



NATIONAL  
LIBRARY  
OF AUSTRALIA

2025-26  
**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.**

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Cover image: Staff member showing a group of primary school children the National Library's book collection.

# SECTION 1.

## INTRODUCTION

On behalf of the Council of the National Library of Australia (the accountable authority), we present the National Library's of Australia's Corporate Plan 2025–26, 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 our key activities for the upcoming financial year, how we will achieve our purpose and how we will measure our success. We report against the plan in the National Library of Australia annual report, tabled in Parliament each year by the Minister for the Arts.

Our strategic priorities for the coming year and beyond are now outlined in *Treasured: the National Library of Australia Strategic Vision 2025–2033*, which was released in January 2025. We are dedicated to safeguarding Australia's rich and diverse stories, ensuring they are preserved and made accessible to all. As a cornerstone of Australia's cultural and intellectual landscape, we proudly support the goals of the National Cultural Policy, *Revive: a place for every story, a story for every place*.

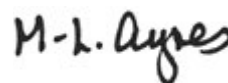
The National Library's vision is to connect all Australians with national collections, enriching our understanding about who we are and our place in the world. Our vast collections are owned by all Australians and we are committed to making them accessible to all Australians. We will continue to connect communities, bridge distances and transform how Australians engage with their stories and histories through the power of Trove.

We would not be able to meet our strategic priorities without the dedication of our staff, volunteers and partners. We will continue to modernise our work practices, foster flexibility and innovation among our staff, and cultivate a workforce able to work respectfully and in a culturally informed way with diverse communities.

We are committed to continuing the National Library's proud record of service to the Australian people.



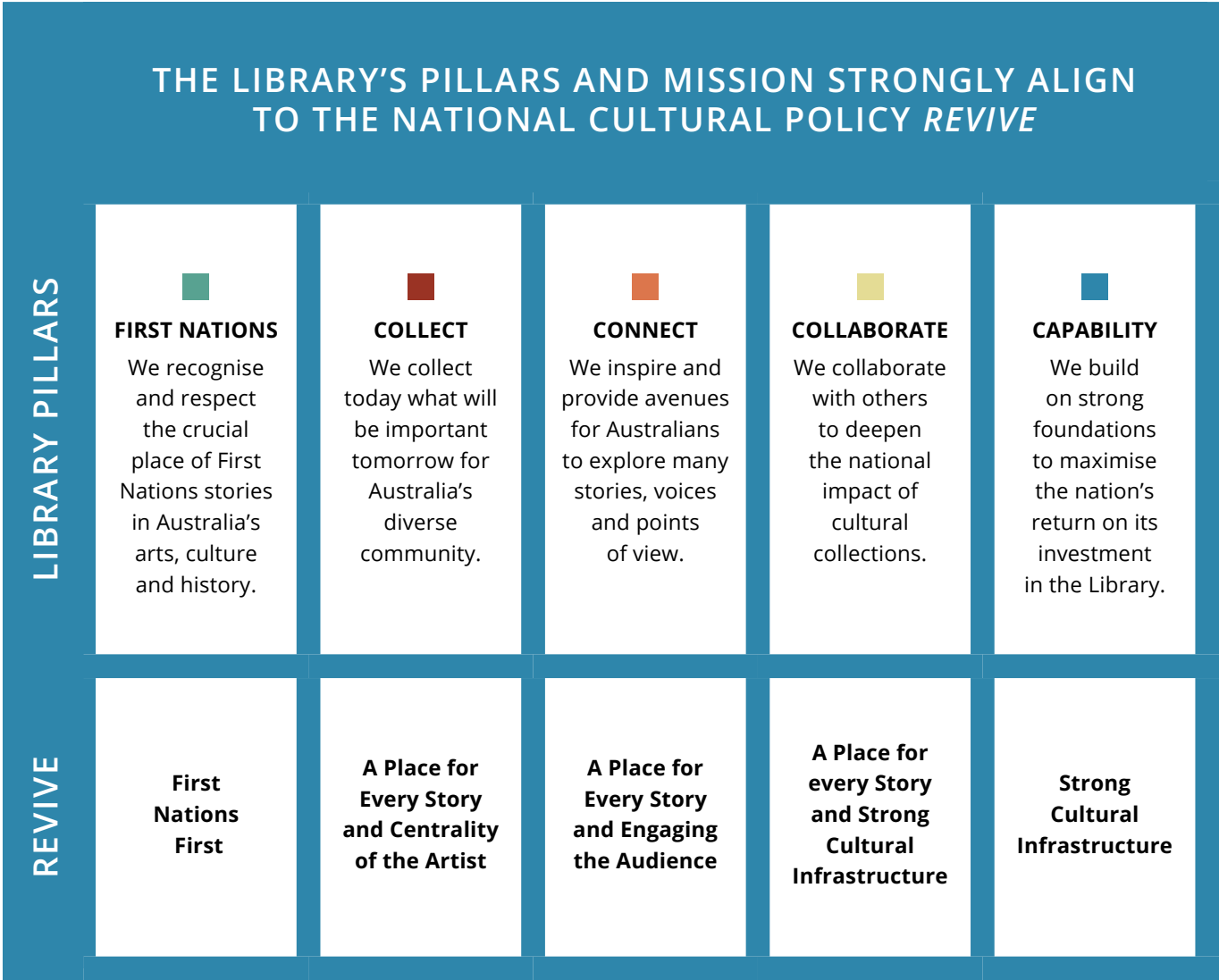
Distinguished Professor  
Larissa Behrendt AO  
**CHAIR OF COUNCIL**



