

CORPORATE PLAN 2016-2020

INTRODUCTION

The Council of the National Library of Australia, as the accountable authority of the National Library of Australia, presents the 2016-2020 National Library 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*.

PURPOSE

The Library enables and is a participant in the creation of knowledge. It develops, curates and preserves an astounding and diverse collection that inspires, delights and educates **Australians. The Library's collections and services extend understanding of issues** of contemporary significance, build strong community connections and underpin its leadership activities.

ASPIRATIONS

The Library's **aspirations for 2016-2020** are grouped under overarching strategic priorities:

Strategic Priority 1—**Build the nation's** memory

- o Enable Australians to understand their diverse social, cultural and intellectual histories by collecting, describing and preserving Australian publications and unpublished collections—in print and digital forms—so that they can be enjoyed by current and future generations.
- o Build a rich collection of print and digital resources that enable learning, research and understanding of the **Asia-Pacific region and Australia's place in the world.**

Strategic Priority 2—Make access happen

- o Transform Australian lives by connecting communities to their national collection through vibrant onsite and online programs and services, developed with strategic partners and harnessing new opportunities in the digital environment.
- o Build respectful relationships with Indigenous communities and connect them with collections relating to their rich cultural heritage.
- o Facilitate and participate in the creation of new knowledge and works of imagination.

Strategic Priority 3—Lead, partner, connect and excel

- o Create value for library services and their patrons—across all jurisdictions, regions and sectors—by managing the research infrastructure that underpins **access to the nation's library collections.**
- o Extend this value to the gallery, archives, museum and research sectors through sustainable collaboration enhancing access to, use of and **engagement with Australia's cultural and research collections.**



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- o Engage with international leaders—individuals and organisations—to advance **common aims, and to share the Library’s experience as a leader** in many digital library spheres.
- o Improve **understanding and articulation of the Library’s impact and value** to the Australian economy and the wellbeing of Australian citizens.
- o Innovate and diversify funding sources, both government and private, by clearly identifying shared values and opportunities for potential partners, delivering high quality outcomes, and applying rigorous resource management.
- o **Strengthen the capabilities and resilience of the Library’s staff and nurture** their imagination and passion to achieve the Library’s vision.
- o **Build on the Library’s excellent record of improving environmental** performance associated with storing, maintaining and providing access to a major national asset.

ENVIRONMENT

Our Community

Australians have an appetite for stories, culture, knowledge and ideas from Australia, as well as from the wider world. The Library will welcome a growing number of physical and virtual visitors, see significant growth in the use and re-use of online services and content, facilitate increasing use of its unique and rare collections, and reach diverse communities **in Australia’s cities and regions.**

Australians value opportunities to meet, debate, consume and produce new knowledge, and to give free rein to creative expression. Their preferences for how they do so will evolve—but they expect digital access to be the norm. This has and will transform what is possible and what is desirable from the Library as the lines between collection, curation and access and those between the producers and users of these services are increasingly blurred.

Deep audience engagement with Australian stories and knowledge will grow as Trove expands to contain more diverse digitised content, including journals and manuscripts, and as it improves the discoverability of national collections. Australians will continue to contribute to the intellectual public good through engagement with the national digital collection via Trove. They will add their own digital content via third party services such as **Trove’s Flickr** pool. Digital volunteers will continue to improve discoverability of Trove resources through text correction and by adding their own knowledge for the benefit of all. **They will curate and share content on diverse themes through Trove’s lists functionality,** numerous social media services and the power of its Application Programming Interface. As digital tools develop and support industrial-scale improvements to content discovery (for example, as optical character recognition tools for printed and handwritten text mature), the Library will expand its pioneering work in this area by offering communities new and productive ways to participate, both online and onsite.

Over the period of this plan, the Library will focus on building respectful relationships with Indigenous communities whose unique history and culture is documented in Library collections.

