

# A: INTRODUCTORY

## CHAIRMAN'S REPORT

At the end of my first term as Chairman I am pleased to be able to reflect on the National Library's considerable achievements in developing and delivering new services to the public. The Library's significant research collections can be accessed directly online by all Australians. Digital versions of many rare maps, paintings, pictures and sheet music can be viewed on the Library's website, and copies of other collection items can be requested online for use in the reading rooms or outside Canberra through a new service, Copies Direct.

In addition to improving access to its collections, the Library has made a considerable effort to heighten community awareness of its collections and services. Media coverage of Library events and new initiatives has increased significantly and there has been a corresponding rise in usage of our services and visits to our exhibitions and website.

Through the Community Heritage Grants program, the Library continues to work closely with community groups who hold significant collections that form part of Australia's documentary heritage. During the program's history, over \$1 million has been allocated to assist with preservation activities. This year 50 community groups were awarded grants for projects as diverse as the digitisation of the audio-visual collection of the Kanamkek Yile Ngala Museum in the Northern Territory and a preservation assessment of the TAA/Australian Airlines Museum.

The Library also worked closely with migrant groups who are in the early stages of developing collections to document their community's contribution to Australian society. An information kit was published in January and distributed to more than 700 organisations. A workshop held in June was attended by 45 migrant organisations from around Australia.

The importance of digitisation and digital services in general was highlighted in *Libraries*

*in the Online Environment*, the report of the Senate References Committee on the Environment, Communications, Information Technology and the Arts. The report contains 11 recommendations which support the key role played by the National Library and the Australian library sector in the delivery of online information to the Australian public.

Working collaboratively with other collecting institutions across a range of areas, continued to be a priority for the Library. In September 2003 staff from the Library and Deakin University Library celebrated the launch of the Alfred Deakin Digital Archive. The Library is creating digital versions of a wide selection of items in our Deakin manuscript collection which will form the core of the Archive.

This year Council discussed the issues facing the Library as it maintains its core functions and services, while at the same time developing new services that bring the Library's collections within easy reach of Australians outside Canberra. Council approved the redevelopment of the Kinetica service, which will enable access to information about library resources for all Australians. This major undertaking will be a priority in the 2004–2005 financial year. Another priority will be the development of a new storage facility to house the Library's growing collections. This has been made possible by the provision of additional funding by the Government for this purpose.

Members of Council and Library staff have worked together to meet the challenges of a rapidly changing information environment and I would like to congratulate all concerned for their creativity and commitment.



SIR JAMES GOBBO, AC, CVO



Walter Burley Griffin (1876–1937) and Marion Mahony Griffin (1871–1961)  
*Reverend Cheok Hong Cheong Dwelling, Castlecrag, Sydney New South Wales* c.1921  
lithograph, black ink, watercolour and gouache on silk sateen; 107.5 cm x 52.9 cm  
Pictures Collection nla.pic-an 23594241

An example of Walter Burley Griffin's Australian domestic designs  
and of their elegant presentation by Marion Mahony Griffin.

# THE NATIONAL LIBRARY OF AUSTRALIA IN 2003–2004

## DIRECTOR-GENERAL'S REVIEW

### ENHANCING OUR COLLECTIONS AND SERVICES

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During the year the Library has made considerable progress towards achieving its goal of providing access to our collections and information resources to all Australians through services that are simple and easy to use. Our aim is to ensure that our users can find the information they need and then get that information through a simple one-step process.