Dr Marie-Louise Ayres FAHA  
**DIRECTOR-GENERAL**

# ALIGNMENT WITH NATIONAL CULTURAL POLICY

The Australian Government’s National Cultural Policy, *Revive: a place for every story, a story for every place*, is a 5-year plan from 2023, for a national cultural collection and cultural experience that is representative of modern, diverse Australia.





## SECTION 2. OUR PURPOSE

Under the *National Library Act 1960* (the Act), our purpose and functions are to:

- 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.

Under the Australian Government's 2025–26 Portfolio Budget Statement (PBS), we are responsible for delivering enhanced learning, knowledge creation, enjoyment and understanding of Australian life and society by providing access to a national collection of library material.

We will do this by collecting documentary resources, particularly relating to Australia and the Australian people, so Australians can discover, learn and create new knowledge now and into the future.

We will deliver our purpose and outcome by adopting the key initiatives set out under each strategic priority in Section 3 of this plan. Progress will be determined using the performance measures listed in Section 4.



Visitors reading and collaborating in the National Library reading room.



## SECTION 3. STRATEGIC PRIORITIES

### 1 FIRST NATIONS

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

In 2025–26, we will:

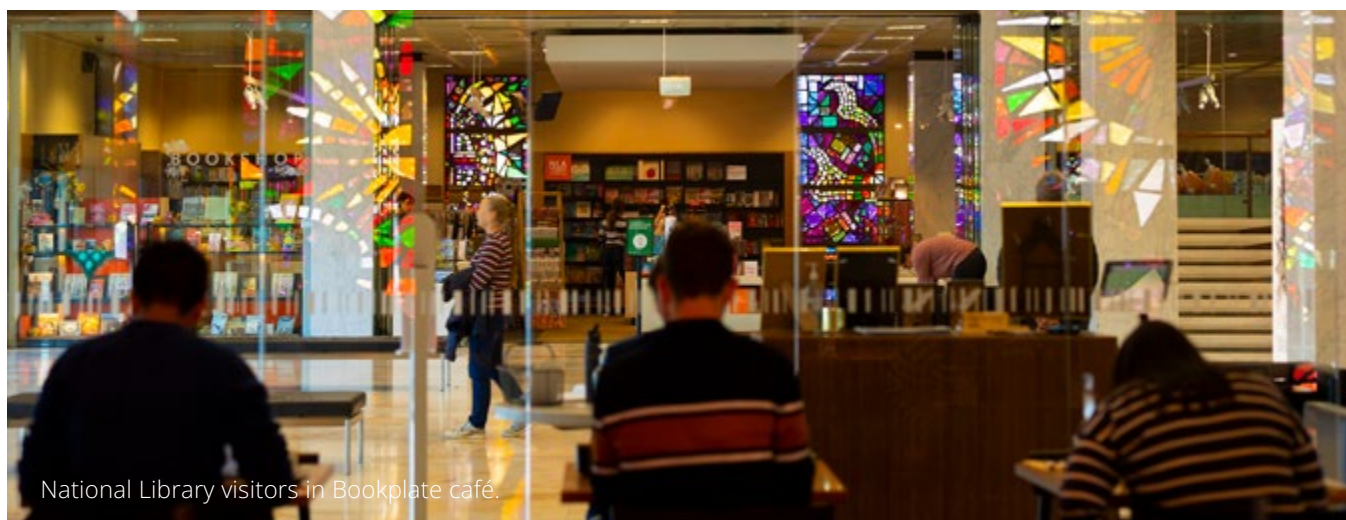
1. In respectful partnership, enrich the National Library's collections with more First Nations voices and stories.
2. Engage with First Nations peoples and elevate First Nations stories and voices, through culturally relevant programs and services.
3. Further embed the National Library's Indigenous Cultural and Intellectual Property (ICIP) protocol across all areas of the National Library's work, underpinned by deep collaboration with cultural authorities.

