

2024-25 Corporate Plan

ACKNOWLEDGMENT OF COUNTRY

The National Library of Australia 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.

CONTENTS

INTRODUCTION	4
OPERATING CONTEXT	6
FIRST NATIONS	10
COLLECT	11
CONNECT	12
COLLABORATE	13
CAPABILITY	14
OUR APPROACH TO PERFORMANCE	15
RISK MANAGEMENT	20
BEYOND THE HORIZON	23

*Cover image:
Staff member digitising
one of the 1.6 million items
added to Trove in 2023-24
by the National Library.*

INTRODUCTION

On behalf of the Council of the National Library of Australia (the accountable authority), we present the National Library's 2024–25 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 National 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.

As a leader in the national and international library and cultural sectors, the National Library has an important role to play in achieving the outcomes of Australia's National Cultural Policy, *Revive: a place for every story, a story for every place*. The five pillars of *Revive* strongly align with the objectives and aims of this Corporate Plan.

Our mission is to collect, connect and collaborate with integrity and in the service of all Australians. Our aims are constant: to improve our capability across the business; to ensure the community can trust the National Library to steward the nation's largest library collection; and to deliver high-quality and equitable services to the widest possible cross-section of the population.

Our collections and services reach Australians everywhere. Our world-leading digital services make it possible to explore Australia's history and contemporary issues, while ensuring that future generations will one day be able to benefit from deep, broad, well-informed and impartial collecting. When they engage with the National Library, we want both present and future Australians to be able to develop and share new knowledge, enriching their own and others' lives, and contributing to our future collection and cultural heritage.

In the year ahead, the National Library will sustain the excellence of its current services, continue decades of innovation, guarantee the safety and protection of its national collection, and preserve the iconic building that serves as the physical cornerstone of its national mission.

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

PURPOSE

In accordance with the *National Library Act 1960* (the Act), the National 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 Act specifies the following functions for the National Library:

- maintain and develop a national collection of library material, including a comprehensive collection of library material relating to Australia and the Australian people
- make library material in the national collection available
- make available such other services in relation to library matters and library material as determined by the National Library Council
- cooperate in library matters with authorities or persons, whether in Australia or elsewhere, concerned with library matters.

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

The National 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 National 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.

CORPORATE PLANNING FRAMEWORK

To achieve the National Library's purpose, the corporate plan framework contains five pillars and mission statements.

- **First Nations** – We recognise and respect the crucial place of First Nations stories in Australia's arts, culture and history.
- **Collect** – We collect today what will be important tomorrow for Australia's diverse community.
- **Connect** – We inspire Australians to explore voices, stories and meanings.
- **Collaborate** – We collaborate with others to deepen the national impact of cultural collections.
- **Capability** – We build on strong foundations to maximise the nation's return on its investment in the National Library.

This framework structures the National Library's work and helps ensure that there is a clear link between the National Library's planned performance and legislated functions, while also closely aligning with Australia's National Cultural Policy.

SPAN OF INFLUENCE

The National 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

ALIGNMENT WITH NATIONAL CULTURAL POLICY

This Corporate Plan outlines how the National Library's work aligns with the Australian Government's National Cultural Policy, *Revive: a place for every story, a story for every place*. *Revive* is a five-year plan for a national cultural collection and cultural experience that represents modern Australia in the stories it tells, the artists that create it and the audiences that engage with it.

In the years ahead, we will continue our vital work of fostering an appreciation and understanding of **First Nations** culture and knowledge systems. We have a range of policy frameworks, such as our Australian Indigenous Cultural and Intellectual Property (ICIP) protocol, that demonstrate our commitment to implementing activities that are First Nations-led and centred. We continue to evolve how we work in culturally appropriate ways as we commission First Nations people to provide photographic records, and to scope and conduct oral history projects. Our Deadly Dialogues 'in conversation' events celebrate the achievements of First Nations peoples and develop respectful relationships. We will also continue our publishing program of First Nations stories in First Nations voices and ensure that First Nations people have a say in how their ICIP and other materials are accessed, used and interpreted.

