

NATIONAL LIBRARY OF AUSTRALIA

2022-23

Corporate Plan



NATIONAL
LIBRARY
OF AUSTRALIA

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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 2022–23 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.

While the Library's mission has long been to collect, connect and collaborate, the ways in which we carry out that mission have changed dramatically.

The Library leads the nation in reaching the full breadth of the Australian community, enhancing their ability to understand themselves, their history and their culture through digital engagement with cultural collections. A better and more deeply informed Australia enriches our national life and community wellbeing; ready access to astounding cultural collections supports Australia's artists, creators and researchers to create and share new knowledge, insights and creative expressions.

However, the Library faces major challenges over the period of this plan: the need to store our ever-growing collection; to care for our magnificent heritage building; and to maintain or enhance the digital infrastructure which maximises the public utility of the Library's \$1.1 billion collection, and the collections of many hundreds of partners.

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

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

We connect with communities and connect 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 ability of the Library 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; activities of partners.

OPERATING CONTEXT

ENVIRONMENT

The Library is being impacted by broad national and global trends:

A COVID world, and its implications on collection, capital works and digital infrastructure supply chains, business continuity, worker preferences, and public behaviour, especially around visitation to large institutions. We recognise that the artists, writers and creators whose works we collect have been particularly affected by COVID restrictions.

Reconciliation, and the responsibilities this places on all public institutions – especially cultural institutions – to recognise and celebrate Australia’s unique and continuing First Nations cultures, to provide appropriate frameworks to manage cultural material, and to fundamentally shift our approaches to building relationships and working with, and serving First Nations communities.

Global and national economy, and the relationship between them. The ongoing economic impacts of COVID, budgetary pressure on the Australian Government in coming years, increasing operating expenses – including through increased upfront and ongoing technology costs – and continued impacts of savings measures will challenge the Library through the life of the four-year plan.

Natural environmental forces, especially the ongoing risks of climate change and consequences for our collections and communities, and the impacts of pandemics on the safety and wellbeing of our patrons, our staff, and our ability to serve. There is potential for increasing frequency and severity of major weather events, such the hailstorm that damaged the Library’s heritage building in January 2020.

Changing Australian society, reflected in Australia’s increasing cultural and linguistic diversity. This more diverse community has a deepening appetite for accessible information, research and discussion about individual, community and national identity. The community has enthusiastically adopted digital publishing platforms that both enhance and challenge the Library’s ability to collect documentary heritage.

Public expectations of institutions. The need for trusted sources of information is critical to our understanding of ourselves and our place in the

world. Institutions acting with integrity will maintain the confidence of their users. Public expectations of what the Library should collect, how accessible our collections should be, how we engage with the public and what services we should offer exceed the Library’s capacity to deliver. This requires open and robust conversations with some stakeholder groups as the Library rebalances its investment priorities.

Technology expansion and disruption, including the sharp increase in citizen digital capability, demand for sophisticated online services and a rapid shift to cloud-based technologies. Sustaining the skills and infrastructure to collect, manage, preserve and provide access to Australia’s digital culture will require significant investment and new national partnerships. Robust cybersecurity capabilities are needed to mitigate the risk of cyberattacks.

Intensified competition for skilled workers. Many specialist skills required by the Library are in high demand, and the Library faces challenges attracting and retaining talent. While this is most acute in the areas of digital and data skills, the Library must also plan for significant changes to education and accreditation practices relevant to the library sector.

CAPABILITIES

Physical collection storage capacity remains a pressing challenge. The Library does not yet have a solution to store 18km of medium use collections from 2025 when a storage lease expires, nor a solution to accommodate physical collection growth of over 2.5km per year.

We steward an iconic 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 is essential to delivering on our mission. The Library has invested in replacing and refurbishing some of its ageing plant and equipment, and to optimise collection storage within the Parkes building. These works will continue through the life of this plan. However, a large volume of necessary building works remain unfunded. Developing and implementing a new Building Masterplan will be key to sustainable building operations and to meeting contemporary building and accessibility standards.

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. However, the vast majority of the community we serve lives far from the Library building, and the overwhelming majority of current engagement with the Library is via digital channels.

While continuing our onsite excellence, we will accelerate opening up the Library's collections and experiences to a dispersed and diverse Australian community. We will make access to our collections and experiences more equitable, and lower barriers for all Australians, so that they can explore and use the collections more easily, independently, enjoyably and meaningfully.