- ▶ The Library has embarked on a major redevelopment of the Kinetica service which provides information about the collections of many Australian libraries. The redevelopment will enable users to more easily find and get resources held by over 1000 Australian libraries. It has the potential to improve access by Australians to the national collection and will ensure that Kinetica remains a viable means of support for national resource sharing in the future.
- ▶ In December 2003 the Library implemented its new website, featuring a simple 'Google'-style search facility across the wealth of resources in the Library's catalogue and online services. Users now do not need to know how to search our catalogue or how to use specific services in order to find the information they are seeking. The website has evolved from a place to find information about the Library and its services into the primary pathway for discovering what the Library holds in its physical and digital collections and getting copies of these items.
- ▶ At the same time the Library redeveloped its catalogue to improve access to the Library's collections. When items are located in the catalogue, either through a search of the website or a search of the catalogue, users can call up the digital version of a collection item where it exists, or a digital publication held in PANDORA: Australia's Web Archive. For items that are not available in digital form, users searching the catalogue from home, work or their place of study can reserve titles for use in the reading rooms or purchase a copy through a new service, Copies Direct. These enhancements ensure that users do not come to a dead end in their efforts to use the Library's collection.
- ▶ Creation of digital versions of original items held in the Library's Australian collections continued to be a priority. Over 13 000 digital copies of items, including more than 16 000 individual images of pictures, music scores, rare maps and manuscripts, were added to the digital collection this year and can now be accessed via the website. Amongst these are the diaries of the photographer Frank Hurley, selected papers of Alfred Deakin and a selection of the photographs of Wolfgang Sievers. Use of the digital collections increased significantly this year as search engines and the new website exposed this material to a broader user base.

- ▶ The Library continues to place importance on our on-site service to users. A survey of on-site users revealed the great value placed by researchers and scholars on the range, breadth and depth of the Library's collections. On-site users also appreciated the improved ease of access through electronic requesting of materials and the increase in availability of collections in digital form. Overall the Library received an extremely high satisfaction rating of 96 per cent. Feedback from interviews with users has led to a series of improvements in one of the most heavily used reading rooms, the Newspaper and Microform Reading Room.

#### COLLABORATING TO IMPROVE ACCESS NATIONALLY

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Collaboration with other Australian collecting institutions and organisations responsible for fostering research and scholarship remained a strong focus. The Library continues to provide leadership in the development of new services and participates as a partner in a wide range of projects aimed at improving access to information resources held nationally.

- ▶ The Library completed the first phase of a collaborative pilot project to improve access to Australian digital and print resources for users whose information needs are met mainly through public libraries. InformationAustralia provides a test group of public library users with access via a simple search interface to a range of online Australian databases, directories and services. Users can borrow items held in the Library's collection. Five public libraries are participating in the pilot.
- ▶ A range of partners collaborated on the development of MusicAustralia, an initiative supported by the Australia Council for the Arts. This service aims to integrate, through a single search interface,

the music collections of the Library, ScreenSound Australia, the Australian Music Centre and Australian Music Online. One of the aims of the service is to provide national access to music resources in digital form. During the year the Library also assisted the state libraries of New South Wales, Victoria, Queensland, Tasmania and Western Australia to commence digitising their unique early Australian printed music collections. The digital versions of these sheet music titles will be available to researchers and the wider community through MusicAustralia.

- ▶ The Library is increasingly being sought as a partner in a wide range of innovative projects that aim to improve national infrastructure to support access to research resources. This year we have begun work with the university sector on three major projects funded by the Department of Education, Science and Training as part of the *Backing Australia's Ability* program.

**The Australian Research Repositories Online to the World** project, led by Monash University, aims to identify and test a software solution that will support the management of digital archives of research information and to develop an easy way for people to search and discover what is held in the archive. The Library is contributing its expertise in the application of standards, the creation of a search interface and the development of an archive for the digital output of independent scholars.

**The Australian Partnership for Sustainable Repositories** project, led by the Australian National University, will develop best practice examples of archives and examine the issues associated with long-term access to

archives of digital research data. The Library is an acknowledged leader in the field of digital preservation and is leading the work on strategies for long-term access.

The **Meta Access Management System** project, led by Macquarie University, will develop common services for authentication, authorisation and digital rights management in support of the national network of institutional repositories. The Library's role will be to contribute to the standards used for the project.

- ▶ Staff also continued to contribute their expertise to a wide range of research projects funded by the Australian Research Council, especially in the area of standards and the use of technology to improve access to information resources online. The Library participated in eight projects during the year, including the Australian Dictionary of Biography Online and the Australian Research Libraries Collection Analysis Project.
- ▶ AskNow, the online interactive reference service project managed by the National Library on behalf of the state and territory libraries, moved from its pilot phase to a fully operational service in March 2004. During the year, AskNow answered over 31 000 enquiries from users around Australia. With 13 public library services now participating, the AskNow service is developing web searching and digital reference skills in a growing group of Australian libraries. The 'co-browsing' feature which allows librarian and enquirer to view the same screen simultaneously means that users learn new techniques to help them with future Internet searching.