A Place for Every Story provides an umbrella for several components of the National Library's mission, particularly in relation to what and how we collect. The global digital transition has fundamentally changed the operations of collecting and memory institutions. The need to make sense of, capture, securely store and provide meaningful access, now and in the future, is a challenge the National Library is well-positioned to tackle. Each year, we add many tens of thousands of physical items and millions of digital files to the collection, encompassing a great diversity of material types, content, focus and subject matter. By fostering understandings of diverse social, cultural, and intellectual histories, we strive to ensure that all the nation's communities know that the National Library is a place for every Australian story.

Content creators are at the heart of everything we do – whether by collecting their works or encouraging the creation of new content through our collection. In this way, the **Centrality of the Artist** is embedded in the National Library as the home of Australia's written culture. We work collaboratively with the state and territory libraries to collect every book – novel, poetry, drama, biography, history, politics, social science, science, technology, nature and more – and every journal, newspaper, map, newsletter and piece of sheet music published in this country, whether in physical, electronic or online form. Moreover, we protect and preserve this content and make it accessible in ways that do not undermine the rights of its creators.

Strong Cultural Infrastructure – which aligns with our Capability mission – also fundamentally supports all five pillars of *Revive*. For the National Library it means that, with the responsibility to serve a larger and more diverse nation via increased channels, we must have robust and sustainable physical and digital infrastructure, as well as the digital and workforce capabilities to take our work from the present to the future.

Finally, our mission to Connect is aligned with *Revive's* **Engaging the Audience**. We reach the Australian community, at home and abroad, by enhancing Australians' ability to understand their histories and stories. The National Library engages with its audience both in person and digitally, receiving over 20 million digital visits annually through various platforms, including its website, social media and online programming. However, it is Trove, our key digital resource – boasting a highly engaged user community – that truly sets the National Library apart nationally and internationally by providing access to digitised collections from numerous Australian institutions. Sustaining and expanding its capabilities presents an opportunity to maintain Australia's leadership in digital heritage preservation and enhance public access to national collections through partnerships and philanthropy initiatives.

THE LIBRARY'S PILLARS AND MISSION STRONGLY ALIGN TO THE NATIONAL CULTURAL POLICY REVIVE

LIBRARY PILLARS	First Nations We recognise and respect the crucial place of First Nations stories in Australia's arts, culture and history.	Collect We collect today what will be important tomorrow for Australia's diverse community.	Connect We inspire Australians to explore voices, stories and meanings.	Collaborate We collaborate with others to deepen the national impact of cultural collections.	Capability We build on strong foundations to maximise the nation's return on its investment in the Library.
	First Nations First	A Place for Every Story & Centrality of the Artist	A Place for Every Story & Engaging the Audience	A Place for Every Story & Strong Cultural Infrastructure	Strong Cultural Infrastructure
REVIVE					

BROADER OPERATING ENVIRONMENT

Audience expectations and access to the collection

Our building works program continues apace. The National Library will provide access that both balances public and researcher expectations and ensures the collection is kept safe during the program. Given the ongoing nature of the building works, there will be periods where material is inaccessible. We therefore provide advance notice on the changing availability of collections and a clear explanation of the reasons for temporary restrictions.

Social cohesion, democracy and community activism

The National Library acknowledges the growing responsibility of collecting institutions across the world to promote diversity, inclusion, environmental sustainability and ethical decision-making, along with our recognition of Australia's unique and continuing First Nations culture.

Activism aimed at removing certain materials from public and school library collections remains a concern for libraries, the wider Australian library sector and the public's right to access diverse reading materials. Australians should have the freedom to read, and our job is to provide the broadest possible reading or information to allow citizens to form their own opinions.

Libraries provide the basis for evidence-based conversations and can be vehicles for social cohesion. We are consciously elevating our role in this space by, for example, launching a lifelong learning program to educate adults based on documentary content and critical inquiry tools. We also continue to be actively engaged in the Australian Government's 'Strengthening Democracy Taskforce', particularly in terms of increasing community understanding of the nature and history of Australian democracy and connecting the Australian Government to the broader library network. In addition, the National Library has been contributing to Australia-wide thinking and campaigns around intellectual freedom and media literacy.

The era of AI

The widespread expansion of applications powered by generative artificial intelligence (AI) will rapidly alter the National Library's operating context. The availability of technologies capable of handling large quantities of data will especially impact the National Library, the custodian of one of the world's largest collections of cultural digital content. Our trusted role as an inclusive, trusted, secure and innovative institution necessitates measured enthusiasm in engaging with emerging ways of presenting, interrogating and exploring knowledge and meaning.