### 2 COLLECT

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

In 2025–26, we will:

1. Work collaboratively with National and State Libraries Australasia to raise awareness of legal deposit<sup>1</sup> and ensure Australia's contemporary publishing output is comprehensively collected.
2. Collect impartially and proactively across nationally significant events and emerging socio-cultural trends.
3. Increase representation of the experiences and contributions of culturally and linguistically diverse communities, with an emphasis on Pacific diaspora communities.
4. Increase discovery and access to the oral history collection by leveraging artificial intelligence (AI) transcription technology.
5. Implement more sustainable storage materials and practices to reduce the environmental impact of caring for the National Library's physical collection.



National Library visitors in Bookplate café.

<sup>1</sup> The *Copyright Act 1968* mandates that a copy of every Australian publication must be deposited with the National Library, to ensure a comprehensive Australian collection for future generations.

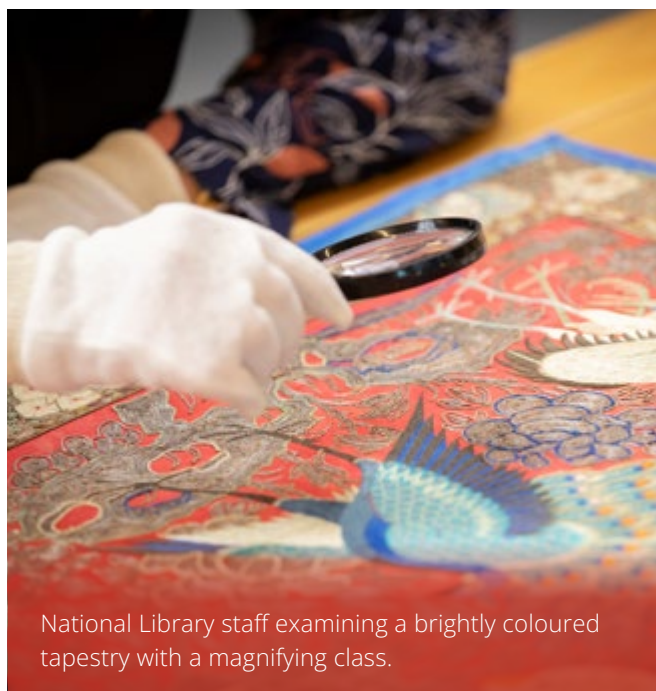


### 3 CONNECT

We inspire and provide avenues for Australians to explore many stories, voices and points of view.

In 2025–26, we will:

1. Deliver high-quality reading room and reference services to meet the needs of a broad range of Australian information-seekers, including through the Fellowships and Scholarships Program.
2. Provide more opportunities for the public to access the National Library's collections and services, including through refreshing the Treasures Gallery and maturing our public and education programs.
3. Increase the breadth of digital collections in Trove and enable Australians to explore archival collections with keyword searching, by applying handwritten text recognition to 2 million pages of the most significant collections.
4. Deepen our engagement with Australian philanthropic communities in support of our work to preserve and share the stories of Australia and its people.



National Library staff examining a brightly coloured tapestry with a magnifying glass.

### 4 COLLABORATE

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

In 2025–26, we will:

1. Expand and diversify our community of cultural heritage partners to extend the breadth and depth of Trove content.
2. Increase engagement with the Trove community, support and guide Trove users, and promote awareness of Trove to the broader Australian public.
3. Modernise Trove's infrastructure by investing in tools to enhance efficiency, security, and system stability.
4. Deliver a secure, trusted National eDeposit service, ensuring the long-term preservation of and access to Australian publications while also respecting the rights of creators and publishers to control their work.