- ▶ Three national forums were hosted by the Library to foster collaboration on national issues within the library sector. A second meeting of Australian peak library bodies, held in November 2003, resulted in agreement on key national issues for further collaborative action, including forums to be held in 2004 on national site licensing to enable users across Australia to have access to a basic set of online databases and improving access to government publications. In December 2003 the second forum on library services for people with disabilities was convened by the Library. Representatives from the disability and library sectors were able to build on the considerable achievements of the first forum to continue collaboration at the national level on standards and access issues. A forum for visual arts libraries held in May 2004 presented an opportunity for this diverse sector to define priorities for improving national access to unique resources currently only available to local user groups.

#### CONTRIBUTING TO INTERNATIONAL ACTIVITIES

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The Library continued to participate in international research into effective strategies for digital archiving and contributed to the development of bibliographic and other standards through work on international committees. Representing the interests of the Australian library sector internationally is an important part of the Library's leadership role. Activities of significance this year include research into digital preservation, undertaken as part of our membership of the International Federation of Library Associations—Conference of Directors of National Libraries Alliance for Bibliographic Standards (ICABS) and the International Internet Preservation Consortium (IIPC).

- ▶ ICABS has just completed its first year of operation. To meet its commitments to ICABS the Library is organising an international conference on web archiving to explore the major issues for collecting institutions, and is enhancing information covered by the PADI (Preserving and Accessing Digital Information) subject gateway on web archiving approaches.
- ▶ Through IIPC the Library is working with other national libraries to develop tools to support web archiving. The Library's key contribution is to lead an international working group in developing ways of archiving and providing ongoing access to database resources on the Internet.
- ▶ The Library hosted the International Federation of Library Associations' 8th Interlending and Document Supply International Conference in October 2003. Two hundred and seventy delegates from 24 countries discussed the results of research into new models for interlibrary lending and future trends in this area.
- ▶ The 30th meeting of the Conference of Directors of National Libraries (CDNL) was organised and chaired by the Library in Berlin on 6 August. Preparations are underway for the 31st meeting to be held in Buenos Aires on 25 August 2004. At this meeting the Library will hand the chair and organisational responsibilities over to another national library. The four-year chairmanship of CDNL has allowed the Library to develop strong ties with many national libraries.
- ▶ Two members of staff had the opportunity to work for three months in other national libraries. One staff member worked at the National Library of China where a program of work in a wide range of areas, including a major digitisation program, was

undertaken. The other staff member worked at the Bibliotheque nationale de France from April to July in the area of digital preservation.

## REACHING INTO THE COMMUNITY

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Community awareness of the Library was enhanced by a positive profile in the media, with events, exhibitions, publications and new services all being featured in articles and interviews across a broad range of print and broadcast media.

- ▶ A very successful series of exhibitions, mostly featuring items from the Library's diverse collections, was held during the year. *Travellers Art* featured rare late eighteenth, nineteenth and early twentieth century drawings, sketches, watercolours photos and diaries made by travellers in the Pacific; *In a New Light: Australian Photography 1850s – 1930s* showcased our photographic collection to the 1930s; *Future Memory: National Library Recent Acquisitions* displayed recently acquired collection items. The Library also exhibited *Sublime: 25 Years of the Wesfarmers Collection of Australian Art*, one of the most important corporate art collections in Australia. Online versions of selected exhibitions were made available on our website so that people who could not visit the exhibition were still able to experience the depth of the Library's collections. Four travelling exhibitions also toured regional Australia with funding assistance from Visions of Australia.
- ▶ Australian of the Year, Professor Fiona Stanley, delivered the annual Kenneth Myer Lecture hosted by the Friends of the National Library. Professor Stanley spoke about issues relating to child health in a talk entitled 'Before the Bough Breaks—Children in Contemporary Australia'. Among a wide



The Hon. Daryl Williams AM, QC, MP, Minister for Communications, Information Technology and the Arts, Senator Rod Kemp, Minister for the Arts and Sport, Mr Michael Chaney, Managing Director and Chief Executive Officer of Wesfarmers Ltd, and Ms Jan Fullerton at the Wesfarmers exhibition

variety of talks and events during the year, the Friends also celebrated the contribution of playwright David Williamson to Australia's cultural life with a publication launched at the Library in November.