Generative AI is rapidly becoming pervasive and business-critical for numerous services, including transcription technologies, code generation and machine assistance. Investment can provide significant efficiencies and improve public services.

Technological changes come with increased cyber security threats, requiring greater resources to protect Library infrastructure and services. Technological advancement clearly presents opportunities, risk and uncertainty, with implications for skills, talent and roles, operating models and resources. This means appropriate levers need to be set to balance downside risk and upside opportunities.

OUR CAPABILITIES

Infrastructure

Maintaining our building and optimising collection storage is vital to fulfilling our mission. Our Commonwealth heritage-listed building not only houses our most valuable collection assets but also serves as a central hub for onsite and online services. However, managing multiple building projects within a functioning facility presents ongoing challenges.

We are gradually upgrading end-of-life heating, ventilation and cooling systems, and leaking heritage windows. The National Library is expanding the Hume Repository to accommodate collection materials and conducting essential safety, compliance and maintenance works on the heritage-listed Parkes building. Throughout these renovations, the National Library remains open to the public.

For visitors to Canberra, we offer enriching experiences, including access to our 10 million-item collection in reading rooms, exhibitions featuring our own and external collections, an Australian-focused bookshop and diverse events catering to both young and older visitors. Our building also provides temporary accommodation for scholars immersing themselves in our collections for up to three months. We also recognise that the majority of our community resides outside Canberra, which is why we primarily engage with them through digital channels.

Information and communication technology

The National Library continues to improve its digital, data and cyber security capabilities to enhance effectiveness, improve efficiency, and improve digital connectivity to support increased access to the collection and exhibitions, including for First Nations communities and people in regional and remote areas. While the digital library is onsite, we will continue to adopt cloud solutions to move enterprise services onto software-as-a-service solutions in line with government priorities. We will deliver a more accessible website and collection search, and continue enhancements to the catalogue. We will increase access to digitised content by operationalising transcription capability through enhanced handwritten text recognition, which improves search capability and results across the digital collection.

With our Trove strategy, we promote a bold vision for a sustainable and collaborative digital cultural platform, secured by ongoing, indexed funding, which will enable us to enrich it with new content. We are executing a five-year implementation roadmap to replace Trove's end-of-life software elements, and to stabilise and secure the platform.

Workforce planning and management

In 2024-25, the National Library will reduce outsourcing of core work in line with the Government's APS Strategic Commissioning Framework. Our target for 2024-25 focuses on reducing outsourcing of information and knowledge management work, with an expected reduction of \$243,000 in outsourcing expenditure this financial year.

The National Library of Australia Enterprise Agreement 2024-2027 (EA) was approved by the Fair Work Commission, effective as of 16 April 2024. Our focus is now on refreshing our many supporting policies to reflect the significant changes this EA has brought to the National Library's terms and conditions.

While we rely on staff with special skill sets and knowledge to achieve our objectives, those specialist skills are also in high demand elsewhere. This means that labour availability continues to be a challenge for attracting and retaining talent.

Our workforce is highly skilled, with deep sector knowledge and specialist skills. It broadly reflects the wider APS demographic, but with a slightly older age profile, a higher proportion of women, and a higher proportion of people who identify as having a disability. First Australians make up 2.8 per cent of our staff.

We have developed a strategic people pathway strategy aimed at modernising our work practices, fostering flexibility and innovation in our approach, and cultivating a culturally competent workforce. Our efforts have concentrated on harnessing the potential of our strategic initiatives by enhancing individual, team and organisational performance.

We are committed to our new Disability and Inclusion Action Plan. Additionally, our development programs will prioritise meaningful learning opportunities for our staff to enhance their professional capabilities.

OUR COLLABORATION

The National Library's leadership collaborates extensively with libraries, galleries, archives and museums across all states and territories, as well as various levels of government. While this collaboration is beneficial in many important ways, what makes the National Library stand out is its provision of a national digital infrastructure that enhances the visibility and accessibility of collections from hundreds of partners to the Australian public and the world.