### 5 CAPABILITY

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

In 2025–26, we will:

1. Progress the National Library's Digital Strategy and Technology Roadmap.
2. Progress and implement the National Library's AI Framework.
3. Further develop our diverse and skilled workforce, reducing reliance on external contractors and consultants for core work.
4. Protect our buildings, collection and people by progressing building works and preventative maintenance programs that maintain and enhance the performance and sustainability of the National Library's heritage listed Parkes building.
5. Fit-out and relocate collection material to the newly extended National Library repository and progress the business case for a further extension to secure the National Library's longer-term storage needs until 2050.

# SECTION 4.

## MEASURING OUR PERFORMANCE

This section outlines how we will measure and assess our performance during the reporting period using specific performance measures. We will report on our performance results in the 2025–26 annual report. We continue to review our performance information to ensure it is fit for purpose and that it facilitates a ‘clear read’ across the PBS, 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 1                         | Qualitative evaluation of recognising and respecting First Nations stories  |
|-----------------------------------|---|
| 2025–26 target                    | To conduct evaluations of visitors' and researchers' experience of the National Library's Indigenous-led approach to managing culturally significant collections and serving Aboriginal and Torres Strait Islander communities and peoples. |
| 2026–29 target                    | To be determined.   |
| Purpose                           | To report on the National Library's strategic effort to incorporate First Nations perspectives through all aspects of our work.   |
| Alignment                         | First Nations   Collect   Connect   |
| Measure type                      | Effectiveness   Qualitative   |
| Methodology                       | Focused qualitative evaluations of the National Library's key stakeholder groups.   |
| Data source                       | External survey provider.   |
| Measure change from previous year | In 2024–25, this measure focused on ICIP protocols for significant Indigenous collections. In 2025–26, it has been broadened to capture a wider range of the National Library's work.   |

| Measure 2      |  | Number of Australian published works collected   |
|----------------|--|--|
| 2025–26 target | 21,000 digital works<br>9,000 physical works   |  |
| 2026–29 target | Same as 2025–26 performance target (annually).   |  |
| 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      | Collect   Collaborate  |  |
| Measure type   | Output   Quantitative  |  |
| Methodology    | Based on the expected 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. This measure does not include data on collected websites or individual issues of magazines, newspapers and journals. |  |
| Data Source    | Data extracted from acquisitions data held in the Library's information management systems.  |  |
| Measure 3      |  | Number of Australian unpublished works collected |
| 2025–26 target | Target not applicable (the National Library cannot predict what materials that meet the Collecting Strategy will be made available through donations or the market).   |  |
| 2026–29 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    | Picture, manuscript and oral history data is extracted from National Library systems.  |  |



| <b>Measure 4</b> |   | <b>Number of visits to the National Library's digital platforms</b> |
|------------------|---|---|
| 2025–26 target   | 2.2 million website visits<br>6.2 million catalogue visits<br>13 million Trove visits   |   |
| 2026–29 target   | Same as 2025–26 performance target (annually).  |   |
| 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  |   |
| <b>Measure 5</b> |   | <b>Number of onsite visits to the National Library</b>              |
| 2025–26 target   | 400,000   |   |
| 2026–29 target   | Same as 2025–26 performance target.   |   |
| Purpose          | To report on how the national collection and services are being made accessible to Australians through physical 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 National Library systems.   |   |
| <b>Measure 6</b> |   | <b>Visitor satisfaction with digital experience</b>                 |
| 2025–26 target   | 75% of visitor expectations met/exceeded.   |   |
| 2026–29 target   | Year on year increase on satisfaction rating.   |   |
| Purpose          | To report on whether the National Library met visitor expectations.   |   |
| Alignment        | Connect   Collaborate   Capability  |   |
| Measure type     | Efficiency   Effectiveness   Qualitative  |   |
| Methodology      | Online survey of Library's digital visitors as an indicator of visitor satisfaction when interacting with the National Library's online services. |   |
| Data source      | External survey provider  |   |

| Measure 7 Visitor satisfaction with onsite visit |  |
|--|--|
| 2025–26 target                                   | 85% of visitor expectations met/exceeded.  |
| 2026–29 target                                   | Same as 2025–26 performance target (annually).   |
| Purpose  | To report on whether the National Library met visitor expectations.  |
| Alignment  | First Nations   Collect   Connect   Capability   |
| Measure type                                     | Effectiveness   Qualitative  |
| Methodology                                      | Onsite survey as an indicator of visitors' satisfaction with their visit to the National Library building.   |
| Data source                                      | External survey provider   |
| Measure 8 Number of images digitised             |  |
| 2025–26 Target                                   | 1.2 million  |
| 2026–29 Target                                   | Same as 2025–26 performance target (annually).   |
| Purpose  | To report on how the National Library is building a digitised collection.  |
| Alignment  | Connect   Collaborate  |
| Measure type                                     | Output   Quantitative  |
| Methodology                                      | Based on the number of images digitised.   |
| Data source                                      | Data extracted from National Library systems.  |
| Measure change from previous year                | Previously, this measure was defined as the number of images digitised and added to Trove. However, it has now been updated to encompass all digitisation efforts, regardless of whether the content is included in Trove. This change ensures that all digitisation work is accounted for, including content that remains within copyright or has other access restrictions limiting its release. |