The Library's world-leading technology capabilities enable us to deliver on our mission. Without robust digital infrastructure, the Library cannot provide services to the majority of Australians who live distant from the national capital.

Since 2016-17, the Library has utilised additional government funds to maintain Trove, leveraging previous investments in its underlying infrastructure. The Library now seeks investment to deliver a next-generation digital infrastructure for Australians, to continue and grow our online operations, to offer high-value services to other institutions and to ensure that our shared technology infrastructure and capability is responsive and reliable, sustainable and scalable, trusted and secure.

Through the Trove Strategy, the Library will promote a bold vision for a secure, sustainable and collaborative digital cultural platform. Delivering on the Strategy – or simply maintaining Trove – will not be possible without additional ongoing investment.

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.

COOPERATION

The Library has a leadership position 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.

The Library is pursuing further opportunities to work with other national cultural institutions on common challenges, including securing shared storage space for our physical collections, enhancing shared digital infrastructure such as Trove, and shared strategic asset planning.

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; and
- digitising, managing and delivering textual materials – including newspapers, books, journals and gazettes – at scale.

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

FINANCIAL RESOURCES

The Library's financial profile has changed significantly, with base appropriation declining, and operating expenses increasing. In recent years, base appropriation has been supplemented by specific purpose terminating funding measures from the Australian Government, generous philanthropic donations and other own-source revenue. In 2022-23, additional government funds will enable ongoing support for Trove, partial renovation of an ageing heating, ventilation and air-conditioning (HVAC) system, and digitisation of iconic collections. The National Cultural Institutions Financial Sustainability package will also assist with delivery of services in 2022-23.

However, without additional ongoing funding, the Library will be unable to continue its current range of operations and services, putting at risk our ability to fully meet legislated obligations. Most of the Library's long-term and legally mandated operations continue to be funded from declining base appropriation, with additional funding primarily achieving increased access to existing collections. In addition, the short-term nature of additional funding does not allow for efficient resource planning, including capital expenditure and recruitment of skilled staff to the ongoing roles required for an institution with very long-term responsibilities.

The Library thus faces challenges and opportunities in meeting our mandate.

We face significant risks in meeting our responsibility to care for a significant Commonwealth asset — the Library's \$1.1 billion collection — if additional resourcing is not secured. In addition to the heritage-listed main building, the Library leases or owns three collection repositories, all of which are at or nearing capacity. Securing funding for a purpose-built storage facility to meet significant storage needs from 2025 is a priority in this plan. The Library is working closely with its portfolio department on a joint storage solution for national cultural institutions, including interim and long-term purpose-built options.

The Library's iconic building on the shores of Lake Burley Griffin requires significant capital works, including replacing the Library's heritage windows and HVAC systems, which have reached the end of their lives. Initial stages of this work are partly facilitated by specific purpose Australian Government funding.

Ongoing demands on the Library's technology portfolio, including a shift to cloud services, cannot be met without increased and ongoing funding. Critical library infrastructure, such as systems underpinning national collaborative services, have reached end-of-life and are no longer fit for purpose.

The Library's Digital Strategy reflects what the Library can achieve with current ongoing funding, and what can be achieved if the Library is funded to continue its national leadership and collaboration role. Without additional investment, only a limited number of the Library's strategic priorities will be delivered.

While the Library's online collection is heavily used, more than 90 per cent of the collection remains accessible only onsite in Canberra. The Library sustains a major digitisation program through its philanthropy program, supported by \$10 million in Australian Government seed funding and partnership funding, and has invested in technologies and workflows to maximise the impact of this revenue stream. The Library has a 10-year philanthropic strategy focused entirely on digitisation of important collections. However, even if the strategy achieves its full aims, most of the Library's collections will remain available in physical format only.

Trove has opened the Library's collection to millions and pioneered collaborative digital services but faces an uncertain future without commitment of funds. In 2022-23, the Library will promote a bold vision for Trove through the Trove Strategy and seek to secure the resourcing, collaboration and support needed to provide existing and new services. Achieving this vision will require significant additional investment and deliver lasting value across the national collecting sector and to the Australian public.

COLLECT

STRATEGY

The Library must ensure its collection remains relevant to Australians in all their diversity, now and into the future. We are creating pathways to collect emerging digital material while continuing to collect published Australian works and expand our collection of pictures, manuscripts and oral histories. We are working with Indigenous communities, and culturally and linguistically diverse communities, to ensure our collection reflects their stories and voices in a culturally appropriate way.

