian unpublished materials includes manuscript, oral history and pictorial materials acquired on a selective basis, both physical and digital. Decisions to acquire are made in accordance with the Library's Collection Development Policy.

MEASURE: Case study of collecting relationships aligned to the Library's area of focus the comprehensiveness of the Library's Legal Deposit collecting

2023-24 target	Focus: Engagement with publishers to improve comprehensiveness of the Library's Legal Deposit collecting
2024-25 to 2026-27 targets	Target not applicable.
Measure Type	Effectiveness
Data Source	Internal data
Methodology	Case study on scope and effectiveness of engagement with publishers

CONNECT

We inspire Australians to explore voices, stories, and meanings by connecting with communities and connecting communities with their national collections.

STRATEGY

We are extending our national reach and engaging new audiences to access and gain knowledge from our national collection. We enable research and the discovery of new ideas by delivering accessible services and programs, increasing the diversity of Australians participating in onsite and digital experiences.

Our contemporary practices engage with a variety of languages, educational backgrounds, cultures and neurodiverse perspectives, making it easy and relevant for all people to find and use the Library's services and content.

ACTIONS

1. Deliver better digital experiences, including a refreshed, more accessible website and collection search allowing simpler and deeper discovery of the Library's vast collections.
2. Deliver a large-scale digitisation program to increase the quantity and variety of Australian content available through Trove in partnership with donors and partners.
3. Provide a stimulating and diverse program of onsite and remote events and exhibitions that entertain, inform and elevate national conversations.
4. Deliver high quality reading room and reference services to meet the needs of a broad range of Australian information seekers.
5. Implement the recommendations of a 2023 review of the Library's Fellowships Program, ensuring the future of high-quality humanities research from our collections.

SUPPORTING DOCUMENTS

- Engagement Strategy 2022 to 2026
- Communication and Digital Communities Strategy 2020 to 2023
- Digitisation Strategy 2021 to 2023
- Philanthropy Strategy 2018 to 2028

PERFORMANCE MEASURES – CONNECT

MEASURE: # digital visits to the Library

2023-24 target	Equal to or greater than prior year results
2024-25 to 2026-27 targets	Equal to or greater than prior year results
Measure Type	Output
Data Source	Data extracted from Library systems and Google Analytics
Methodology	Based on visits to the Library websites (including Trove) tracked by Google Analytics, and social media and third- party services hosting Library content using the analytics in each platform.

MEASURE: # onsite visits to the Library

2023-24 target	300,000
2024-25 to 2026-27 targets	300,000
Measure Type	Output
Data Source	Data extracted from Library systems
Methodology	Based on visitors to the Library's public building in Canberra using people-counting sensors

MEASURE: # images digitised and added to Trove

2023-24 target	800,000
2024-25 to 2026-27 targets	Equal to or greater than previous year
Measure Type	Output
Data Source	Data extracted from Library systems.
Methodology	Count includes images digitised and added to Trove

MEASURE: % of collection items delivered on time;

2023-24 target	Collection items on time: 90%
2024-25 to 2026-27 targets	Collection items on time: 90%
Measure Type	Effectiveness
Data Source	Extracted from Library systems
Methodology	Calculation based on quarterly sampling of call slips filled

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PERFORMANCE MEASURES – CONNECT (continued)

MEASURE: % of information and research enquiries responded to on time

2023-24 target	Enquiries responded to on time: 90%
2024-25 to 2026-27 targets	Enquiries responded to on time: 90%
Measure Type	Effectiveness
Data Source	Extracted from Library systems
Methodology	Calculation includes general reference enquiries received via the Ask a Librarian service (online and telephone) and onsite via the reading rooms

MEASURE: % of copies direct orders delivered on time

2023-24 target	Copies direct orders on time: 90%
2024-25 to 2026-27 targets	Copies direct orders on time: 90%
Measure Type	Effectiveness
Data Source	Extracted from Library systems
Methodology	Quarterly collection retrieval survey

MEASURE: % availability of National Library and Trove websites

2023-24 target	Website availability: 99.5%
2024-25 to 2026-27 targets	Website availability: 99.5%
Measure Type	Effectiveness
Data Source	Extracted from Library systems
Methodology	Based on the availability of the National Library and Trove websites includes the Library website, Trove website, Trove Collaborative Services, internal corporate systems, the Library Management System (FOLIO), National edeposit, and Digitisation on Demand.