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

Our Collection

The Library's charter is to collect and preserve, in perpetuity, the nation's distinctive and diverse documentary heritage. The Library welcomed the implementation in 2016 of legal deposit for digital materials as this strengthens and transforms the Library's mandate. The Library can now systematically collect Australia's record of digital publishing and ensure its safekeeping for the very long term. The Library must meet this new responsibility within existing resources despite the challenge posed by the volume of online publishing. The period covered by this corporate plan will be vital to the successful establishment of the policies, relationships, systems and workflows that will make it possible for the Library to build the national digital collection, in published and unpublished forms.

The Library anticipates that the rate of growth of its Australian printed collections will reduce slowly as publishers move online, and material once solely collected in print will also be acquired and managed in digital form. However, the Library anticipates an increase in offers of paper-based personal, organisational and photographic archives for at least the next decade, given the extent of such material still with creators. This increase in the range and volume of material on offer will test the Library's ability to develop, describe and manage these collections as they require a high degree of curatorial activity to make them accessible.

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

Our Partners

Digitisation and the aggregation of metadata about library and cultural collections are critical to the discovery and use of these collections. The use of Trove, especially of its millions of freely available digitised newspaper pages, is evidence of this. Trove's achievements have been built on the enduring collaboration—professional and financial—of Australia's National, State and Territory libraries and, more recently, of partners from the cultural, community and philanthropic sectors. The Library will continue to nurture these relationships, not only to augment the corpus of digitised newspapers but also to explore further collaboration to digitise Australian journals and ensure that government websites are archived and accessible.

Digital infrastructure is crucial to the success of libraries but requires a significant investment. With National and State Libraries Australasia colleagues, the Library will explore the feasibility of further collaborative digital infrastructure development. The Library will continue to partner with other libraries to develop shared solutions. It will also partner with other collecting institutions to support exhibitions and programs, thereby maximising the impact of investments and our reach to audiences.

As the Library implements legislation providing for the legal deposit of digital materials, it will work even more closely with Australian publishers—large and small—to assist them to meet their deposit obligations.

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

The Library's capacity to partner with and meet the needs of the research sector—especially in the humanities and social sciences—will be stretched in an environment in which the Library's role in Australia's research infrastructure is only beginning to be acknowledged, despite the transformative effects of services such as Trove. The Library

will continue to advocate for recognition of the importance of library infrastructure in the collection and dissemination of knowledge, and the critical need to make the most efficient use of scarce digital infrastructure resources.

Government Framework

With a national focus on innovation, productivity, workforce participation, equality of opportunity and strong and dynamic communities, the Library will continue to make an important contribution to lifelong learning, enhanced awareness and appreciation of **Australia's history and culture, the creation of works of research and imagination, and innovation** within the cultural sector. The Library creates public value by increasing **economic, social and intellectual wellbeing**. **The Library's** innovative digital services touch individuals and communities across regional and rural Australia, enabling access to national and local stories, both past and present.

The drive for all major government services and interactions to be accessible online by the end of 2017 will require robust and expanded digital infrastructure. Just as investment in transport and logistics infrastructure is a catalyst for economic development, the Library argues that investment in digital infrastructure, such as Trove, is critical to the development of knowledge, creative industries and broader economic and social outcomes.

The Australian Government's emphasis on building Australia's potential for growth while reducing the footprint of government will continue to encourage the Library to innovate, drive efficiencies, collaborate in new ways, demonstrate value and reduce or cease some of its activities.

The Library's ambitions will not change in terms of their scale or ingenuity but their prosecution will be tempered as resource constraints require the Library to focus only on **critical, very high impact projects**. **One example of this is that the Library's concentration** on the Digital Library Infrastructure Replacement program (to be completed during 2017) will limit work on many other important business and service improvements, including additional digital access opportunities for Australian communities.