SUPPORTING DOCUMENTS

- Collecting Strategy 2020–21 to 2023–24
- Collection Development Policy 2020-21 to 2023-24
- Collection Deaccessioning and Disposal Policy 2021
- Innovate Reconciliation Action Plan 2020 to 2022
- Indigenous Cultural and Intellectual Property Protocols 2022

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

ACTIONS

- ▶ Reflect the full breadth of Australian society through identifying and collecting works from First Nations Australians, and culturally and linguistically diverse communities, with an emphasis on Chinese and Fijian communities in 2022-23.
- ▶ Capture more comprehensively the online lives of Australians, including through improving our web archiving infrastructure and our social media collecting capability.
- ▶ Commence implementing a new library management system to replace the Library’s end-of-life system.

PERFORMANCE MEASURES – COLLECT

MEASURE: # Australian published works collected, including digital

2022 - 2023 target	30,000
2023 - 2024 to 2025 - 2026 targets	Equal to or greater than previous year

Methodology	Based on number of Australian published items collected by the Library through National edeposit, legal deposit and selective and retrospective collecting of published works. The Library uses reliable data and standardised ways of counting to measure the number of works
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MEASURE: # Australian unpublished works collected, including audiovisual material and digital

2022 - 2023 target	Target not applicable (the Library monitors trends over time, results vary greatly based on acquired archival materials)
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2023 - 2024 to 2025 - 2026 targets	Target not applicable
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Methodology	Based on number of items collected, including photographs, pictures, manuscripts, and oral history recordings. The Library uses reliable data and standardised ways of counting to measure the number of items
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MEASURE: Case study of collecting relationships aligned to the Library's areas of focus

2022 - 2023 target	Focus: Chinese-Australian and Fijian-Australian communities
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2023 - 2024 to 2025 - 2026 targets	Target not applicable.
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Methodology	Case study reporting on development of the collecting relationship identified each year
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CONNECT

STRATEGY

The Library inspires Australians to explore voices and stories in the national collection. We enable research and the discovery of new ideas by delivering accessible services and programs. We are extending national reach and engaging new audiences, increasing the diversity of Australians participating in onsite and digital experiences

SUPPORTING DOCUMENTS

- Engagement Strategy 2022 to 2026
- Communications and Digital Communities Strategy 2020 to 2023
- Digitisation Strategy 2021-2023
- Philanthropy Strategy 2018 to 2028
- Innovate Reconciliation Action Plan 2020 to 2022
- Indigenous Cultural and Intellectual Property Protocols 2022

We connect with communities and connect communities with their national collections.

ACTIONS

- ▶ Increase our service to contemporary Australian communities by implementing an audience-centred and data-informed Engagement Strategy, with a focus on regional, rural and remote, First Nations, and culturally and linguistically diverse Australians.
- ▶ Enhance access to the collection by leveraging government seed funding to secure philanthropic partners to support large-scale collection digitisation.
- ▶ Support the creation of new knowledge by providing research services and access to Library collections.

PERFORMANCE MEASURES - CONNECT

MEASURE: # digital visits to the Library	
2022 - 2023 target	27 million
2023 - 2024 to 2025 - 2026 targets	Review base line to reflect long-term COVID impacts on public behaviour
Methodology	Based on visits to the Library's 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	
2022 - 2023 target	300,000
2023 - 2024 to 2025 - 2026 targets	Review base line to reflect long-term COVID impacts on public behaviour
Methodology	Based on visitors to the Library's public building in Canberra using people-counting sensors
MEASURE: # images digitised and added to Trove	
2022 - 2023 target	800,000
2023 - 2024 to 2025 - 2026 targets	Equal to or greater than previous year
Methodology	Based on data from Library systems
MEASURE: # hours of sound and audiovisual magnetic tape recordings digitised	
2022 - 2023 target	2500 hours
2023 - 2024 to 2025 - 2026 targets	2500 hours for 22–23 and 2023–24, then 1250 hours for 2024–25, leading to completion of this work
Methodology	Based on data from Library systems
MEASURE: % of collection items delivered on time; % of information and research enquiries responded to on time; % of copies direct orders delivered on time; % availability of National Library and Trove websites	
2022 - 2023 target	Collection items on time: 90%; Enquiries responded on time: 90%; Copies Direct orders on time: 90%; Website availability: 99.5%
2023 - 2024 to 2025 - 2026 targets	Collection items on time: 90%; Enquiries responded on time: 90%; Copies Direct orders on time: 90%; Website availability: 99.5%
Methodology	Based on data from Library systems
MEASURE: Qualitative evaluation of the value of the collection, services or programs	
2022 - 2023 target	Focus: engagement with regional, rural and remote audiences
2023 - 2024 to 2025 - 2026 targets	Target not applicable
Methodology	Based on qualitative evaluation

COLLABORATE

STRATEGY

Trove has established itself as an essential part of Australia's cultural and research infrastructure. With provision of additional Trove funding through to June 2023, the Library will grow Trove content while promoting and seeking support for a new Trove Strategy.