MEASURE: Qualitative evaluation of the value of the collection, services or programs

2023-24 target	Focus: Engagement with First Nations and culturally and linguistically diverse communities
2024-25 to 2026-27 targets	Target not applicable
Measure Type	Effectiveness
Data Source	Independent research
Methodology	Based on qualitative evaluation. New target collection, service or program selected each year

PERFORMANCE MEASURES CHANGES

Measure	Change from previous year
# Number of hours of sound and audiovisual magnetic tape recordings digitised	This measure has been removed as the nature of the activity is more relevant as an internal priority.
# digital visits to the Library	Performance target has been amended

COLLABORATE

We collaborate with others to deepen the national impact of cultural collections and inform a seamless future for Australia.

STRATEGY

The Library collaborates with people and institutions to share collections across Australia, achieve efficiencies and engage Australians with their stories. With more than 900 partners from all states and territories, including regional and remote communities from across the nation, the diversity of Trove's contributors extends to include the Kangaroo Island Library Service, NT Schools Arnhem Region, the Bureau of Meteorology, the Australian Centre for the Moving Image and many more. The breadth of Trove's national reach exemplifies the Library's commitment to a nationally distributed collection representing the diversity of Australia's cultural life.

Trove has a place for every story, with 14 billion Australian moments captured for future generations. It has a story for every place, with Voluntroves from Groote Eylandt in the Northern Territory to Burnie in Tasmania. It is where old poetry is transformed into new lyrics, newspaper articles become historical fiction, and where Australian humanities research is powered.

Most recently, it has been a place for First Nations communities to continue to tell their stories through our First Australians pages.

Through Trove, Australians access stories from their place, held in their place and about their place

ACTIONS

1. Share the collections of Australia's rich cultural sector through Trove, from national cultural institutions to local historical societies and community archives.
2. Commence the replacement of Trove's end-of-life software elements and develop a five-year implementation roadmap for the Trove Strategy.
3. Maintain Trove Collaborative Services to support collection management functions in Australian libraries.
4. Enhance the National edeposit service in partnership with National and State Libraries Australasia.
5. Promote the Community Heritage Grants scheme in partnership with other collecting institutions and the Office for the Arts.

SUPPORTING DOCUMENTS

- Trove Strategy 2022
- Trove Content Inclusion Policy
- National edeposit Strategic Plan

PERFORMANCE MEASURES – COLLABORATE

MEASURE: # of Trove Collaborative Services (TCS) partnerships that the Library engages with annually

2023-24 target	900
2024-25 to 2026-27 targets	Equal to or greater than previous year
Measure Type	Output
Data Source	Extracted from Library systems
Methodology	Based on number of signed-up TCS partners financially contributing to maintenance of Trove and content providers

MEASURE: Qualitative evaluation using stakeholder/ partner case studies or surveys

2023-24 target	Focus: Content Contribution to Trove becoming free of charge; lowering the barriers to organisations having content discoverable in Trove.
2024-25 to 2026-27 targets	Target not applicable
Measure Type	Effectiveness
Data Source	Surveys
Methodology	Based on survey results, new stakeholder/ partner group selected each year

CAPABILITY

We are an innovative organisation with strong foundations and the capability to realise our ambitions and deliver our mandate.

STRATEGY

The Library harnesses financial and other resources to develop and safeguard the collection. We respect our people and the communities we work with and have a strong focus on valuing, supporting, and caring for people.

We are building an organisational capability profile for the future, reshaping and developing our workforce, and acquiring new skills, knowledge and experience needed for a dynamic organisation with a strong digital and physical presence.

The Library manages our heritage building responsibly and delivers long-term collection storage through building masterplan strategies. We continue to invest in physical and digital infrastructure to ensure our physical and digital capabilities are responsive, reliable, sustainable, trusted and secure.

ACTIONS

1. Continue execution of the Library's Digital Strategy and technology roadmap to develop, create and acquire the business capabilities required to achieve Library goals.
2. Implement the new cybersecurity strategy to uplift cybersecurity maturity across all digital systems within the Library.
3. Implement the Library's Strategic People Pathways strategy focusing on leadership development, innovation and flexible ways of working.
4. Develop a new Building Masterplan and refresh the Collection Storage Masterplan to enhance the life and use of the Library's heritage listed building for the Australian community.
5. Commence planning and construction of the extension of the Library's Hume Repository and continue planning to meet the Library's longer term offsite storage needs.
6. Continue the building works program to protect the safety of the Library's collection and preserve the Library's heritage listed building.