PERFORMANCE

Under the provisions of the *Public Governance, Performance and Accountability Act 2013*, the Library has completed a comprehensive review of its performance indicators and developed a suite of qualitative and quantitative measures to enable an assessment of its impact and performance. The Library has identified ten indicators which it believes, taken together, will provide its staff, Audit Committee, Council, Minister and stakeholders with an excellent overview of its performance.

Actions in *italics* below will be a focus for the Library in 2016-2017.

Strategic Priority 1: Build the nation’s memory

Aspiration	Actions
<p>1.1 Enable Australians to understand their diverse social, cultural and intellectual histories by collecting, describing and preserving Australian publications and unpublished collections—in print and digital forms—so that they can be enjoyed by current and future generations.</p>	<p><i>1.1.1 Complete building the Library’s innovative digital library platform to ensure that Australia’s documentary heritage, in all forms, can be acquired, managed for long-term access, and delivered to and used by the public.</i></p> <p><i>1.1.2 Ensure the successful implementation of legal deposit legislation for digital publications by establishing appropriate policies, systems and workflows.</i></p> <p>1.1.3 Engage and communicate with Australian publishers to assist them to meet new responsibilities relating to legal deposit for digital publications.</p> <p>1.1.4 Develop new models and tools for acquiring and managing large personal, organisational and photographic archives, in paper-based and digital forms.</p> <p><i>1.1.5 Implement a revised collection development policy reflecting the Library’s aims for its Australian collections in the digital environment.</i></p> <p>1.1.6 Replace the Library’s integrated library management system, which underpins management of and access to the Library’s collections.</p> <p>1.1.7 Replace critical storage equipment at the Library’s Parkes site as it reaches the end of its useful life, and explore longer term options to accommodate collection growth beyond 2019.</p>

<p>1.2 Build a rich collection of print and digital resources that enable learning, research and understanding of the Asia-Pacific region and Australia's place in the world.</p>	<p>1.2.1 Continue to develop and strengthen the Library's Asian and Pacific collections through the operation of its Jakarta office, collecting field trips to Pacific countries and an active collecting program covering East and South-East Asia.</p> <p>1.2.2 Implement the revised collection development policy reflecting the Library's aims for its Overseas, Asian and Pacific collections in the digital environment.</p>
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Strategic Priority 2: Make access happen

Aspiration	Actions
<p>2.1 Transform Australian lives by connecting communities to their national collection through vibrant onsite and online programs and services, developed with strategic partners and harnessing new opportunities in the digital environment.</p>	<p>2.1.1 <i>Collaborate with partners and the public to increase the volume and variety of digital content accessible via Trove.</i></p> <p>2.1.2 Build on the continuing success of the newspaper program by partnering to digitise Australian journal content, in anticipation of and response to community needs.</p> <p>2.1.3 Complete the digitisation of the Library's 50,000-hour commissioned Oral History and Folklore Collection, so that this unique record of Australian life can be made available through the Library's digital services.</p> <p>2.1.4 Use the Library's new digital platform to support digitisation of unique archival collections.</p> <p>2.1.5 <i>Progress transformation of public spaces by 2018, the 50th anniversary of the opening of the Library building.</i></p> <p>2.1.6 Use the 50th anniversary of the opening of the Library building to engage the Australian community with the Library's</p>

	<p>collections and services.</p> <p>2.1.7 Engage Australians with a national collection that records and reflects Australia’s social, cultural and intellectual diversity and invite them to share their ideas, knowledge and stories through innovative digital engagement services.</p> <p>2.1.8 Present exhibitions and displays that attract and inspire diverse audiences, and enrich knowledge, understanding and appreciation of the Library’s collections.</p> <p>2.1.9 Partner with other collecting institutions to develop and present exhibitions that can be enjoyed by Australians in multiple locations.</p> <p><i>2.1.10 Contribute and respond to Australian Curriculum content, to provide inspiring experiences for school students onsite and online, and extend the teacher professional development program.</i></p>
<p>2.2 Build respectful relationships with Indigenous communities and connect them with collections relating to their rich cultural heritage.</p>	<p>2.2.1 Source funding to establish an Indigenous Curator position to strengthen activities connecting Indigenous peoples with rare and unique collection materials relating to their history, culture and communities, and renew the framework for consultation about the use of Indigenous cultural property.</p> <p>2.2.2 Make the Library’s collections and services more accessible to Aboriginal and Torres Strait Islander peoples.</p> <p>2.2.3 Provide a workplace which is a supportive environment for our Indigenous staff.</p>
<p>2.3 Facilitate and participate in the creation of new knowledge and works of imagination.</p>	<p>2.3.1 Sustain and expand the Library’s fellowships program, funded solely through philanthropic donations, to support in-depth research, exploration and sharing of the</p>