SUPPORTING DOCUMENTS

- Trove Strategy 2022
- Trove Content Inclusion Policy (under revision)

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

ACTIONS

- ▶ Launch and promote a Trove Strategy that articulates a bold vision for the service, and guides future development and investment.
- ▶ Work collaboratively with collecting institutions to broaden the range of content available through Trove, and promote the national distributed collection.
- ▶ Respond to changing demand for Trove Collaborative Services with a new service and pricing model, and a roadmap to more sustainable service provision.
- ▶ Provide the National edeposit service, a National and State Libraries Australasia partnership that builds, preserves, and provides access to a shared collection of Australian digital publications.

PERFORMANCE MEASURES – COLLABORATE

MEASURE: # of Trove Collaborative Services (TCS) partners and content contributors that the Library engages in annually

2022 - 2023 target	900
2023 - 2024 to 2025 - 2026 targets	Equal to or greater than previous year
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

2022 - 2023 target	Focus: Participation in Trove Partner learning webinars
2023 - 2024 to 2025 - 2026 targets	Target not applicable
Methodology	Based on participation rates, geographic and sector coverage, and feedback

CAPABILITY

STRATEGY

The Library harnesses resources effectively to realise our ambitions and deliver our mandate. The Library uses financial and other resources as intended to develop and safeguard its collection. The Library has invested strongly to reshape and develop our workforce, and continues to acquire and develop the skills, knowledge and experience that will be needed for a dynamic organisation with a strong digital and physical presence. The Library manages its heritage building responsibly within constrained resources and will develop a new Building Masterplan in 2022–23. The Library continues to invest, where resourcing allows, in physical and digital infrastructure to ensure our physical and digital capability is responsive, reliable, sustainable, trusted and secure.

SUPPORTING DOCUMENTS

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

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

PRIORITIES

- ▶ Secure sustainable, long-term and medium-term solutions to the Library's growing physical collection storage need, while implementing the Collection Storage Masterplan 2019–25 to maximise storage opportunities in the Library's main building.
- ▶ Develop a new Building Masterplan aimed at enhancing the life and use of the Library's heritage building for the Australian community.
- ▶ Deliver an adaptive Digital Strategy that implements strategic priorities in order of importance, based on the funding available.
- ▶ Build on the digital, project management and business acumen, knowledge and experience of the Library's workforce to deliver our mission.

RISK MANAGEMENT

Within the Australian Government accountability framework, we manage strategic and operational risks to sustain our public value.