SUPPORTING DOCUMENTS

- Collection Storage Masterplan 2019–2025
- Building Masterplan 2008-2022
- Digital Strategy 2022-2026
- Strategic People Pathway 2022
- Risk Management Framework 2020
- Business Continuity Framework and Plan 2021
- Cybersecurity strategy 2023

PERFORMANCE MEASURE – CAPABILITY

MEASURE: % of Legal Deposit items collected through the automated digital deposit system

2023-24 target	Baseline to be set
2024-25 to 2026-27 targets	Targets to be determined by baseline
Measure Type	Efficiency
Data Source	Extracted from Library systems
Methodology	Based on number of Legal Deposit items collected digitally through National edeposit (NED), rather than in physical format, as a percentage of published intake (digital and physical)

Note: This is a new performance measure. This performance measure aims to measure efficiency achieved through reduced manual intervention.

RISK MANAGEMENT

The Library is committed to effectively managing risk in all activities and to use risk to help inform all decisions. This includes recognising that risk can have both positive and negative impacts on business.

The Library has embedded a structured, consistent, and comprehensive approach to risk management as part of its governance and planning processes. The Library also promotes and facilitates a positive risk culture where risks are identified early, openly, and managed in a way that supports delivery of the business priorities.

The Library’s Audit and Enterprise Risk Committee independently advises the Council on the adequacy of the enterprise risk management framework and associated internal controls for effective identification and management of business and financial risks, including business continuity, fraud, legal, compliance, protective security, and cybersecurity risks.

Implementation of the Risk Management Framework is delegated to the Director-General and the Executive, and all Library managers and staff have a responsibility for managing risk as part of their day-to-day activities. Specific duties are defined in the Risk Management Framework.

RISK MANAGEMENT FRAMEWORK

Authorising	<i>National Library Act 1960, Public Governance, Performance and Accountability Act 2013, Commonwealth Risk Management Policy, Work Health and Safety Act 2011, Protective Security Policy Framework, Commonwealth Fraud Rule</i>
Directive	Risk Management Policy and Framework, ISO 31000:2018, Fraud Control Plan, Protective Security Policy, Information Technology Security Policy, WHS Management System and Policy
Enablers	Risk Management Guidelines, Risk Management Template, Risk Management Plans, WHS Risk Management Handbook, E-Learning Modules, Management Reporting

RISK APPETITE

The Library is generally open to accepting a degree of risk to achieve its purpose and strategic objectives. This appetite to engage with risk ensures Australian culture and knowledge is sustained for all Australian people, now and in the future, by supporting:

- innovative ideas
- deeper engagement with the community and stakeholders
- the adoption of new technologies.

The Library is prepared to accept higher levels of risk when the potential benefits outweigh the negative consequences. However, when doing so, management must demonstrate that it has made informed, evidence-based and risk-based decisions.

The Library is averse to risk where the safety and security of people and the collection (both physical and digital) is concerned. Our risk appetite is also averse where the confidentiality, integrity, and availability of our systems and data is threatened. A key Library objective is the protection of Australian culture and knowledge for the benefit of all.

The Library commits to monitor and review risk appetite and ensure ongoing alignment with its business priorities.

ROLES AND RESPONSIBILITIES

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 ability to meet its mandate and the way we operate
- oversees the appropriate management response to these risks.

KEY STRATEGIC RISKS AND MANAGEMENT APPROACHES

We have identified the following key strategic risks relating to the Library's work.