- ▶ An evaluation of the Education and School Holiday programs for children found a high 88 per cent level of satisfaction among students, parents and teachers. All programs rated extremely well for educational value, interest level and active involvement of students. The Library has quickly achieved a significant position among national cultural institutions offering education programs, being ranked second highest in the 'best attraction' category by both students and teachers surveyed.

#### OUR PEOPLE

The recent evaluation of reader services highlighted the importance placed by users on the knowledge, expertise and commitment of our staff. Seven members of staff received Australia Day awards in recognition of their outstanding contribution to the work of the

Library. Three staff members were honoured with external awards. Dr Michelle Potter, Curator of Dance, was recognised with an Australian Dance Award for her services to dance; graduate recruit Andrew Rayner was awarded the Australian Library and Information Association's F.A. Sharr medal for an outstanding student of librarianship; and Margy Burn, Assistant Director-General, Australian Collections and Reader Services, received the Convocation Medal from Flinders University for outstanding professional achievement.

Progress was made in the following areas of staff management and development:

- ▶ Workforce planning continued to be a priority for the Library. Formal training programs were aligned with needs identified by staff through personal development programs as well as the skills required to achieve the Library's strategic priorities.
- ▶ The first two staff employed through the new Graduate Recruitment Program successfully completed their work placements in December. A second group of

four graduates was recruited in February 2004.

- ▶ Over half the Library's staff were trained in the use of the new Integrated Library Management System that was implemented in December 2003. This was a significant achievement for those staff who took on training roles.
- ▶ A successful series of in-house training courses in financial management was offered to all senior staff. This has now become a part of the Library's regular training program. Strategic training initiatives planned for delivery in the coming year include training in the application of copyright legislation and facilitation skills.
- ▶ During the year negotiations commenced with staff for a new three-year Certified Agreement. This will be the fourth agreement and it extends to June 2007. The new Agreement recognises a range of ways in which the Library can assist staff achieve a satisfactory work and lifestyle balance, and emphasises health and welfare issues. The Agreement reflects the importance placed by the Library on the working environment and nurturing of our staff.
- ▶ The first annual cycle of the new performance management framework was completed in December 2003. Staff at all levels are now given the opportunity twice a year to formally discuss their performance with their supervisor and to plan a suitable training program to ensure that they have the skills required to undertake their work. An evaluation of the first cycle was also completed and the results have been used to improve training for staff and supervisors in feedback processes.

## FINANCIAL AND ORGANISATIONAL PERFORMANCE

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- ▶ The Library incurred a technical operating loss this year of \$1.989m. This is the result of a change in depreciation policy for its collection assets (-\$1,561.964m). The revised policy follows the review of collection depreciation arrangements across cultural agencies within the portfolio conducted as part of the Government's Review of Cultural Agencies. Negotiations are underway with the relevant departments to determine implications and depreciation funding arrangements in future years.
- ▶ The Library participated in a series of cross-portfolio working groups on digitisation, storage, conservation and exhibition entry fees established as a result of the Government's Review of Cultural Agencies. The working groups have developed portfolio policies that will promote the sharing of expertise and further collaboration across the cultural agencies.
- ▶ A major review of the Library's performance measurement framework, the Balanced Scorecard, was undertaken during the year. While measures and initiatives are reviewed annually, the Scorecard has been in place for three years and the purpose of the review was to ensure that the Scorecard reflects current strategic directions and priorities. While the review reaffirmed the Library's strategic directions, new measures have been devised to more closely reflect performance against key strategic directions for implementation in 2004–2005.
- ▶ As part of our ongoing review of collecting priorities, the Library decided to cease developing its film lending collection. This collection of mainly overseas titles remained with the Library after the creation of the National Film and Sound Archive in 1984.

From July 2004, it will be on long-term loan to the Australian Film Commission. The collection will be managed by ScreenSound Australia, the National Screen and Sound Archive in Canberra.

