

B: CORPORATE OVERVIEW

ROLE

The functions of the Library are set out in Section 6 of the *National Library Act 1960*:

- (a) to maintain and develop a national collection of library material, including a comprehensive collection of library material relating to Australia and the Australian people;
- (b) to make library material in the national collection available to such persons and institutions, and in such manner and subject to such conditions, as the Council determines with a view to the most advantageous use of that collection in the national interest;
- (c) to make available such other services in relation to library matters and library material (including bibliographical services) as the Council thinks fit, and in particular, services for the purposes of:
 - i. the library of the Parliament;
 - ii. the authorities of the Commonwealth; and
 - iii. the Territories; and
 - iv. the Agencies (within the meaning of the *Public Service Act 1999*);
- (d) to cooperate in library matters (including the advancement of library science) with authorities or persons, whether in Australia or elsewhere, concerned with library matters.

The Library is one of several agencies within the Communications, Information Technology and the Arts portfolio with responsibilities for collecting Australian cultural heritage materials and making these available to the Australian

public. Senator the Hon. Rod Kemp, Minister for the Arts and Sport, is the Minister responsible for the Library together with the Portfolio Minister, the Hon. Daryl Williams. The affairs of the Library are conducted by the National Library Council, with the Director-General as chief executive officer and member of the Council.

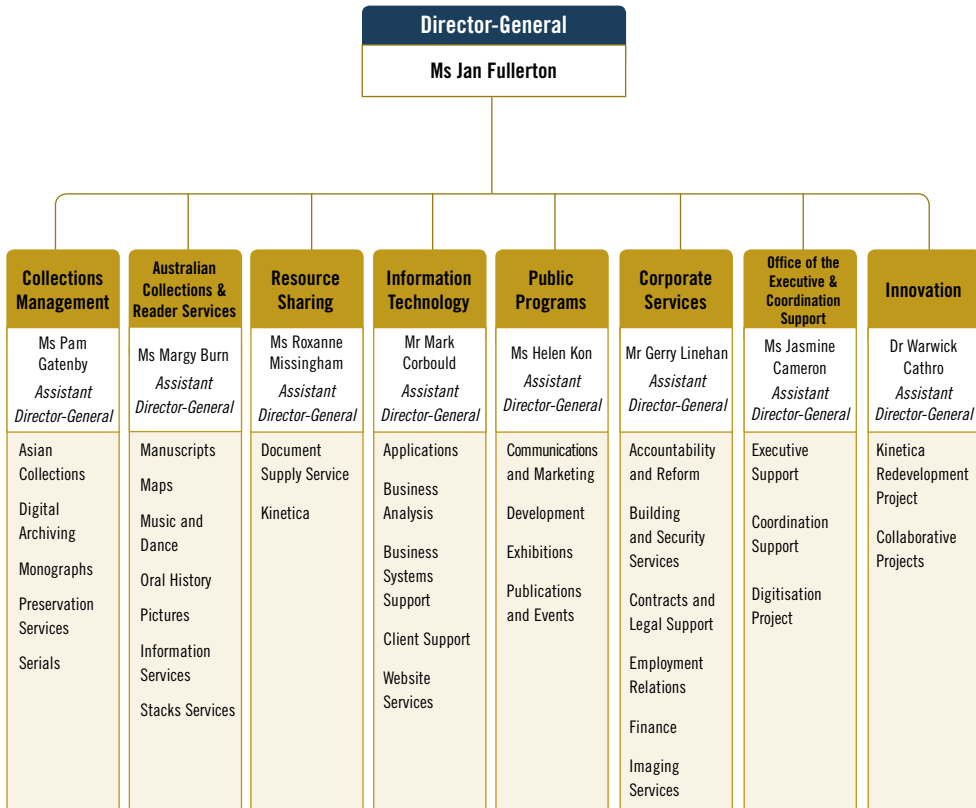
LEGISLATION

- ▶ The Library was established under the *National Library Act 1960* which defines the Library's role, corporate governance and financial management framework. As a Commonwealth statutory authority, the Library is subject to the *Commonwealth Authorities and Companies Act 1997* which provides the reporting and accountability framework.

ORGANISATION

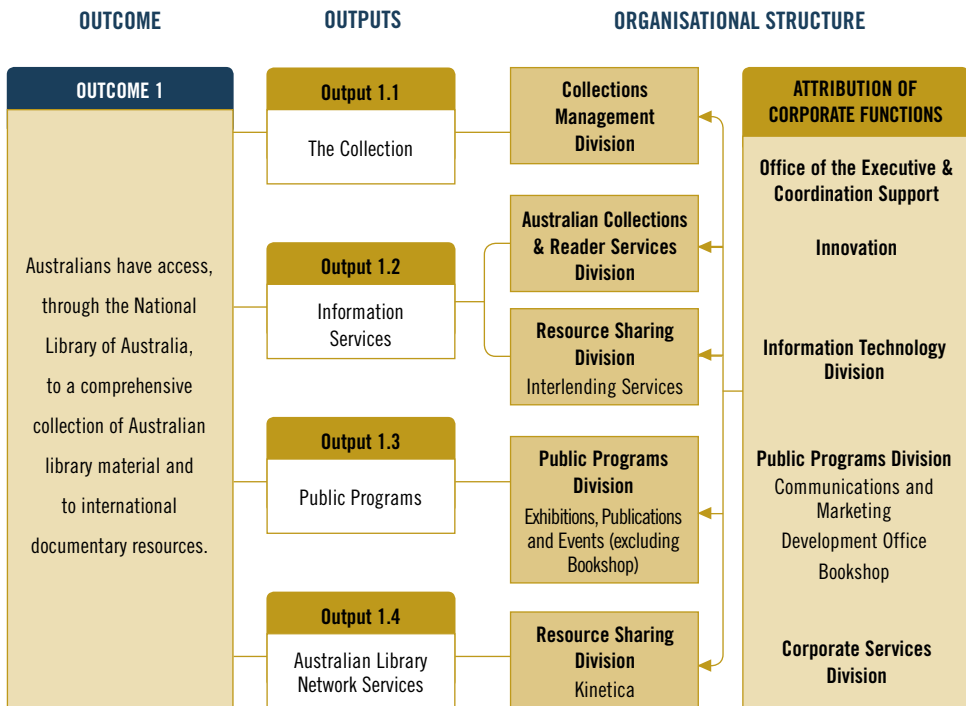
The Library’s senior management structure comprises the Director-General and eight Assistant Directors-General. The following chart describes the divisional organisational structure and senior management structure at 30 June.