Key Strategic Risks	Management Approach
<p>The Library's approach to developing its collection and enabling the Australian community to engage with it do not meet legislative requirements and evolving expectations of the community and stakeholders</p>	<p>The Library reviews, documents and consults on its approaches to building its collection to ensure ongoing relevance and compliance with its legislated mandate. The Library works with stakeholders to engage with regional, rural and remote communities, First Nations people, and culturally and linguistically diverse groups.</p> <p>Pressures: <i>collecting, preservation and storage of emerging digital formats; strengthening representation of all Australian cultures and communities in the national collection; access to and reliability of digital systems.</i></p>
<p>We do not preserve, protect, and store our collections—both digital and physical</p>	<p>The Library has modern, appropriate storage facilities for its existing physical and digital collections. Following the May 2023 Budget measures, the Library will extend its off-site storage facility to manage the most critical physical collection storage risks.</p> <p>The Library has strategies to preserve physical and digital collection material, including in the face of threats emerging from climate change, and to futureproof accessibility of digital collection material against cyberattacks, and technology obsolescence.</p> <p>Pressures: <i>physical collection growth of 2.5km per year; Digital storage procurement is impacted by hardware supply chain shortages causing volatility in lead times and pricing; increasing cybersecurity threats</i></p>
<p>The Library fails to build and maintain trust and collaborative relationships with the full diversity of the Australian community, partner organisations, philanthropists and government stakeholders</p>	<p>The Library engages with stakeholders to maximise and demonstrate the value of its collection in enabling Australia to tell its story and generate new knowledge. The Library seeks diverse views and builds connections with stakeholder groups traditionally under-represented in the Library's collections.</p> <p>Pressures: <i>partner funding constraints; competing priorities and expectations.</i></p>
<p>The Library is not well positioned for the future and is unable to deliver its core services as its systems and processes are not sustainable, relevant or fit for purpose</p>	<p>The Library has contemporary strategies, policies and procedures that support delivery of core services. The Library has a strategy and roadmap to procure, operate and sustain IT systems that enhance service delivery, including through application portfolio management, streamlining workflows and investment in automation. The Library endeavors to attract and retain a skilled and agile workforce.</p> <p>Pressures: <i>core IT systems are at end of life; an increasing rate of change/ disruption; increasing supplier, project and contractor costs; labour market constraints and competition for skills with other higher-paying entities.</i></p>

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KEY STRATEGIC RISKS AND MANAGEMENT APPROACHES (continued)

Key Strategic Risks	Management Approach
<p>The Library does not have a sustainable funding and resource model to meet its institutional mandate in the medium and long term</p>	<p>The recent May 2023 Budget measures allows the Library to focus on providing world-leading services to the Australian community from our digital collection, physical building, and storage facilities in Canberra.</p> <p>The Library will continue to advocate for continued Australian Government funding through the newly announced twice yearly reporting to the Government on current needs.</p> <p>Pressures: <i>Ability to expand and engage the required personnel and resources to deliver on the funding commitment in addition to core services.</i></p>
<p>The Library does not have a funding and resource model to sustain its national digital culture platform in the short, medium or long term</p>	<p>The recent May 2023 Budget measures for Trove over the next 4 years is sufficient to cover the ongoing running costs and to incrementally replace the systems most at risk of failure. This funding will not cover significant enhancements to Trove’s services. The Library will continue to make smaller enhancements, where possible.</p> <p>Pressures: <i>Public expectation that recent funding commitment will substantially deliver all required and significant system upgrades.</i></p>

BEYOND THE HORIZON

This Corporate Plan shows the Library's ambitions for the next four years and will position it for opportunities in the decade that follows.

The Library will diligently maintain the community's trust as a national cultural and collecting institution and remain relevant to Australians as their needs and expectations evolve.

The Library will ensure that First Nations voices are represented throughout the Library's collection and services and work with reference and feedback groups to ensure First Nations stories are told in a way that accurately represents culture and language.

The Library will continue to empower communities to tell their own stories, with their own voices. This will be helped by providing digital and physical spaces that are inclusive to the diversity of Australia and promote interaction with the Library's services and collection.

The Library will engage in and foster discussion on important parts of our social architecture, including Australian democracy, information and media literacy, and intellectual freedom.

The Library is working with National and State Libraries Australasia to develop innovative models for collecting new and emerging online formats, without which our cultural record will be incomplete. Rapid change in how Australians create and experience culture means that collecting approaches and infrastructure requirements will continue to evolve.

The Library will dynamically connect with its user community, including through exploring emerging technologies in search algorithms, artificial intelligence and automation to make the collection more widely accessible.

The Library will build close partnerships with other national cultural institutions to make the best use of resources to meet the needs of Australians. The Library will also work with a small number of like-minded national libraries and other international institutions to achieve common aims, especially around using new technologies to achieve new and improved citizen outcomes.

The Library will begin to secure and transition to long-term storage solutions for both its growing physical collection and its digital collection, which will require further development in digital infrastructure.

The Library will continue to invest in the Library building to ensure its heritage values are maintained and it serves as a welcoming space to all Australians seeking to explore the country's history and culture.



NATIONAL
LIBRARY
OF AUSTRALIA