## FUTURE OUTLOOK

Following a period of major innovation over the past five years the Library will be consolidating developments in the coming year and completing several major projects. Priority will be given to the redevelopment of the Kinetic service, which underpins resource sharing amongst Australian libraries, and to collaboration with Australian universities on a series of projects funded by the Department of Education, Science and Training aimed at developing infrastructure to support research in the digital environment.

Development of our Australian collections will remain our most important objective and the Library will continue to build its collection of Australian publications acquired on Legal Deposit, as well as to acquire a wide range of original and digital materials. The Library will pursue its work with the Attorney-General's Department and the Department of Communications, Information Technology and the Arts on the extension of the Legal Deposit scheme to formats other than printed publications.

Our goal of providing users with services that are easy to use and that provide them with direct access to the information they need will inform the development of new services. One of our most significant challenges will be to meet the demands of users for access to online information resources, while sustaining and managing a physical collection that continues to grow by an average of two per cent, or 166 000 items, each year.

Planning is now well underway for a new storage facility announced as part of the 2004–2005 budget. The new facility is an outcome of recommendations, announced in May 2003, relating to collection storage arising from the

Government's Review of Cultural Agencies. The new facility will accommodate growth in the Library's physical collections over the next 10 years and support the storage requirements of other collecting agencies, including the National Archives of Australia, in the short term.

Maintaining a satisfactory balance between our core functions and the need to provide leadership to the collecting sector through innovative and creative activities will put pressure on our resources. Collaboration with like-minded partners will assist us to deliver new services—such as the AskNow interactive reference service—that no institution would be able to offer to users on its own.

Over the next year the Library will develop its directions statement for 2006–2008. This will be informed by a range of activities: the work currently underway on the revision of the Balanced Scorecard performance measurement and reporting framework; an examination of the links and relationships between our services and those of other collecting institutions to determine potential areas for future collaboration and resource sharing; and consultation with peak library bodies and other groups to determine priorities for national collaborative action.

The Library will continue to build on its recognised expertise in the field of digital preservation. We will work with partners, such as the International Internet Preservation Consortium and the Australian Partnership for Sustainable Repositories, to improve national and global practices in this important area. We will host a major international conference, Archiving Web Resources: Issues for Cultural Heritage Institutions, in November 2004.

The expansion of the Library's digital information programs and online services, together with the need to adequately remunerate staff and remain competitive in the marketplace as an employer, will impose funding pressures across the Library. These issues will become major budgetary matters in future years.

## SUMMARY OF FINANCIAL PERFORMANCE

### FINANCIAL OUTCOMES

#### Operating outcome

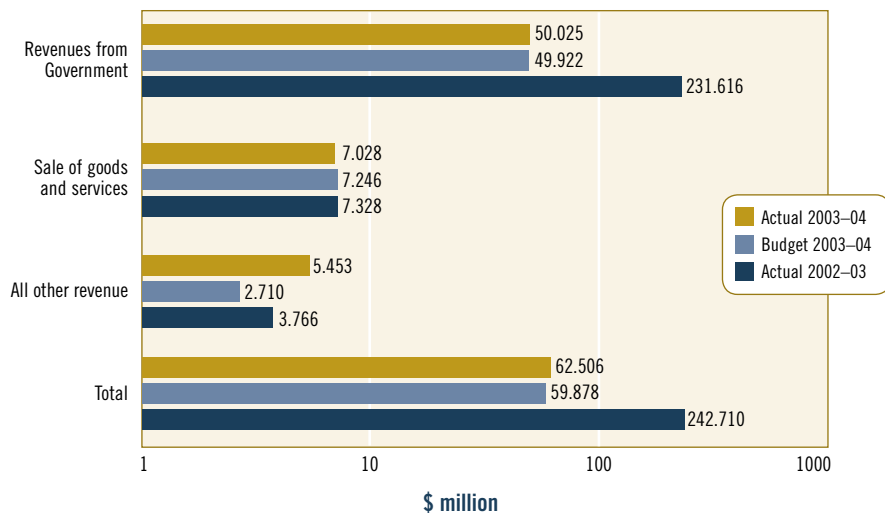
During the financial year 2003–2004 operating revenues, including Revenue from Government were \$62.506m and operating expenses were \$64.495m resulting in a net operating deficit of \$1.989m.