	<p>Library’s rich collections.</p> <p>2.3.2 Collaborate with Australia’s leading writers and illustrators, to produce high-quality and commercially viable publications that interpret the Library’s collection and contribute to the vitality of Australian culture and history.</p>
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Strategic priority 3: Lead, partner, connect and excel

Aspiration	Actions
<p>3.1 Create value for library services and their patrons—across all jurisdictions, regions and sectors—by managing the research infrastructure that underpins access to the nation’s library collections.</p>	<p>3.1.1 Leverage new provisioning and business model opportunities for Libraries Australia in a cloud-dominated library systems environment.</p> <p><i>3.1.2 With National and State Libraries Australasia, investigate the feasibility of shared digital library infrastructure, especially to facilitate a national approach to e-legal deposit and collaborative archiving of government websites.</i></p>
<p>3.2 Extend this value to the gallery, archives, museum and research sectors through sustainable collaboration enhancing access to, use of and engagement with Australia’s cultural and research collections.</p>	<p>3.2.1 Explore and implement a road map and funding model to extend the Trove contributor base to further encompass gallery, library, archives, museum, research and government organisations whose digital collections are not available through the national discovery service.</p> <p>3.2.2 Seek opportunities to enhance Trove services, especially those that support others to engage with, build on and share digital content across multiple platforms, major social media channels, third party websites and market-developed apps.</p>
<p>3.3 Engage with international leaders—individuals and organisations—to advance common aims, and to share the Library’s</p>	<p>3.3.1 Lead a collaboration with The National Archives (United Kingdom), the State Library of New South Wales and a commercial</p>

<p>experience as a leader in many digital library spheres.</p>	<p>partner to digitise the 10,000 microfilm reels made under the Australian Joint Copying Project, 1948-1993, to ensure this significant research resource remains accessible to future users.</p> <p>3.3.2 Contribute to international initiatives to develop transcription software based on machine reading of digitised manuscript texts.</p> <p>3.3.3 Participate in international collaborations that focus on standards and practices that make it easy for people everywhere to find, use and build on our collections.</p>
<p>3.4 Improve understanding and articulation of the Library’s impact and value to the Australian economy and the wellbeing of Australian citizens.</p>	<p>3.4.1 Assess and implement models for understanding and measuring the social, economic and cultural impacts of the Library’s services, especially digital services that reach Australians from many communities.</p> <p>3.4.2 Articulate the case for digital infrastructure investment in Trove, reflecting its radical transformation of Australians' access to their culture and the research potential that further investment could unleash.</p> <p>3.4.3 Assess the relative value of the Library’s diverse programs and use this knowledge to rebalance investment.</p> <p>3.4.4 Partner with the Friends of the National Library to build relationships in the broader community and create greater awareness of the Library and its resources and services.</p>
<p>3.5 Innovate and diversify funding sources, both government and private, by clearly identifying shared values and opportunities for potential partners, delivering high quality outcomes, and applying rigorous</p>	<p>3.5.1 With the assistance of Council and the Foundation Board, sustain the Library’s giving community and develop new approaches to attracting personal, philanthropic and commercial giving.</p>