Our leadership is evident in:

- fostering collaboration within national and international library and cultural sectors to advance the five pillars of *Revive*
- showcasing diverse and expanding digitised and born-digital collections managed and delivered online by galleries, libraries, archives, museums, national, state and territory government departments, and research repositories
- acquiring, preserving and facilitating access to born-digital publications—including books, journals, music, maps, and websites—in collaboration with state and territory libraries, and
- digitising, managing and delivering textual materials at scale, including newspapers, books, journals and gazettes.

Our vision to make our extensive collections accessible online for all Australians is greatly assisted by the generosity of the community. We are deeply grateful for the support of our patrons, donors, volunteers and friends.

FIRST NATIONS

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

This closely aligns with pillar 1 of *Revive*:

- **First Nations First: Recognising and respecting the crucial place of First Nations stories at the centre of Australia's art and culture.**

First Nations perspectives come first in all we do, weaving through all aspects of our work.

STRATEGY

The National Library respects the rights of First Nations peoples as cultural authorities, primary guardians, interpreters and decision-makers of their heritage. As a custodian of collections, the National Library pursues an Indigenous-led approach to managing culturally significant collections and serving Aboriginal and Torres Strait Islander communities and peoples.

The cornerstone of our approach is the National Library's Indigenous Cultural and Intellectual Property protocol. Through these and all our activities, we build relationships with people and community.

ACTIONS

1. Provide opportunity, space and time for Australia's First Nations peoples to exercise self-determination by telling their own stories and interpreting their own histories and cultures through respectful dialogue, culturally appropriate events, activities, collection and description practice.
2. Work constructively with cultural authorities and researchers to ensure respectful, appropriate and Indigenous-centered engagement with the National Library's vast collections of culturally and linguistically significant materials.
3. Explain and promote the National Library's Indigenous Cultural and Intellectual Property protocol.
4. Engage meaningfully with First Nations peoples through culturally relevant services, including by hosting visits from Elders, tailored research and learning guides, supplying relevant digitised content and outreach at events, such as the Cairns Indigenous Art Fair and Garma.

SUPPORTING DOCUMENTS

- Indigenous Cultural and Intellectual Property protocol
- Collecting Strategy
- Collection Development Policy
- Collection Description Policy
- Guidelines for Australian First Nations Collection Description

COLLECT

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

This most closely aligns with pillars 2 and 3 of *Revive*:

- **A Place for Every Story – Reflecting the breadth of our stories and the contribution of all Australians as the creators of culture**
- **Centrality of the Artist – Supporting the artist as worker and celebrating artists as creators.**

STRATEGY

The National Library is a world-leading and respected steward of Australia's published, written, oral, visual and digital heritage. We collect material relating to Australia and Australians, with a focus on First Nations and culturally and linguistically diverse communities, so that the voices and stories in the collection represent and reflect Australia's diverse population, histories and culture.

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

We ensure the widest possible access to, and preservation of, our cultural and documentary heritage.

ACTIONS

1. Increase the representation of culturally and linguistically diverse communities and content in the collection, with ongoing emphasis on Indian diaspora communities in 2024-25.
2. Collect impartially across nationally significant events and issues with a focus on democracy and active citizenship, including the upcoming Federal election.
3. Capture the impact of the COVID pandemic on Australian lives and society with a large-scale oral history project.
4. Work with publishers and independent publishing communities to raise awareness of legal deposit to ensure Australia's contemporary publishing output is collected comprehensively.

SUPPORTING DOCUMENTS

- Collecting Strategy
- Collection Development Policy

CONNECT

We inspire Australians to explore voices, stories and meanings.

This most closely aligns with pillars 2 and 5 of *Revive*:

- **A Place for Every Story – Reflecting the breadth of our stories and the contribution of all Australians as the creators of culture**
- **Engaging the Audience – Making sure our stories connect with people at home and abroad.**

STRATEGY

We are extending our national reach and engaging new audiences to access and gain knowledge from our national collection. We enable and support research, learning 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 easier for all people to find and use the National Library's services and content.

ACTIONS

1. Deliver a more accessible website and collection search allowing simpler and deeper discovery of the National Library's collections.
2. Increase digital collections in Trove and leverage technologies to enhance their accessibility by implementing the Digitisation Strategy.
3. Elevate national conversations by way of a series of planned events, exhibitions and publications that inform and engage a diverse audience.
4. Initiate a new life-long learning program that draws on our unique collections and our experience with the National Library's existing school-based learning program.
5. Deliver high-quality reading room and reference services to meet the needs of a broad range of Australian information-seekers.