The operating deficit of \$1.989m was \$3.236m lower than the budget surplus of \$1.247m, as reported in the Portfolio Additional Estimates Statements 2003–2004. The variation was primarily due to the Library being required to review the depreciation policy for Library collections. Following the review the depreciation policy was revised requiring the whole collection be depreciated. Previously only part of the Library’s collection was depreciated. This change in accounting policy is discussed in Note 1.2 of the Library’s financial statements (page 67).

#### Operating revenue

Total operating revenue of \$62.506m for 2003–2004 was \$2.628m above budget and compares to total actual revenue (\$242.71m) less appropriations for Capital Use Charge (\$183.462m) funding of \$59.248m for the 2002–2003 financial year. A comparison of revenue across items against budget and against the last financial year is set out below. Please note the use of a logarithmic scaling in this graph.

#### OPERATING REVENUES



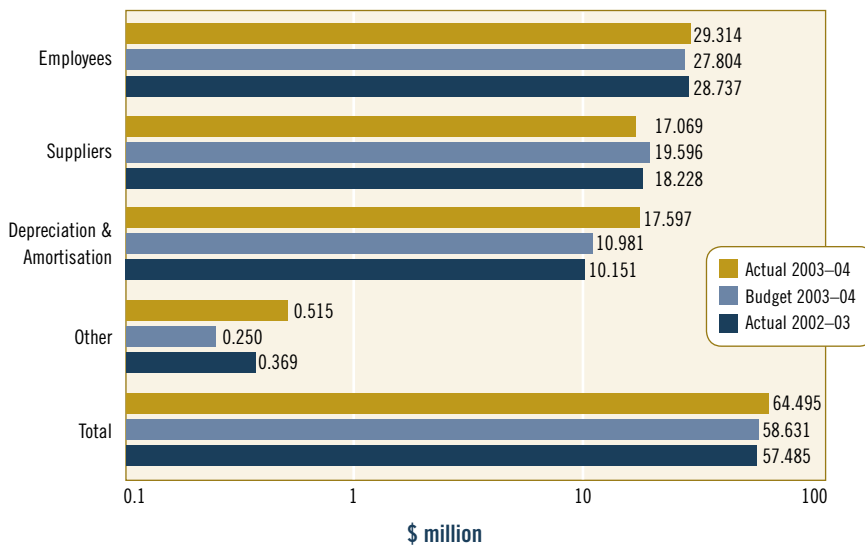
The major variations between financial years relate to the reduction in Revenue from Government where appropriation revenue was reduced by \$181.61m and there was an increase in other revenues of \$1.698m. The reduction in appropriation reflects the removal of funding (\$183.462m) for the

Capital Use Charge, which was abolished with effect 1 July 2003. The increase in other revenue largely reflects the recognition of the trust accounts within the primary financial statements (\$1.751m). These trusts are controlled by the Library and this change in accounting policy is discussed in Note 1.2 of the Library’s financial statements.

**Operating expenses**

Total operating expenses of \$64.495m were \$5.864m above budget and \$7.01m more than the 2002–2003 financial year expenditures. A comparison of expenditure across items and against budget and last financial year is set out below. Please note the use of a logarithmic scaling in this graph.

**OPERATING EXPENSES**



The major variation between financial years of \$7.01m in operating expenses primarily relates to the revised depreciation policy for Library collections, which resulted in increasing depreciation expenses by \$6.963m. The change in the collection depreciation policy was required after the Library received advice from the Australian National Audit Office that the existing policy was not fully compliant with Australian Accounting Standard 4 – Depreciation.