| <b>Measure 9</b>  |  | <b>Number of Trove Collaborative Services (TCS) partnerships that the National Library engages with annually</b> |
|-------------------|--|--|
| 2025–26 target    |  | 900  |
| 2026–29 target    |  | Same as 2025–26 performance target (annually).   |
| Purpose           | To report on the extent to which the National Library is capturing content and collections from across the Australian galleries, libraries, archives and museums, (GLAM) community through TCS membership. |  |
| Alignment         | Connect   Collaborate  |  |
| Measure type      | Output   Quantitative  |  |
| Methodology       | Based on the number of TCS partners.   |  |
| Data source       | Data extracted from National Library systems   |  |
| <b>Measure 10</b> |  | <b>Percentage of Legal Deposit items collected through the automated digital deposit system</b>                  |
| 2025–26 target    |  | 65%  |
| 2026–29 target    |  | Same as 2025–26 performance target (annually).   |
| Purpose           | To report on the proportion Australia's published material that 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 collected (digital and physical).          |  |
| Data source       | Data extracted from National Library systems   |  |



## Performance Measure Architecture

| National Library pillar   | Action items   | Performance measures |   |   |   |   |   |   |   |   |    |
|---|--|----------------------|---|---|---|---|---|---|---|---|----|
|   |  | 1                    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| <b>First Nations/ First Nations First</b><br>We recognise and respect the crucial place of First Nations stories in Australia's arts, culture and history.              | 1. In respectful partnership, enrich the National Library's collections with more First Nations voices and stories.<br>2. Engage with First Nations peoples and elevate First Nations stories and voices, through culturally relevant programs and services.<br>3. Further embed the National Library's ICIP protocol across all areas of the National Library's work, underpinned by deep collaboration with cultural authorities.  | ■                    |   | ■ |   |   |   | ■ |   |   |    |
| <b>Collect/ A Place for Every Story and Centrality of the Artist</b><br>We collect today what will be important for tomorrow for Australia's diverse community.         | 1. Work collaboratively with National and State Libraries Australasia to raise awareness of legal deposit and ensure Australia's contemporary publishing output is comprehensively collected.<br>2. Collect impartially and proactively across nationally significant events and emerging socio-cultural trends.<br>3. Increase representation of the experiences and contributions of culturally and linguistically diverse communities in the collection, with an emphasis on Pacific diaspora communities.<br>4. Increase discovery and access to the oral history collection by leveraging AI transcription technology.<br>5. Implement more sustainable storage materials and practices to reduce the environmental impact of caring for the National Library's physical collection.                          | ■                    | ■ | ■ |   |   |   | ■ |   |   | ■  |
| <b>Connect/ A Place for Every Story and Engaging the Audience</b><br>We inspire and provide avenues for Australians to explore many stories, voices and points of view. | 1. Deliver high-quality reading room and reference services to meet the needs of a broad range of Australian information-seekers, including through the Fellowships and Scholarships Program.<br>2. Provide more opportunities for the public to access the National Library's collections and services, including through refreshing the Treasures Gallery and maturing our public and education programs.<br>3. Increase the breadth of digital collections in Trove and enable Australians to explore archival collections with keyword searching, by applying handwritten text recognition to 2 million pages of the most significant collections.<br>4. Deepen our engagement with Australian philanthropic communities in support of our work to preserve and share the stories of Australia and its people. | ■                    |   |   | ■ | ■ | ■ | ■ | ■ | ■ |    |