SUPPORTING DOCUMENTS

- Engagement Strategy
- Digitisation Strategy
- Disability Inclusion Action Plan
- Philanthropy Strategy

COLLABORATE

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

This most closely aligns with pillars 2 and 4 of Revive:

- **A Place for Every Story – Reflecting the breadth of our stories and the contribution of all Australians as the creators of culture**
- **Strong Cultural Infrastructure – Providing support across the spectrum of institutions that sustain our arts, culture and heritage.**

STRATEGY

Trove is a national treasure. Through Trove, Australians can access stories from their place, in their place, about their place.

Trove is underpinned by partnerships across our rich GLAM (galleries, libraries, archives and museums) sector. It is through collaboration that Trove reflects the full diversity of Australia. With funding for the service secured, we will drive to increase our partnerships with community collecting organisations to ensure Trove's inclusive national reach.

The myriad of potential applications of generative AI to Trove's deep digital materials highlights its importance as a trusted, thoughtful and impartial platform. We will pursue partnerships across research, cultural and technology sectors that enable Trove to engage Australians in innovative, transparent and educational ways.

The National Library will continue to expand services that reach outside our major metropolitan areas. Programs like the Community Heritage Grants scheme and the Trove Content Contributor program will continue to strengthen the voices of local and community collections.

ACTIONS

1. Expand and diversify our community of partners across the cultural heritage sector to extend the breadth and depth of Trove content.
2. Build our understanding of Trove's role in the community and build stronger relationships with those engaging with the service.
3. Modernise the underlying infrastructure to improve Trove's efficiency and capacity, including replacement of the metadata engine.
4. In ongoing partnership with state and territory libraries, implement high-priority enhancements to strengthen the National eDeposit service.

SUPPORTING DOCUMENTS

- Trove Strategy
- Trove Content Inclusion Policy
- National eDeposit Strategic Plan
- Digitisation Strategy

CAPABILITY

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

This aligns with pillar 4 of *Revive*:

- **Strong Cultural Infrastructure – Providing support across the spectrum of institutions that sustain our arts, culture and heritage.**

STRATEGY

The National Library harnesses financial and other resources to develop, safeguard and provide access to the collection. We have a strong focus on respect, support and care.

We are building an organisational capability profile for the future, reshaping and developing our workforce, and acquiring the skills and expertise for an organisation that is both digital and physical.

The National Library manages its heritage building responsibly and delivers long-term collection storage through building masterplan strategies and asset management plans. We continue to invest in physical and digital infrastructure to manage and protect the collection, while keeping our workplace safe, efficient and suitable for all visitors.

ACTIONS

1. Execute the National Library's Digital Strategy to ensure ongoing suitability of digital infrastructure, uplift cyber security, responsibly adopt technology to enhance Library services and workflows, and enable a digital workplace.
2. Focus on leadership development and innovation through our Strategic People Pathway strategy, while continuing to strengthen our capability and reducing reliance on an external workforce.
3. Progress the major building works and preventative maintenance program to maintain and enhance the performance and sustainability of the National Library's heritage-listed Parkes building.
4. Construct the extension to the Hume Repository and continue to plan for longer-term storage needs.
5. Maintain an information governance framework with clear accountabilities for information management and up-to-date information management policies to leverage the value of the National Library's information assets in compliance with the *Archives Act 1983*.

SUPPORTING DOCUMENTS

- Digital Strategy
- Cyber Security Strategy
- Building and Collection Storage Masterplan
- Strategic Asset Management Plan
- Emissions Reduction Plan
- Heritage Strategy
- Business Continuity Framework and Plan
- Risk Management Framework
- Strategic People Pathway
- Disability Inclusion Action Plan

OUR APPROACH TO PERFORMANCE

This section outlines how we will measure the extent to which we are achieving our legislated purpose through a range of performance measures. We will report on these performance measures and their contribution to achieving our purpose in the Annual Performance Statement of the 2024-25 Annual Report.