ORGANISATIONAL CHART



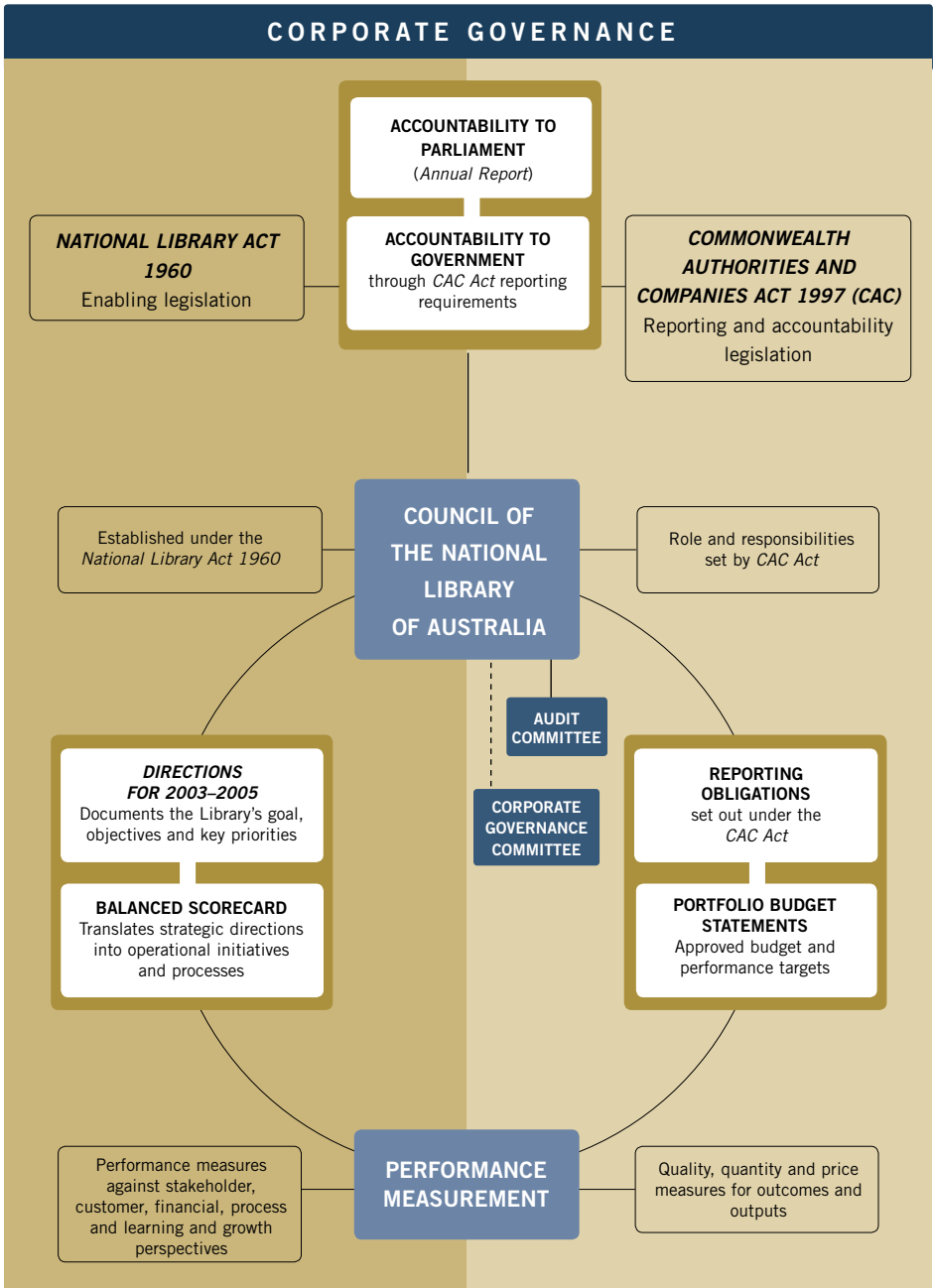
OUTCOME AND OUTPUTS STRUCTURE

The following chart shows the relationship between the outcomes and contributing outputs for the Library, and the organisational structure. The financial details by outcome, outputs and output groups appear in the table on page 15 of this report.