## Performance Measure Architecture

| National Library pillar   | Action items  | Performance measures |   |   |   |   |   |   |   |   |    |
|---|---|----------------------|---|---|---|---|---|---|---|---|----|
|   |   | 1                    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| <b>Collaborate/ A Place for Every Story and Strong Cultural Infrastructure</b><br><br>We collaborate with others to deepen the national impact of cultural collections. | 1. Expand and diversify our community of cultural heritage partners to extend the breadth and depth of Trove content.   |                      |   |   |   |   |   |   |   |   |    |
|   | 2. Increase engagement with the Trove community, support and guide Trove users, and promote awareness of Trove to the broader Australian public.  |                      |   |   |   |   |   |   |   |   |    |
|   | 3. Modernise Trove's infrastructure by investing in tools to enhance efficiency, security, and system stability.  |                      | ■ |   | ■ |   | ■ |   | ■ | ■ | ■  |
|   | 4. Deliver a secure, trusted National eDeposit service, ensuring the long-term preservation of and access to Australian publications while also respecting the rights of creators and publishers to control their work.                     |                      |   |   |   |   |   |   |   |   |    |
| <b>Capability/ Strong Cultural Infrastructure</b><br><br>We build on strong foundations to maximise the nation's return on its investment in the National Library.      | 1. Progress the National Library's Digital Strategy and Technology Roadmap.   |                      |   |   |   |   |   |   |   |   |    |
|   | 2. Progress and implement the National Library's AI Framework.  |                      |   |   |   |   |   |   |   |   |    |
|   | 3. Further develop our diverse and skilled workforce, reducing reliance on external contractors and consultants for core work.  |                      |   |   |   |   |   |   |   |   |    |
|   | 4. Protect our buildings, collection and people by progressing building works and preventative maintenance programs that maintain and enhance the performance and sustainability of the National Library's heritage listed Parkes building. |                      |   |   |   |   | ■ | ■ |   |   | ■  |
|   | 5. Fit-out and relocate collection material to the newly extended National Library repository and progress the business case for a further extension to secure the National Library's longer-term storage needs until 2050.                 |                      |   |   |   |   |   |   |   |   |    |

# SECTION 5.

## OPERATING LANDSCAPE:

### PATH TO OUR STRATEGIC VISION

This Corporate Plan sets out our strategic objectives and initiatives for 2025–26, providing a foundation for long-term progress. Over the next four reporting periods, we will track our development through our focus areas, as detailed in *Treasured: the National Library of Australia Strategic Vision 2025–2033*. This approach enables the National Library to respond to emerging opportunities while maintaining a clear direction for performance assessment.

#### SPAN OF INFLUENCE

Our ability to influence our operating context varies significantly:

| Greater influence   | Partial influence   | Limited influence   |
|---|---|---|
| <ul style="list-style-type: none"><li>■ Collecting policies and practices</li><li>■ Attributes of our national collection</li><li>■ Investment and governance underpinning collaborative services</li><li>■ Investment priorities</li><li>■ Compliance with statutory obligations</li></ul> | <ul style="list-style-type: none"><li>■ Volume of unpublished content and content to be digitised</li><li>■ Collecting activities conducted in partnerships</li><li>■ Relationships with stakeholders</li><li>■ Government and own-source revenue inflows</li><li>■ Collaboration with research and education sectors</li></ul> | <ul style="list-style-type: none"><li>■ Volume of published work</li><li>■ Volume of Australian content published on transnational platforms</li><li>■ Forms of emerging content</li><li>■ Access conditions set by others</li><li>■ Activities of partners</li><li>■ Collection content used in ways that risk stakeholder relationships</li></ul> |



## OUR ENVIRONMENT

### A National Library for all: Reflecting Australia's diversity

We are committed to broadening representation in our collections, ensuring all Australians see themselves reflected in our archives. In line with our [Collecting Strategy](#), we actively collect works that amplify First Nations voices, migrant experiences, and rural, regional and remote communities—preserving the stories that shape Australia's evolving identity for generations to come.

### Navigating the AI revolution

The rapid evolution of generative AI requires all cultural institutions to navigate new challenges in knowledge production, management, preservation and access. Our [AI Framework](#) demonstrates that we are committed to transparency, accountability, and ethical governance, ensuring AI expands accessibility while protecting sensitive and culturally significant materials.

### The National Library as a pillar of democracy

Libraries hold a trusted position in the Australian community and are uniquely placed to support public engagement and the democratic process. We work with the galleries, libraries, archives and museums (GLAM) sector and other partners to ensure all Australians have the freedom to read, to engage in civil discourse, and are empowered to make informed decisions in a world of increasingly potent mis- and dis-information.

We also hold unique collections documenting the development of Australian democracy and actively and impartially collect materials relating to Australia's contemporary democracy.