The National Library continues to review our performance information to ensure it is fit for purpose and that it facilitates a 'clear read' across the Portfolio Budget Statements, Corporate Plan and Annual Report. Our performance measures reflect a range of qualitative and quantitative measures, which are a combination of output, effectiveness and efficiency measures.

PERFORMANCE MEASURES

Measure Name	Qualitative evaluation of recognising and respecting First Nations stories
2024-25 Target	Visitors' and researchers' experience of the Indigenous-led approach to managing culturally significant collections and serving Aboriginal and Torres Strait Islander communities and peoples.
2025-28 Target	To be determined
Purpose	To report on the effectiveness of implementing the National Library Indigenous Cultural and Intellectual Property protocol to ensure that we mature approaches for managing culturally significant Indigenous collections.
Alignment	First Nations, Collect, Connect
Measure type	Effectiveness Qualitative
Methodology	Qualitative evaluation
Data Source	Data extracted from Library systems and external evaluation

Measure Name	Number of Australian published works collected
2024-25 Target	21,000 digital works 9,000 physical works
2025-28 Target	Same as 2024-25 performance target
Purpose	To report on the National Library's strategic priority to build a comprehensive collection of Australian publications through legal deposit, donation, and selective acquisition.
Alignment	First Nations, Collect, Connect, Collaborate
Measure type	Output Quantitative
Methodology	Based on the number of Australian published works, including newly acquired published material in print or in electronic format acquired during the period. 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.
Data Source	Data extracted from Library systems

Measure Name	Number of Australian unpublished works collected
2024-25 Target	Target not applicable (the National Library monitors trends over time, results vary greatly based on materials acquired).
2025-28 Target	Target not applicable
Purpose	To report on the National Library's strategic priority to build a rich, culturally and linguistically diverse collection of Australian pictures, manuscripts and oral histories capturing the unique voices and viewpoints of individuals and organisations.
Alignment	First Nations, Collect
Measure type	Output Quantitative
Methodology	Based on the number of Australian unpublished materials, which includes manuscript, oral history and pictorial materials acquired on a selective basis, both physical and digital.
Data Source	Data extracted from Library systems

Measure Name	Number of visits to the National Library's digital platforms
2024-25 Target	2.2 million website visits 6.2 million catalogue visits 13 million Trove visits
2025-28 Target	Same as 2024-25 performance target
Purpose	To report on how the national collection is being made accessible to all Australians through visits to the website, catalogue and Trove.
Alignment	Connect, Collaborate
Measure type	Output Quantitative
Methodology	Based on visits to the National Library's digital platforms tracked by Google Analytics.
Data Source	Google Analytics

Measure Name	Number of onsite visits to the National Library
2024-25 Target	400,000
2025-28 Target	Same as 2024-25 performance target
Purpose	To report on how the national collection is being made accessible to all Australians through onsite visits to the National Library.
Alignment	Connect
Measure type	Output Quantitative
Methodology	Based on visitors to the National Library's public building in Canberra.
Data Source	Data extracted from Library systems

Measure Name	Visitor satisfaction with digital experience
2024-25 Target	Baseline to be set
2025-28 Target	Targets to be determined by baseline
Purpose	To report visitors' satisfaction with their experience in using the National Library's online services. This new performance measure will provide valuable feedback on surveyed individuals' perceptions of the National Library's digital platforms.
Alignment	Connect, Collaborate
Measure type	Effectiveness Qualitative
Methodology	Online survey
Data Source	External survey provider

Measure Name	Visitor satisfaction with onsite visit
2024-25 Target	Baseline to be set
2025-28 Target	Targets to be determined by baseline
Purpose	To report visitors' satisfaction with their visit to the National Library building. This new performance measure will provide valuable feedback on surveyed individuals' perceptions of the National Library.
Alignment	First Nations, Collect, Connect, Capability
Measure type	Effectiveness Qualitative
Methodology	Onsite survey
Data Source	External survey provider

Measure Name	Number of images digitised and added to Trove
2024-25 Target	1.2 million
2025-28 Target	Same as 2024-25 performance target
Purpose	To report on how the National Library is building a digitised collection and making it available on Trove for all Australians.
Alignment	Connect, Collaborate
Measure type	Output Quantitative
Methodology	Based on the number of images digitised and added to Trove.
Data Source	Data extracted from Library systems