ACCOUNTABILITIES

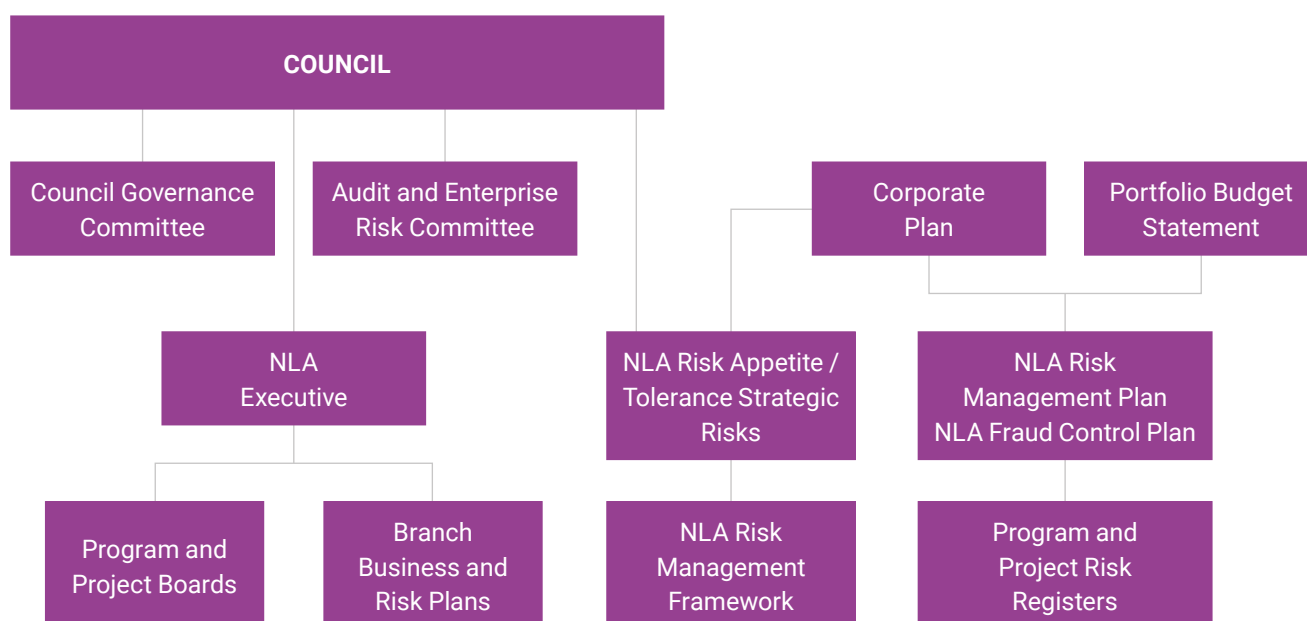
As the Accountable Authority, the Library's Council has overall responsibility for ensuring an appropriate risk management framework is in place. The Council determines and articulates the Library's risk appetite and tolerance levels; identifies strategic risks that may fundamentally affect the Library's ability to meet its mandate and the way we operate; and oversees the appropriate management response to these risks.

The Library's Audit and Enterprise Risk Committee advises the Council on the adequacy of our 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.

The Council Governance Committee assists the Council to discharge its responsibilities, by ensuring Council processes are robust and effective. This Committee also assesses the performance of the Director-General.

Implementation of the Library's Risk Management Framework is delegated to the Director-General and the Executive.

RISK PLANNING AND MANAGEMENT IN THE LIBRARY



KEY STRATEGIC RISKS AND MANAGEMENT APPROACHES

We have identified strategic risks relating to the Library’s work. Risks relating to the Library’s relationships with stakeholders are in a managed state. However, risk in all other strategic areas is increasing, with pressure points around the Library’s ability to properly develop and store its collections, and to provide access to those collections via its digital services.

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.</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. However, the Library faces critical physical collection storage risks from 2025.. The Library is:</p> <ul style="list-style-type: none"> • collaborating with its portfolio department and national cultural institutions on potential joint options for physical collection storage and exploring other contingency arrangements; and • investigating options to meet its future digital infrastructure needs. <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 cyber-attacks, and technology obsolescence.</p> <p>Pressures: <i>physical collection growth of 2.5km per year; end of lease 18km storage requirement from 2025. Digital storage procurement is impacted by hardware supply chain shortages causing volatility in lead times and pricing.</i></p>
<p>The Library fails to build 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 endeavours 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	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 Library is investing in a robust operating model to sustain and evolve our services, technologies and delivery channels.</p> <p>The Library is building its capability to forecast its resource requirements as its business model evolves in line with community expectations.</p> <p>The Library continues to advocate for Australian Government funding and is working to grow own-source revenue to sustain and deliver its mission.</p> <p>Pressures: <i>appropriation trending down from 23-24; some long-term own-source revenue streams projected to decrease over life of plan; increasing supplier, project and workforce costs year on year.</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 Library is building strong financial and governance models to support the delivery of Trove and its associated services, including capability in forecasting resource requirements for services requested by current and potential partners. The Library continues to advocate for Australian Government funding for this unique national role.</p> <p>Pressures: <i>Trove specific purpose funding ends June 23; Trove cannot be supported from base appropriation.</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 must secure long-term storage solutions for its growing physical collection, including exploring potential partnerships with other institutions, and long-term storage and access solutions for its digital collection, which will require investment in digital infrastructure. Both of these major challenges require significant government investment within the life of this plan.

The Library needs to 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.

The Library intends, subject to available funding, to connect in dynamic ways 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 aspires to improve its services to regional, rural and remote audiences, First Australians, and Australians from non-English speaking backgrounds – across all ages and abilities.

The Library is working with National and State Libraries Australasia to develop new 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 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.