<p>resource management.</p>	<p>3.5.2 <i>Develop our capability to identify and model business and revenue generation opportunities.</i></p> <p>3.5.3 Build on sound governance arrangements and effective resource management so that the Australian Government, partners and community are assured that their investment is well managed.</p> <p>3.5.4 Implement the Library’s revised performance management and evaluation framework and systems.</p> <p>3.5.5 Establish the arrangements that best position the Library in the emerging contestability and common services environment.</p> <p>3.5.6 Pursue the use of outsourced and cloud services to reduce costs, lift productivity and develop more robust and scalable online services.</p>
<p>3.6 Strengthen the capabilities and resilience of the Library’s staff and nurture their imagination and passion to achieve the Library’s vision.</p>	<p>3.6.1 <i>Build workforce capability in the priority areas of advanced digital expertise, leadership, communication and business acumen.</i></p> <p>3.6.2 Build and capitalise on deep staff knowledge of the Library’s rich and diverse collection, in both digital and physical forms.</p> <p>3.6.3 Cultivate, evaluate and harness innovative ideas from staff and communicate successes.</p> <p>3.6.4 Support a healthy and safe workplace culture by maintaining awareness and training, and developing tools to better manage risks and prevent incidents.</p>

<p>3.7 Build on the Library's excellent record of improving environmental performance associated with storing, maintaining and providing access to a major national asset.</p>	<p>3.7.1 Continue rigorous programs to test the viability of reducing energy use while refining and maintaining environmental parameters required for optimal collection storage.</p> <p>3.7.2 Reduce the Library's energy and waste footprint, carefully assessing return on investment for each improvement project.</p>
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CAPABILITY

The Library's approach to its strategic priorities relies on robust principles. The Library strives to ensure that every operation needed to deliver its aspirations is well considered and of high quality, especially regarding leadership, strategy and planning, people, information and knowledge, processes, governance, and product and service delivery.

The Library will benchmark the most significant elements of its operations against reliable comparators to establish baseline data. Priorities will be identified and resources allocated to areas of need to achieve organisational excellence.

Building the **Library's** workforce capability will continue to be a corporate focus. The Strategic Workforce Plan sets **out the Library's** approach to investing in staff. Leveraging the work of the previous strategic workforce plan, the Library will further develop digital competency and confidence, together with staff capability, especially in the areas of career sustainability and leadership. Over the life of this corporate plan, the Library will also focus on strengthening business acumen.

RISK OVERSIGHT AND MANAGEMENT

The Library is profoundly aware of the responsibilities of stewardship of an invaluable, diverse and growing collection and a complex building, and of having a duty of care to its people and the public. **The Library's Corporate Management Group is responsible** for identifying and managing risks associated with collecting, storing, preserving and making **available the millions of items in the Library's collections, and reports regularly to the** National Library of Australia Council through its Audit Committee.

The Audit Committee ensures that there is an appropriate ethical climate in the Library and considers the appropriateness, adequacy, efficiency and effectiveness of the internal control system and procedures for risk oversight and management. The committee oversees compliance by the Library with those systems and procedures.

The principal risks and the strategies for their mitigation are managed through the Library's Emergency Planning Committee. The committee provides a clear control structure to identify, monitor, respond to and mitigate risks that may affect the Library. The committee **is guided by the Library's Risk Management Framework. The** committee and the Corporate Management Group **are responsible for determining the Library's appetite for risk, and developing and reviewing annually the Library's Risk Management Register and the** procedures and plans for significant business risks, such as the Collection Disaster Plan, the Information Technology Disaster Recovery Plan, the Business Contingency Plan for Critical Building Systems, the Business Continuity Framework and the Work Health and Safety

Framework. The Library implements IT security measures (as a minimum to the **'unclassified' level) as defined by the Australian Government Information Security Manual.**

The Library has contemporary finance and human resource systems that are supported by robust internal controls, documentation and staff training, and the organisational culture encourages all staff to be active participants in identifying and managing risk and working within **the Library's risk profile.**