Measure Name	Number of Trove Collaborative Services (TCS) partnerships that the National Library engages with annually
2024-25 Target	900
2025-28 Target	Same as 2024-25 performance target
Purpose	To report on the extent to which the National Library is capturing content and collections from across the Australian GLAM community through Trove Collaborative Services membership.
Alignment	Connect, Collaborate
Measure type	Output Quantitative
Methodology	Based on the number of TCS partners that benefit from and contribute to Trove.
Data Source	Data extracted from Library systems

Measure Name	Percentage of Legal Deposit items collected through the automated digital deposit system
2024-25 Target	65 per cent
2025-28 Target	Same as 2024-25
Purpose	To report on the proportion of how much of Australia's published material is being collected in digital format, which is more cost-efficient to store and make widely accessible than printed publications.
Alignment	Collect, Collaborate, Capability
Measure type	Efficiency Quantitative
Methodology	Based on the number of legal deposit items collected digitally through National eDeposit, rather than in physical format, as a percentage of published material (digital and physical).
Data Source	Data extracted from Library systems

PERFORMANCE MEASURES CHANGES

Measure Change from previous year	
Number of Australian published works collected	Performance target revised to provide for the different expected performance results for digital and physical works.
Number of visits to the National Library's digital platforms	Methodology revised to only count each visit to a Library digital platform (Trove, website and catalogue). The number of visits to the National Library's social media accounts has been excluded from the methodology. Performance target revised to provide for the different expected results for each digital platform.
Number of onsite visits to the National Library	Performance target has been increased, based on previous years' onsite visitation figures.
% of collection items delivered on time	These measures have been removed.
% of information and research enquiries responded to on time	These National Library service charter measures will be reported on in the 2024-25 Annual Report.
% of copies direct orders delivered on time	
% availability of National Library and Trove websites	
Collect: Case study of collecting relationships aligned to the National Library's area of focus	These measures have been removed and replaced with the new satisfaction survey measures.
Connect: Qualitative evaluation of the value of the collection, services or programs	
Collaborate: Qualitative evaluation using stakeholder/ partner case studies or surveys	

RISK MANAGEMENT

The National Library is committed to effectively managing risk in all activities and using risk to help inform all decisions, including by recognising that risk can have both positive and negative impacts on business.

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

RISK MANAGEMENT FRAMEWORK

AUTHORISING	<p><i>National Library Act 1960, Public Governance, Performance and Accountability Act 2013, Commonwealth Risk Management Policy, Work Health and Safety Act 2011 (Cth), Protective Security Policy Framework, Commonwealth Fraud Rule, WHS Regulations 2011 (Cth), Commonwealth WHS Codes of Practice</i></p>
DIRECTIVE	<p>Risk Management Framework, ISO 31000:2018, Fraud and Corruption Control Plan, Agency Security Plan, Information Technology Security Policy, WHS Management System and Policy</p>
ENABLERS	<p>Risk Assessment Template, Branch Risk Assessments and Treatment Plans, Project Risk Assessment Templates, WHS Risk Management Handbook, WHS Risk Assessment Templates, WHS Guidance Material, Risk, Fraud and Corruption and WHS E-Learning Modules, Management Reporting</p>

ROLES AND RESPONSIBILITIES

As the Accountable Authority, the National Library’s Council has overall responsibility for ensuring an appropriate risk management framework is in place. The Council:

- determines and articulates the National Library’s risk appetite and tolerance levels
- identifies strategic risks that may fundamentally affect the National Library’s ability to meet its mandate and the way we operate
- oversees the appropriate management response to these risks.

The National 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 and corruption, legal, compliance, protective security and cyber security risks.

Implementation of the Risk Management Framework is delegated to the Director-General and the Executive. All National 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 APPETITE

The National 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, and
- the adoption of new technologies.

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

A key Library objective is to protect Australia’s culture and knowledge for the benefit of all. That is why the National 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 low where the confidentiality, integrity and availability of our systems and data are threatened.

The National Library commits to monitoring and reviewing risk appetite, as well as to ensuring ongoing alignment with its business priorities.