## OUR CAPABILITIES

### Integrity

Our work depends on public trust. We have built trust over many decades to become the loved and respected institution we are today. As an organisation, we will always be committed to the highest standards of integrity, professionalism and ethical behaviour. Our Integrity Framework fosters a pro-integrity culture by embedding integrity into our policies, systems, and decision-making processes. It reflects our unwavering commitment to building and sustaining trust with the government, our stakeholders, and our fellow Australians.

### Buildings

Our heritage-listed Parkes building houses our most valuable collection of assets and serves as a central hub for onsite and online services. Excellent progress has been made over the last 5 years on addressing risks to the collection, staff and visitors arising from an ageing, heritage-listed building. However, there is much more to do to renew the building's basic infrastructure. Our Building and Collection Storage Masterplan outlines a range of high-priority improvements to complete over a 10-year program.

### Digital Infrastructure

Our [Digital Strategy](#) outlines how we will respond to changes in our operating context while continuing to deliver access to a growing digital collection and sustainable and innovative services to our partners and the Australian public. We will:

- deliver the technology capabilities required to meet our mission and priorities, through standardised, scalable and sustainable digital infrastructure
- leverage the increased ongoing, indexed funding announced in May 2023 to build, sustain and secure the digital library collection, services and storage
- responsibly adopt emerging technology to improve our workflows and digital services to the public, replace and decommission Trove's end-of-life software elements, and consolidate our technology portfolio.

## Workforce

Our workforce includes a broad range of specialists, including librarians, archivists, curators, conservators, and digitisation, IT, built infrastructure and corporate services professionals. They are highly skilled and have deep sector knowledge.

In line with government policy, we prioritise direct employment over outsourcing arrangements for core functions. In 2025–26, we will reduce outsourcing of core work in line with the APS Strategic Commissioning Framework. Our target for 2025–26 focuses on continuing to reduce outsourcing of information and knowledge management work.

The National Library is committed to developing capability by ensuring staff have the right skills and resources. We will provide targeted learning and development programs, with a focus on leadership and people management, digital skills and change management. Providing an inclusive, accessible, safe and healthy workplace for all our workers and embedding a safety culture is essential.

The National Library has a committed and passionate organisational culture, with a strong history of innovation, and commitment to addressing the Australian community's information needs. We regularly monitor organisational culture through annual Australian Public Service (APS) Census results, and a range of other measures, including work, health and safety (WHS) and similar claims, successful return to work after illness, injury or other incidents, and the number of fraud, bullying and harassment claims raised.

We will continue to support our First Nations staff through our implementation of the Aboriginal and Torres Strait Islander recruitment and retention action plan.

The National Library launched its Disability Inclusion Action Plan 2024–2026 in 2024. The Plan covers many aspects of the National Library's operations including the main building, offsite storage and other facilities, digital services, and onsite user and visitor experiences. The scope encompasses the National Library's entire workforce – disability inclusion is everyone's business. We will increase disability confidence and competence within the National Library, and are working to create an environment where everyone can engage with us on an equitable basis.

Our volunteers are an important and valued component of our visitor engagement activities. Our volunteer program will continue to offer opportunities for people to be involved in front-of-house engagement with National Library visitors.

## COLLABORATION AND LEADERSHIP

We continue our decades-long collaboration with GLAM institutions across all states and territories, and at various levels of government. We are actively involved in many cross-GLAM developments, including new ways of describing collections, management of ICIP, digital preservation, digitisation and engaging ethically in the AI world.

While these collaborations are beneficial in many important ways, what makes the National Library stand out is its provision of national digital infrastructure accessible through Trove. This infrastructure enhances the visibility and accessibility of collections from hundreds of partners to the Australian public and the world (see also our [Trove Strategy](#)).



Fellowship recipients standing in the collection stacks.

## RISK MANAGEMENT

Our Enterprise Risk Management Framework outlines our approach to risk management, and how risk is assessed, prevented or mitigated and reported at the strategic, enterprise, and operational levels.