CORPORATE GOVERNANCE

The Library has the following key elements of corporate governance.



National Library Council

The National Library Act 1960 provides that a Council shall conduct the affairs of the Library. The Council consists of 12 members including the Director-General, one Senator elected by the Senate, and one member of the House of Representatives elected by that House. A list of Council members and their attendance at Council meetings is at Appendix 1.

In addition to general administrative and financial matters, in 2003–2004 the Council considered a range of specific issues including:

- ▶ Balanced Scorecard three-year review
- ▶ collection storage
- ▶ Legal Deposit and electronic publications
- ▶ *Libraries in the Online Environment*, the report of the Senate References Committee on the Environment, Communications, Information Technology and the Arts
- ▶ evaluation of customer services
- ▶ fundraising and sponsorship
- ▶ future of Kinetica and the Kinetica Redevelopment Project
- ▶ implementation of the Public Libraries Portal InformationAustralia
- ▶ IT security and the Internet
- ▶ proposed changes to Collection Depreciation Policy
- ▶ redevelopment of the Library's website
- ▶ Review of Cultural Agencies
- ▶ review of the Library's disaster preparedness
- ▶ update report on security management
- ▶ workforce planning.

The Council has three advisory committees: the Audit Committee, the Corporate Governance Committee and the Fellowships Scheme Advisory Committee. Details are provided at Appendix 1.

Audit Committee

The Audit Committee is a committee of the Council with the following role:

- ▶ to assist the Library and members of the Council to comply with obligations under the *Commonwealth Authorities and Companies Act 1997*
- ▶ to provide a forum for communication among the members of the Council, senior managers of the Library, and the Library's internal and external auditors
- ▶ to ensure that there is an appropriate ethical climate in the Library and to review policies relating to internal controls and management of risks.

The Audit Committee has a minimum of three non-executive members of Council and the Director-General. A list of Audit Committee members and attendance at meetings is at Appendix 1.

In 2003–2004, the Audit Committee considered a range of issues including:

- ▶ approaches to the depreciation of heritage collections
- ▶ changes to Australian accounting standards
- ▶ fraud management and policies
- ▶ process for assessment of Audit Committee performance
- ▶ responses to the recommendations of Auditor-General reports
- ▶ risk management
- ▶ the audited financial statements of the Library
- ▶ the internal audit program
- ▶ valuation of the collection.

Corporate Governance Committee

The Corporate Governance Committee is a committee of Council with the following role:

- ▶ to evaluate the effectiveness of the Council in its role in corporate governance
- ▶ to evaluate the performance and remuneration of the Director-General
- ▶ to oversight the development of a list of prospective members for appointment to the Library Council, subject to consideration and approval by the Minister.

The Corporate Governance Committee is a committee of three members of Council including the Chair of the Council, the Deputy

Chair of the Council and the Chair of the Audit Committee, with the power to co-opt one non-executive member of Council from time to time. A list of the Corporate Governance Committee members appears at Appendix 1.

Fellowships Scheme Advisory Committee

The Fellowships Scheme Advisory Committee is an advisory committee to Council with the following role:

- ▶ to make recommendations on the award of fellowships; and
- ▶ to make recommendations on other matters relating to the administration of the scheme.



Orbis terrarum typus de integro in plurimis emendatus auctus et incunculis illustratus

[Amsterdam: Gedrukt by Theunis Jacobsz ende Jan Fredericksz, 1648?]

col. map; 2 hemispheres each 22.4 cm in diameter

Map Collection MAP RM 3451

This map shows the results of Abel Tasman’s voyages in Australian and New Zealand waters. It is the first of three known versions of the map, all issued in Bibles with maps of the Holy Lands.

The Fellowships Scheme Advisory Committee is a committee of eight members including the Deputy Chair of Council and the Director-General. A list of the Fellowships Scheme Advisory Committee members appears at Appendix 1.

Corporate Management Group

The Corporate Management Group, consisting of the Director-General and eight senior executive staff provides strategic and operational leadership to the Library. In particular, the Corporate Management Group monitors the achievement of objectives and strategies, oversees budget matters, develops policy, coordinates activities across the organisation, and oversees a range of operational issues. The Corporate Management Group meets weekly.

A number of cross-organisational committees advise the Corporate Management Group in key areas such as information technology, infrastructure, collection development, and events.

Corporate Planning Framework

The Balanced Scorecard continues to provide the Library's principal planning support system, facilitating the linkage of strategic, operational and budget planning. Since its adoption in 2000–2001, the Balanced Scorecard has proven to be a successful performance management tool that is well accepted by staff and other stakeholders, including the Library Council. The Library revised the Balanced Scorecard during the latter part of the year to ensure it remains focused and consistent with corporate strategy. The revised Scorecard will be implemented in 2004–2005.

Risk Management Framework

The Library's Risk Management Framework has provided management and staff with effective tools for identifying, evaluating and responding to risks that may impact on the collections and core business functions. The first major review of the Library's Risk Management Register was completed in July 2003 in full consultation with all Library Divisions and Business Units. A further review commenced in June 2004, and reviews of the Register will be conducted annually.

New and emerging risk exposures to the Library continue to be assessed and are formally monitored bi-monthly by the Library's Emergency Planning Committee. Risks identified in the Library's Risk Management Register are addressed through planning processes which include the Strategic Plan, business plans, the Collection Disaster Plan, the IT Disaster Recovery Plan, the Business Contingency Plan for Critical Building Systems, the Business Continuity Plan and the Media Emergency Communication Plan.