KEY STRATEGIC RISKS AND MANAGEMENT APPROACHES

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

Key Strategic Risks	Management Approach
<p>The National Library fails to achieve its goals relating to First Nation’s recognition and engagement that are set out under the Government’s policy agenda and the National Library’s First Nations Pillar.</p>	<p>The National Library has committed to whole-of-Library cultural competency and Indigenous Cultural and Intellectual Property training. The National Library hosts Aboriginal and Torres Strait Islander reference groups to provide advice on matters that include collections, research and education. The National Library also has an Indigenous recruitment strategy.</p> <p><i>Pressures: First Nations’ communities priorities and expectations; content and/or ownership is not well documented; understanding the communities whose knowledge we hold; Indigenous Cultural and Intellectual Property protocol is a change in practice for some users and researchers who have previously had unfettered access to collections.</i></p>
<p>The National Library’s approach to developing its collection and enabling the Australian community to engage with it does not meet legislative requirements and the expectations of the community and stakeholders.</p>	<p>The National Library reviews, documents and consults on its approaches to building its collection to ensure ongoing relevance and compliance with its legislated mandate. The National Library works with stakeholders to engage with regional, rural and remote communities, First Nations people, and culturally and linguistically diverse groups.</p> <p><i>Pressures: collecting, preservation and storage of emerging digital formats; strengthening representation of all Australian cultures and communities in the national collection; access to and security of digital systems.</i></p>
<p>We do not preserve, protect, and store our collections—both digital and physical.</p>	<p>The National Library has modern, appropriate storage facilities for its existing physical and digital collections. The National Library will continue extending its off-site storage facility to manage the most critical physical collection storage risks.</p> <p>The National 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><i>Pressures: physical collection growth of 2.5km per year; increasing digital infrastructure costs and attracting and retaining staff with in-demand skills; increasing cyber security threats.</i></p>

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Key Strategic Risks

The National Library fails to build and maintain trust and collaborative relationships with the full diversity of the Australian community, partner organisations, philanthropists and government stakeholders.

The National 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.

The National Library does not have a sustainable funding and resource model to meet its institutional mandate, care for its heritage building, and sustain its national digital culture platform to world-leading standards in the medium or long term.

Management Approach

The National 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 National Library seeks diverse views and builds connections with stakeholder groups traditionally under-represented in the National Library's collections.

Pressures: partner funding constraints; competing priorities and expectations.

The National Library has contemporary strategies, policies and procedures that support delivery of core services. The National 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 National Library endeavours to attract and retain a skilled and agile workforce.

Pressures: some core IT systems are at the end of their lives; increasing rate of change/disruption; increasing supplier, project and contractor costs; labour market constraints and competition for skills with other higher-paying entities.

Current Budget funding allows the National Library to provide a world-leading service to the Australian community, to complete essential building maintenance tasks, and to support its digital culture platform, Trove. The National Library will continue to advocate for future funding needs through reporting to government.

Pressures: public expectation that 2023 funding commitment will substantially deliver all required and significant upgrades to the National Library's buildings and services, sufficient to meet current and future community needs.

BEYOND THE HORIZON

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

As custodian of Australia's intellectual heritage in an age of disinformation, the National Library is deeply engaged in sourcing, preserving and supplying Australians' rich history and culture.

The National Library is a unifying force, connecting Australians to their collective stories and fostering meaningful collaboration among communities and cultural institutions.

We will be First Nations-led throughout the National Library's collections and services to ensure ongoing and accurate representations of First Nations stories, languages and cultures.

In addition to elevating understanding of the contributions of First Nations peoples to Australia's cultural and intellectual heritage, we will empower diverse communities to share their narratives authentically, particularly in relation to under-served communities and Australians at every stage of life.

The National Library will strive to provide inclusive digital and physical spaces that promote interaction with its vast array of resources, such as Trove, and actively foster dialogue on critical aspects of our societal framework, such as democracy, media literacy, diversity and intellectual freedom.

Recognising the dynamic nature of cultural creation and consumption, the National Library also seeks to develop innovative models for collecting current and emerging online formats, which is vital to building and maintaining a comprehensive cultural record amid rapid technological advancements.

Related to this, emerging technologies are integral to the National Library's mission of enhancing accessibility and user engagement, as well as broadening access to its collections and services.

Addressing the challenges of preservation and storage, the National Library is committed to developing long-term solutions for both physical and digital collections, including further investing in digital infrastructure to ensure the integrity and accessibility of its holdings.



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