The framework ensures that risks are effectively identified, managed, and regularly monitored and reviewed.

|                    |  |
|--------------------|--|
| <b>Authorising</b> | <i>National Library Act 1960, Public Governance, Performance and Accountability Act 2013, Commonwealth Risk Management Policy, Work Health and Safety Act 2011, Protective Security Policy Framework, Commonwealth Fraud and Corruption Rule, WHS Regulations 2011, Commonwealth WHS Codes of Practice</i> |
| <b>Directive</b>   | Risk Management Framework, ISO 31000:2018, Fraud and Corruption Control Plan, Integrity Framework, Agency Security Plan, Information Technology Security Policy, WHS Management System and Policy  |
| <b>Enablers</b>    | 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, Integrity and WHS E-Learning Modules, Management Reporting                       |

### Risk appetite

We are generally open to accepting a degree of risk to achieve our purpose and strategic objectives, supporting:

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

We are prepared to accept higher levels of risk when potential benefits outweigh potential negative consequences, and we can demonstrate that we have made informed, evidence-based and risk-based decisions.

We are 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.

We are committed to monitoring and reviewing risk appetite and ensuring ongoing alignment with our business priorities.



## Key strategic risks and management approaches

We have identified the following key strategic risks relating to the National Library's purpose and vision.

| Key strategic risks   | Pressures   | Management approach  |
|---|---|--|
| The National Library fails to achieve its goals relating to First Nation's recognition and engagement that are set out under the Australian Government's policy agenda and the National Library's First Nations priority. | <ul style="list-style-type: none"> <li>■ First Nations communities' priorities and expectations.</li> <li>■ Content and/or ownership is not well documented.</li> <li>■ Understanding the communities whose knowledge we hold.</li> <li>■ ICIP is a change in practice for some users and researchers who have not previously been asked to engage with communities prior to accessing collection material.</li> </ul>  | The National Library has committed to cultural competency and ICIP training for all staff. The National Library engages with Aboriginal and Torres Strait Islander people, communities and organisations to seek advice on matters that include collections, research and education. The National Library also has an Indigenous recruitment strategy.   |
| 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.       | <ul style="list-style-type: none"> <li>■ Collecting, preservation and storage of emerging digital formats.</li> <li>■ Strengthening representation of all Australian cultures and communities in the national collection.</li> <li>■ Access to and security of digital systems—it is becoming challenging to ensure a comprehensive collection of Australian publications due to increasing numbers of Australian works being published on international platforms and websites.</li> </ul> | 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 First Nations people, culturally and linguistically diverse groups, and rural, regional and remote communities.  |
| We do not preserve, protect, and store our collections—both digital and physical.   | <ul style="list-style-type: none"> <li>■ Physical collection growth of approximately 2.5 km per year.</li> <li>■ Increasing digital infrastructure costs and attracting and retaining staff with in-demand skills.</li> <li>■ Increasing cyber security threats.</li> </ul>   | <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 cyber attacks and technology obsolescence.</p> |

| Key strategic risks   | Pressures   | Management approach  |
|---|---|--|
| 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.           | <ul style="list-style-type: none"> <li>■ Rapidly evolving technological and geopolitical landscape.</li> <li>■ Social cohesion and increasing dissent within the community around issues that may intersect with the National Library's collections and programs.</li> <li>■ Partner funding constraints.</li> <li>■ Competing priorities and expectations.</li> </ul>  | <p>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.</p> <p>Reputational risk is considered in making decisions that may be contentious. Communication plans are developed and implemented to respond to sensitive or contentious issues.</p> <p>In relation to AI, the National Library will adhere to all relevant laws and guidelines, respect copyright, protect commercial interests, and uphold the rights of First Nations peoples. The National Library will seek to protect the content we steward from external systems, where use may threaten author and publisher rights.</p> |
| 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.                                      | <ul style="list-style-type: none"> <li>■ Some core IT systems are at the end of their lives.</li> <li>■ Increasing rate of change/ disruption.</li> <li>■ Increasing supplier, project and contractor costs.</li> <li>■ Labour market constraints and competition for skills with other higher-paying entities.</li> <li>■ The fast-paced changes of the global environment are unpredictable and are causing uncertainty about the National Library's capacity to resource accordingly.</li> </ul> | 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.  |
| The National Library lacks sufficient funding 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. | <ul style="list-style-type: none"> <li>■ Government funding pressures.</li> <li>■ 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.</li> </ul>  | Current Budget funding allows the National Library to provide a world-leading service to the Australian community, to complete current 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, including for critical high value building maintenance. These future works will have a direct impact on the National Library's ability to continue to maintain the heritage building and provide appropriate custodianship for the national collection.  |

## SUPPORTING DOCUMENTS

The priorities and initiatives in this corporate plan are supported by a range of existing policies, plans and strategies. Many of these are available on the Corporate Information section of our website.

National Library of Australia

Visit [National Library of Australia website](#)

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Back cover: Library stacks housing collection material.