PUBLIC ACCOUNTABILITY

External and Internal Audit

The Library's Audit Committee met four times during the year and considered external and internal audit reports.

Australian National Audit Office Reports

The following reports contain Auditor-General recommendations implemented by the Library:

2001–2002

- ▶ No 45—Recordkeeping

2002–2003

- ▶ No 35—Fraud Control Arrangements in the Australian Customs Service
- ▶ No 45—Reporting on Financial Statements and Audit Reports in Annual Reports
- ▶ No 53—Business Continuity Management Follow-on Audit
- ▶ No 54—Capitalisation of Software
- ▶ No 55—Goods and Services Tax Fraud Prevention and Control
- ▶ No 60—Closing the Books

2003–2004

- ▶ No 3—Management of Risk and Insurance
- ▶ No 7—Recordkeeping in Large Commonwealth Organisations
- ▶ No 9—Business Continuity Management and Emergency Management in Centrelink
- ▶ No 11—Annual Performance Reporting
- ▶ No 19—Property Management
- ▶ No 25—Intellectual Property Policies and Practices in Commonwealth Agencies
- ▶ No 30—Quality Internet Services for Government Clients—Monitoring and Evaluation by Government Agencies.

Internal Audit Reports

The following internal audit reports were considered by the Audit Committee:

- ▶ Capitalisation of Costs Associated with Information Technology Projects
- ▶ Preservation Performance Measures
- ▶ Review of Asset Management
- ▶ Separation of Duties in Book Ordering
- ▶ Stocktake Audit of Bookshop and Sales and Distribution
- ▶ Information Technology Data Management
- ▶ Costing of Services
- ▶ Finance One Financial Management Information System
- ▶ Goods and Services Tax Compliance Review.

Parliamentary Committees and Government Inquiries

The Library lodged a submission and attended a public hearing in response to the following Inquiry:

- ▶ Digital Agenda Review.

Ministerial Directions

Under Section 28 of the *Commonwealth Authorities and Companies Act 1997* the Minister for Communications, Information Technology and the Arts must consult Council members before notifying them of a general policy of Government. The Minister wrote to the Library in February 2004 regarding a new general policy on a *National Code of Practice for the Construction Industry*.

Legal Actions

Action continued on the claim lodged in the ACT Supreme Court last year on behalf of Wagdy Hanna and Associates Pty Ltd seeking damages from the Library for an alleged breach of contract in respect of a 1996 tender process for one of the Library's off-site storage facilities.

A former employee of the Library was found guilty on four counts of dishonest appropriation

of Commonwealth property in the ACT Magistrates Court on 13 April 2004, and will be sentenced on 31 August. The four books that were taken have been recovered.

Ombudsman

No new issues relating to the Library were referred to the Commonwealth Ombudsman's Office. The Library awaits the outcome of a complaint about the tender process associated with the off-site storage facilities referred to above.

Freedom of Information

The Library received no requests for access to documents under the *Freedom of Information Act, 1982* (Cwlth). A Freedom of Information Statement is provided at Appendix 3. A list of the Library's key supporting policies and documents is provided at Appendix 4.

Indemnities and Insurance Premiums

Directors and officers of the Library are provided with indemnity under the existing insurance coverage through Comcover. Insurance premiums cover general liability, Directors and Officers indemnity, property loss/damage or destruction, business interruption/consequential loss, motor vehicle, personal accident and official travel overseas.

Insurance premiums for 2003–2004 increased by approximately 8.4 per cent on the previous year. This increase is due to an escalating insurance market plus increases in insurance valuations due to additions to and revaluation of the Library's collections. Under the terms of the insurance policy, the premium price may not be disclosed.

Social Justice and Equity

The Library continued its commitment to meeting the Government's objective of enhancing social justice and equity, outlined within the *Charter of Public Service in a Culturally Diverse Society*.

The Library aims to provide all Australians with equitable access to its services in a manner

appropriate to their individual needs. In particular, the Library:

- ▶ provides an increasing range of services to Australians in any location through its website and travelling exhibitions;
- ▶ collects Australian library materials in all community languages for current and future research;
- ▶ maintains high standards for physical access to the building and services through implementation of the *Disability Action Plan*;
- ▶ assists community organisations, including geographically isolated and culturally diverse groups, to preserve nationally significant documentary heritage collections through the Community Heritage Grants program.

During the year the Library convened the second meeting of the Forum on Library Services for People with Disabilities. These forums bring together peak disability bodies and library sector representatives to discuss ways in which libraries can better serve the needs of clients with disabilities.

In June 2004 the Library convened a Multicultural Documentary Heritage Workshop. The workshop attracted representatives of culturally and linguistically diverse community organisations, from all states and territories. Participants received advice on how to manage and preserve their unpublished heritage collections that document the migrant experiences of settling in Australia and contributing to Australian life.

Service Charter

The Library reviewed and revised its *Service Charter* during the year. The Charter sets out the Library's commitment to users, the standards of service they can expect and the mechanisms for providing feedback or making a complaint. The Charter is made available via the website and as a print publication. The Library welcomes feedback as well as suggestions for

service improvement. This year a total of 79 formal compliments and 35 formal complaints were received as set out in the tables below.