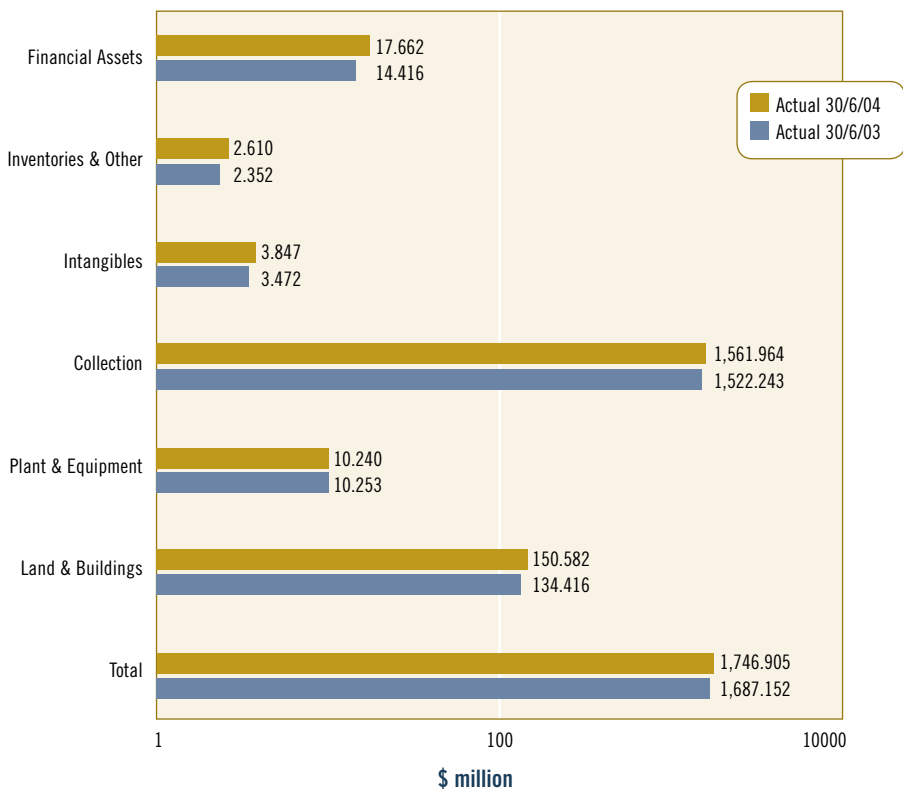
### Equity

The Library’s total equity increased by \$61.175m to \$1,733.743m in 2003–2004. The increase was a result of an equity injection (\$1.03m); a net revaluation increment (\$62.134m) following the revaluation of the Library’s collections, land and building; and the net operating result (-\$1.989m).

### Total assets

The total value of the Library’s assets increased by \$59.753m to \$1,746.905m in 2003–2004. Please note the use of a logarithmic scaling in this graph.

#### TOTAL ASSETS

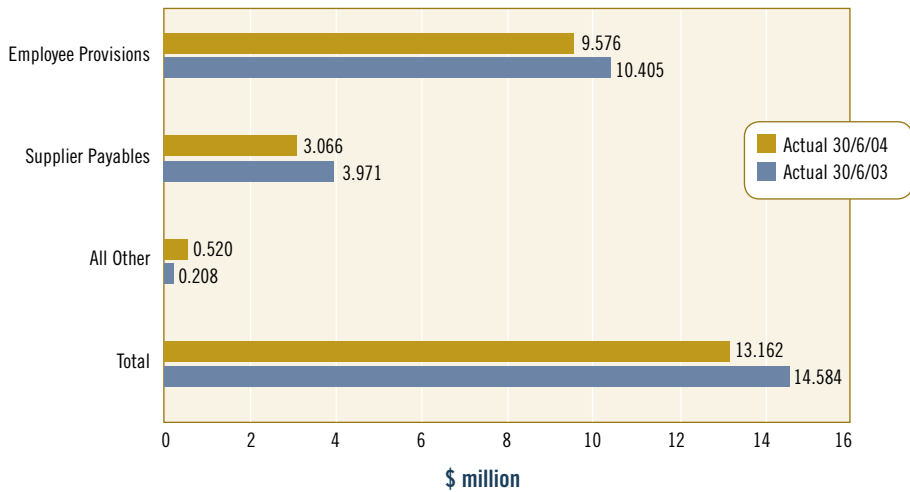


The main variations between financial years for non-financial assets (\$56.507m) was the net effect of the revaluation of Library collections and land and buildings (\$62.134m); and increased depreciation expenses for the collection as a result in the change to the Library’s depreciation policy (\$6.963m). The increase in financial assets (\$3.246m) relates to a decrease in receivables (-\$0.496m) and an increase cash at bank (\$3.742m) which primarily reflects the incorporation of the Library trust accounts (\$1.373m) and a reduction in cash used for the purchase of property, plant and equipment (\$2.35m).