Compliments

Subject	Number	Nature
Information services to individuals	18	Mainly about the efficiency and helpfulness of staff in reading rooms.
Services to libraries, publishers and other organisations	21	Mainly about efficient provision of Cataloguing-in-Publication records, staff advice, the Preserving Australia's Multicultural Heritage: A Starter Kit and the Multicultural Documentary Heritage Workshop.
Public program activities	38	Mainly appreciation of education programs, staff and publications.
Facilities and other	2	Satisfaction with venues hired and helpfulness of staff.
TOTAL	79	

Complaints

Subject		Nature	Outcome
The collection	4	Delay in the availability of overseas titles and in responding to acquisition suggestion.	Requested material received and users notified. Delay was in part caused by the introduction of the new Integrated Library Management System.
Information services to individuals	25	State of microform reader/printers; quality of some microfilmed material and insufficient space and staffing in the Newspaper & Microform Reading Room; noise from laptops used in reading rooms and from users and staff; the new photocopying system; delays in delivery from stacks; and cost of Copies Direct delivery.	Staffing in the Newspaper & Microform Reading Room has been reorganised to ensure greater availability of staff to assist users. A program of replacement of microform reader/printers is underway. Limited opportunities exist within the Library building for additional designated quiet areas in the reading rooms, but options are being considered. The stack delivery delays have been addressed with staff, and the current practice of charging the standard Copies Direct fee for newspaper articles is being reviewed.
Public programs	1	Different size of volumes in multi-volume publication	Issue acknowledged and explained to complainant.
Facilities and other	5	State of two public facilities and insufficient full-day car parks	Renovation work has been scheduled. The challenge of providing sufficient car parks for long stay visitors in the Parliamentary zone was the subject of a Parliamentary Inquiry to which the Library made submissions.
TOTAL	35		

The average time taken to respond to complaints was 6.85 days and the Library's services to the public were available at the stated times throughout the year.

Consultancy Services

During the year 24 consultancy contracts were entered into by the Library at a total cost of \$781 876. The consultants were selected in accordance with the Library's Procurement Guidelines, on the basis that independent or specialist expertise was considered necessary and was not available within the Library.

Major consultancies included legal advice, internal audit advice, and advice on the Library's Balanced Scorecard. Other consultancies related to the Library's IT initiatives, development and storage of the collections, and evaluation of services. Consultancies with an individual value of \$10 000 or more are listed at Appendix 5.

Advertising and Market Research

The following advertising and market research organisations were contracted to provide services at a total cost of \$158 425.

Advertising and Market Research organisations contracted

Organisation	Cost	Purpose
Art Direction Creative	\$375	Advertising for Library exhibitions
Artcraft Research	\$16 500	Survey of users of the PictureAustralia service
Environmetrics Pty Ltd	\$14 320	Survey of national awareness of the Library
HMA Blaze	\$89 794	Newspaper advertising promoting the Library
Lane Print	\$10 345	Promotional advertising for Library events and publications
Leapfrog Research	\$6 611	Evaluation of the Library's school education and holiday programs
Leapfrog Research	\$19 250	Evaluation of user satisfaction with the Document Supply and Copies Direct services
National Mailing & Marketing	\$1 230	Promotional advertising for Library events and publications
TOTAL	\$158 425	

CORPORATE MANAGEMENT ISSUES

People Management

Workforce Planning

The Workforce Planning Committee is responsible for overseeing workforce planning initiatives across the Library resulting from changes in the workforce demographics and the evolving nature of our operating environment. The Workforce Planning Committee met seven times during the year. The issues considered included:

- ▶ competencies and skills required at the executive level
- ▶ graduate recruitment
- ▶ learning management systems
- ▶ performance management framework
- ▶ a program to promote a healthy work and life balance
- ▶ recruitment and development of Indigenous staff
- ▶ recruitment and retention of staff
- ▶ staff mobility
- ▶ strategic training initiatives
- ▶ succession planning for senior officers.

Industrial Democracy: Certified and Workplace Agreements

The Library's Consultative Committee is a forum for consultation and discussion between management, staff and unions. The Committee met three times during the year, and discussions included the Performance Management Framework, the Certified Agreement, results of staff surveys, and amenities such as public car park lighting and the provision of an automatic teller machine in the Library.

The *National Library of Australia Certified Agreement 2002–2004* under s.170LJ of the *Workplace Relations Act 1996* was due to be

replaced by 1 July 2004. A Certified Agreement Negotiation Committee was set up to negotiate a new Agreement and met 10 times over a six-month period. Comprising five management, six staff and two union representatives, as well as representatives from the Commonwealth Public Sector Union and the Media, Arts & Entertainment Alliance, the Committee consulted with staff throughout the Library and brought their issues to the negotiation table. The main concerns for staff were the salary offer, the term of the Agreement and the impact of the proposed introduction of pay parking in the Parliamentary Zone.

The Library was unable to reach agreement with employee representatives on the terms and new conditions and has moved to negotiate an agreement direct with staff under section 170LK of the *Workplace Relations Act 1996*. The current Agreement will remain in force until 29 July 2004.

Remuneration, Including Non-salary Benefits

In accordance with the Principal Executive Office arrangements, the National Library Council determines the Director-General's remuneration.

At 30 June all eight Senior Executive Service (SES) and 53 of the non-SES staff were covered by Australian Workplace Agreements and the remaining 430 staff were covered by the National Library of Australia Certified Agreement 2002–2004.

The remuneration for SES and non-SES staff covered by an Australian Workplace Agreement is determined by the Director-General after consultation between the employee and the respective Division Head.

The salary ranges for classifications below the SES level are set out on page 29.

Classification	Salary Range	No of Employees
APS1	\$10 014 – \$32 363	6
APS2/Graduate	\$33 140 – \$36 749	97
APS3	\$37 746 – \$43 552	86
APS4	\$42 069 – \$47 900	59
APS5	\$46 923 – \$50 650	80
APS6	\$50 679 – \$66 000	73
EL1	\$64 817 – \$90 000	58
EL2	\$74 703 – \$99 029	24

Under Performance Management System ratings, 489 staff were eligible to participate in performance assessments that were linked to possible performance pay outcomes in the reporting period.

Staff also have access to a range of non-salary benefits including flexible working hours, additional study leave for distance education, cashing out of some annual leave entitlements, uncapped personal leave for caring purposes, ability to take maternity leave at half pay and additional purchased leave provisions.

SES staff members have an entitlement to a vehicle and mobile phone.

Fraud Risk Assessment and Fraud Control Plan

During the year the Library reviewed and updated its Fraud Risk Assessment, Fraud Control Plan, Fraud Risk Management Policy and Fraud Investigation Policy. The revisions were prepared by the internal audit contractor and endorsed by the Audit Committee in February 2004. The Library also has in place appropriate fraud prevention, detection, investigation, reporting and data collection procedures and processes which, together with the Fraud Risk Assessment and Fraud Control Plan, meet the specific needs of the Library and comply with the *Commonwealth Fraud Control Guidelines*.

Establishment and Maintenance of Appropriate Ethical Standards

As part of the Library's induction program, all new staff receive a formal briefing in ethics and probity, including an overview of the Australian Public Service Values and Code of Conduct, and a brief introduction to the Library's Fraud Management Policy. The Library's program of fraud awareness training was continued during the year. The program was based on the Library's Fraud Risk Management Policy, the Australian Public Service Code of Conduct, the Australian Public Service Values, and the Library's Fraud Control Plan.

Disability Action Plan

The Library continued to implement its *Disability Action Plan for 2002–2004*. The plan represents a commitment by the Library to meet its obligations under the *Disability Discrimination Act 1992* (Cwlth) and to ensuring that people with a disability are not unfairly disadvantaged as clients of the Library or in any aspect of the Library's employment or working environment. The plan sets out a number of specific actions that the Library is committed to undertake over the two years and beyond.

The following initiatives were completed during the year:

- ▶ Screen-reader software was provided in the Main Reading Room to allow blind and visually impaired users to 'read' computer screens
- ▶ The Library's new online catalogue, implemented in December 2003, makes it easier for users throughout Australia to find collection items in alternative formats such as braille, large print, talking books and captioned videos
- ▶ A specific program of Library tours was run for children with disabilities, and children

with disabilities were regularly included in the Library's school holiday program.

Many of the actions in the plan are ongoing. Initiatives to be carried forward into the next financial year include publishing the Library's *Service Charter* in large print, and the continuing investigation of suitable speech recognition software to assist people with disabilities to use computers. In addition, the Library contributed to improving access to libraries nationally for people with a disability by hosting a second Forum on Library Services for People with Disabilities in December 2003. Outcomes from the Forum include:

- ▶ A database of alternative format master copies for the tertiary education sector has been set up by the Copyright Agency Limited. The database contains information about resources held by libraries throughout Australia
- ▶ The Library is convening a group of external stakeholders to discuss standards and technical issues relating to library services for people with disabilities
- ▶ Improvements were made to the way that alternative format materials, held in Australian libraries, are recorded on the National Bibliographic Database (Kinetica).

Workplace Diversity Program

At 30 June 2004, 71 per cent of Library staff were female and approximately 31 per cent had identified that they were from a culturally and linguistically diverse background. The Library has undertaken to review the current Workplace Diversity program. A revised program will include reference to current initiatives that address workforce issues such as work-life balance and mature-age workers.

Occupational Health and Safety

The Occupational Health and Safety Committee met four times throughout the year and dealt with a range of issues relating to health and safety principles and practices. The committee comprises 10 elected staff, three nominated staff representatives and three nominated management representatives. The elected staff representatives are provided with training in Occupational Health and Safety (OH&S) legislation and the OH&S representative roles through the Workwatch Training Centre.

An occupational therapist conducted a program of workplace assessments for all staff at the Library. One hundred and twenty staff received individual assistance and attention. In addition, seminars and ergonomic advice were provided to staff throughout the year.

On World Health Day, 7 April 2004, the Library launched a program of health and wellbeing initiatives which were offered on 28 April 2004. Staff were provided with health and wellbeing training and information seminars, health screening and advisory documentation and a range of activities designed to raise their awareness about healthy work and life practices. Feedback on the program was overwhelmingly positive and there were 427 separate staff attendances at each of the events during the day. The program will continue to promote a healthy work and life style and provide management and staff with an appropriate avenue for sharing best practice occupational health and safety advice.

There were two reportable incidents during the reporting period. All recommended action has been managed and completed under the health and safety rehabilitation guidelines.

The Library has not been issued with notices or directions under sections 29, 45, 46 or 47 of the *Occupational Health and Safety (Commonwealth Employment) Act 1991*.