**Total liabilities**

The Library’s total liabilities decreased by \$1.422m from last financial year to \$13.162m as set out below.

**TOTAL LIABILITIES**

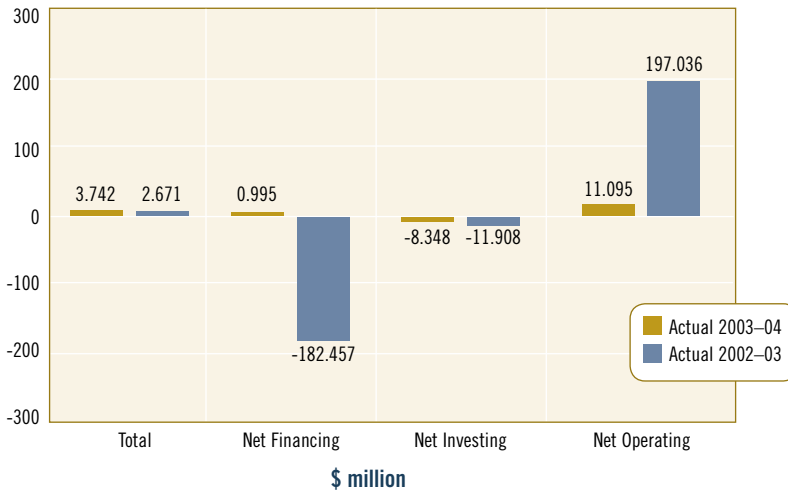


The main changes related to: a reduction in supplier payables (\$0.905m) which reflected reduced expenditure in June when compared to the 2002–2003 financial year; an increase in lease liabilities (\$0.383m) and reduced employee provisions (\$0.829m), which largely reflects the timing of the last pay period in 2003–2004.

**Cash flow statement**

Overall there was an increase in the Library’s cash balance, which increased by \$3.742m to \$15.519m as at 30 June 2004. The Library holds cash to meet existing liabilities and fund ongoing operational activities including asset purchases. A comparison of cash flow items against the current and the previous financial year is set out below.

**NET CASH FLOW STATEMENT**



The reduction (\$185.941m) in net operating activities reflects the comments previously made under Operating Revenues and Operating Expenses with the main factor being the reduction in appropriations following the abolition of the Capital Use Charge (\$183.462m). The reduction (\$3.56m) in the net investing activities primarily reflects reductions in the investment in property, plant and equipment (\$2.35m) and the recognition of trust accounts controlled by the Library within the primary financial statements (\$1.373m). The variation (\$183.452m) in net cash from financing activities reflects the abolition of Capital Use Charge. In 2002–2003 the Library was required to pay \$183.487m in Capital Use Charges.

## Resource Table

## Total resources for Outcome 1

	Budget (1) 2003–2004 \$'000	Actual 2003–2004 \$'000	Variation to Budget \$'000
<hr/>			
Departmental appropriations			
Output 1.1 – The Collection	18,002	18,002	-
Output 1.2 – Information Services	23,536	23,536	-
Output 1.3 – Public Programs	5,449	5,449	-
Output 1.4 – Australian Library Network Services	2,935	2,935	-
<b>Contributing to price of departmental outputs</b>	<b>49,922</b>	<b>49,922</b>	<b>-</b>
Revenue from other sources			
Output 1.1 – The Collection	2,473	3,838	1,365
Output 1.2 – Information Services	1,566	1,760	194
Output 1.3 – Public Programs	1,044	2,302	1,258
Output 1.4 – Australian Library Network Services	4,873	4,684	-189
<b>Total revenue from other sources</b>	<b>9,956</b>	<b>12,584</b>	<b>2,628</b>
Total Price of departmental outputs and resourcing <i>(Total revenue from government and from other sources)</i>	59,878	62,506	2,628
Average staffing level (numbers)	437	443	6

(1) Note the budget is as published in the Portfolio Additional Estimates Budget Statements 2003–2004.



Hugh Ramsay (1877–1906)  
*Self-Portrait* c.1890  
charcoal on paper 51.1 x 38.0 cm  
Pictures Collection nla.pic-an24930255

Hugh Ramsay was a major Australian portraitist whose career was cut short by his death at the age of 28 from tuberculosis.