Asset Management

Asset Management Committee

Throughout the year the Asset Management Committee continued to place emphasis on effective whole-of-life asset management by its business units in accordance with the Australian National Audit Office *Asset Management Guide* 1996. The Committee monitors the Library's Asset Management Strategic Plan 2002–2005 and assesses the implementation of Asset Acquisition Programs for each financial year. It also drafts three-year forward Asset Acquisition Programs for strategic planning purposes and oversees Asset Disposal Programs. Major assets purchased this year included the new Integrated Library Management System, local area network cabling, compactus shelving and photocopy, facsimile and scanning machines.

Collection Asset

The Library's collections were valued at over \$1.5 billion by the Australian Valuation Office in consultation with the Australian Bureau of Statistics. The collection is the Library's major asset, on which many of the Library's services are based. During the year the Library estimated the useful life of its collections to assist the revision of the Collection Depreciation Policy.

Land and Buildings

The Library's land and buildings are valued at \$150.582m. The major components of these assets are managed through the Long-Term Strategic Management Plan for the Building Asset. The plan provides a full condition appraisal and life-cycle cost analysis of the total building asset and includes a 15-year forward maintenance program. The plan is updated every three years and is due for review in 2005.

As part of a service-wide review of property management, the Australian National Audit Office found that the Library's property management services were operating efficiently and made four recommendations across agencies relating to planning and control

processes. During the year the Library reviewed its delivery of property management services and implemented strategies to address the recommendations of the report.

During the year the Library was consulted by the National Capital Authority regarding a proposal to redevelop the Library's forecourt. As part of this process, the Library's collection of design and working drawings and photographs was also consulted. It is anticipated that the construction of the forecourt will commence in 2005.

Plant and Equipment

The remaining material assets are managed through the use of an Asset Register. Total value of the plant, equipment and intangible assets is \$10.240m. The Library continues to use an integrated life-cycle management policy for these assets.

Security

Under the oversight of its Emergency Planning Committee the Library continued its program to upgrade security. The Committee, which is chaired by the Assistant Director-General, Corporate Services and reports to the Director-General, monitors all aspects of protective security and emergency planning. The Committee members are senior staff with responsibility for corporate communications and the security of the collections, the building and the people who use them. The program to upgrade security reflects the priorities in the Library's Risk Management Register. This year the program included improvements to the security of the building and people, improvements to systems and procedures for managing emergencies, and improvements to service levels in the contract for guarding services. Training in disaster awareness was provided again this year to ensure that Library staff are familiar with procedures for responding to disasters that threaten the Library's staff, collection, building assets and reputation.

Energy Consumption and Environment Protection

To meet the reporting requirements of Section 516A of the *Environment Protection and Biodiversity Conservation Act 1999* (Cwlth) the Library has developed and is implementing an Ecologically Sustainable Development Program. The Ecologically Sustainable Development Program includes enhanced procurement guidelines to encourage the selection of suppliers that provide environmentally sustainable products, targets for recycling of aluminium cans, fine paper, cardboard and toner cartridges, maintenance of energy efficient systems and reduction of energy consumption.

Competitive Tendering and Contracting

The Library continued market testing and utilising outsourcing options in cases where it could be demonstrated to be cost-beneficial. No changes to outsourced functions occurred during the year.



Ms Nada Roude, Islamic Council of NSW, receives her Multicultural Documentary Heritage Workshop Certificate from Sir James Gobbo, AC, CVO, Chairman of the National Library of Australia Council.

Purchasing Policies

Consistent with core Commonwealth policies and principles the Library continued to focus on the provision of cost-effective contract management and procurement activities. A new single point of reference was established within the organisation to offer increased accessibility and guidance on corporate purchasing. An initial task was to examine the current tender documentation with the intent of improving functionality for both the Library and those that wish to seek our business.

All Library contracts for outsourced functions provided the opportunity for the Auditor-General to have access to the contractor's premises. There were no contracts recorded as exempt from inclusion in the Purchasing and Disposal Gazette.

Discretionary Grants

The Library operates four discretionary grant programs:

► **Community Heritage Grants**

The Library, with assistance from the Department of Communications, Information Technology and the Arts; the Department of Immigration and Multicultural and Indigenous Affairs; the National Archives of Australia; and the Australian Film Commission offered grants of up to \$8000 to assist Australian community organisations to preserve nationally significant documentary heritage collections.

► **Harold White Fellowships**

The Library awards a limited number of fellowships to enable established scholars and writers to work for periods of three to six months on material in the Library's collections.



Mr Nicholas Paspaley AC, Sir James Gobbo AC, CVO, Ms Jan Fullerton, Ms Roslynne Bracher and Mr Peter Goldsworthy MD at the *Future Memory* exhibition.

- ▶ **Norman McCann Summer Scholarships**
The Library awards a limited number of scholarships for young Australians to support research on Australian history or literature at the Library for six weeks during January and February.
- ▶ **National Library of Australia Folk Festival Fellowship**
The Library provides a short residency for a folk performer to research original source materials in the Library's collections and prepare for a performance at the National Folk Festival.

Cooperation on Corporate Management Issues within the Communications, Information Technology and the Arts Portfolio

The Library continued to chair the Corporate Management Forum, composed of senior executives with corporate management responsibilities from 10 agencies within the Communications, Information Technology and the Arts portfolio, and two other agencies. The

forum considers common issues in the areas of personnel management, financial management, infrastructure management, corporate planning, information technology and public programs with a view to achieving economies of scale and best practice.

The forum met nine times during the year. Key issues considered included:

- ▶ annual reporting
- ▶ depreciation expenses
- ▶ fraud management
- ▶ implementation of the outcomes of the Review of Cultural Agencies
- ▶ insurance of collections
- ▶ joint training initiatives
- ▶ management of physical security threats to national agencies
- ▶ records management software.

INFORMATION TECHNOLOGY ISSUES

The Library's Website

The website underwent a major redevelopment in 2003–2004 in conjunction with the replacement of the Library's Integrated Library Management System. The Library undertook extensive user testing as part of this project. The new website embodies an enhanced information architecture that delivers a significant improvement in the effectiveness of the website. A number of new services were introduced including:

- ▶ OneSearch, an integrated simple Google-like search facility over both the catalogue and website
- ▶ Copies Direct, enabling users to order copies of articles, chapters of books, maps, manuscripts, music, etc. to be delivered to them anywhere in the world for a small fee
- ▶ Online shop, providing an online capability for the purchase of books and other merchandise produced by the National Library.

Kinetica Redevelopment

In November the Library commenced a major project to redevelop the system which supports the Kinetica service. This followed an extensive study by the Library during 2003 of the future options for the system and approval by Council and the Minister of a recommended strategy.

The Kinetica Redevelopment Project is scheduled for completion by December 2005. The development cost (\$4.3 million) will be depreciated and recovered by the Library during the life of the new system.

The project will be divided into two major stages, with the first stage due for delivery in December 2004. In early 2004 the Library completed its initial planning for the project, including development of a detailed Project Plan and Risk Register. The Library engaged

Ernst & Young to provide quality assurance services during the project.

Some software components of the new system will be acquired from the marketplace, and other components will be developed by the Library. In March the Library issued a Request for Tender for a major component of the system, and completed its evaluation of the responses by late June. Specifications for the developed components were also completed by June.

Collection Support

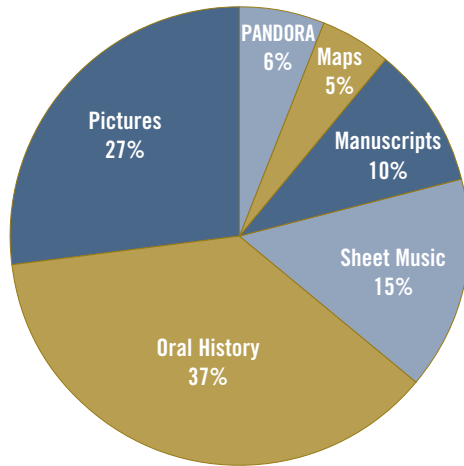
The Library continued to develop in-house systems to support its digital collections. The Digital Collections Manager was enhanced to further support the Library's photographic collection, and to allow the Library to share descriptive metadata with other organisations.

As a result of international interest in the software developed by the Library for archiving and long-term preservation of web-based material, the Library developed an evaluation environment for this software. A number of institutions have evaluated it with a view to licensing the software from the Library, including the UK Web Archiving Consortium, the National Library of New Zealand, the Online Computer Library Center (OCLC), the Library of Congress, the National Library of Portugal, the Royal Library of Denmark and two university libraries, Oxford University and the University of Melbourne. The British Library, on behalf of the UK Web Archiving Consortium, has signed a license agreement.

Access to digital collections was enhanced through the introduction of online delivery systems for manuscripts and books. The technical infrastructure to support streaming audio delivery was also implemented during the year.

The amount of digital collection information held on the Digital Object Storage System approximately doubled during the year to exceed 10 terabytes. A breakdown of storage by collection type appears on page 35.

DIGITAL COLLECTION STORAGE



Information Technology Infrastructure Improvements

The Library continued its practice of regularly market testing the provision of key services to ensure that it achieves best value for money. In 2003–2004 the provision of Internet and mobile phone services were market-tested. In the case of the Internet service, a significant price reduction was achieved that should enable the Library to manage the increasing usage of the Internet within existing budgets.

A number of systems and services were replaced or upgraded during the year including the:

- ▶ Integrated Library Management System
- ▶ payment system for photocopying and printing from computers and microform equipment in reading rooms
- ▶ desktop environment to support Office XP
- ▶ corporate backup/recovery system to support latest generation tape drives, and
- ▶ Internet firewall and email virus gateways.

The Library undertook successful feasibility studies in the areas of business intelligence and

knowledge management, resulting in funding for provision of these services in the next financial year.

Service Availability

The average availability during the year of 10 key service areas was as follows:

Service	Availability (%)
Email (Microsoft Exchange)	99.89
File Services (Microsoft Windows Servers)	99.60
Finance One	99.96
Integrated Library Management System	99.92
Kinetica Document Delivery	99.97
Kinetica Searching	99.82
Local Area Network	99.94
PANDORA	99.78
PictureAustralia	99.76
Web Services	99.84

The target availability of 99.5 per cent was exceeded for all services.



Tezuka Osamu
Tetsuwan Atomu (Astro Boy)
Tokyo: Shogakukan, 2003, Vol. 1 of 5 vol. set
Asian Collections JAP 726.1 Te95A (v.1)
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Astro Boy comics are a good example of the *manga* genre, popular in Japan with adults and children alike. The Library acquires a representative sample of *manga* to add to its Japanese collection.