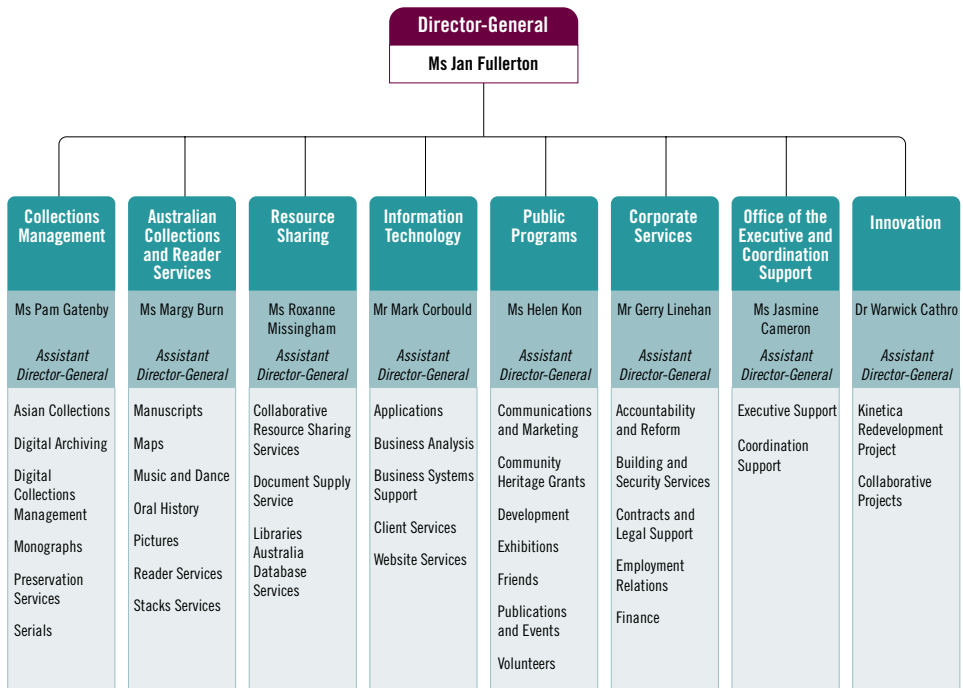


ORGANISATION

The Library’s senior management comprises the Director-General and eight Assistant Directors-General. Figure 2.1 shows the divisional and senior management structure at 30 June 2005.

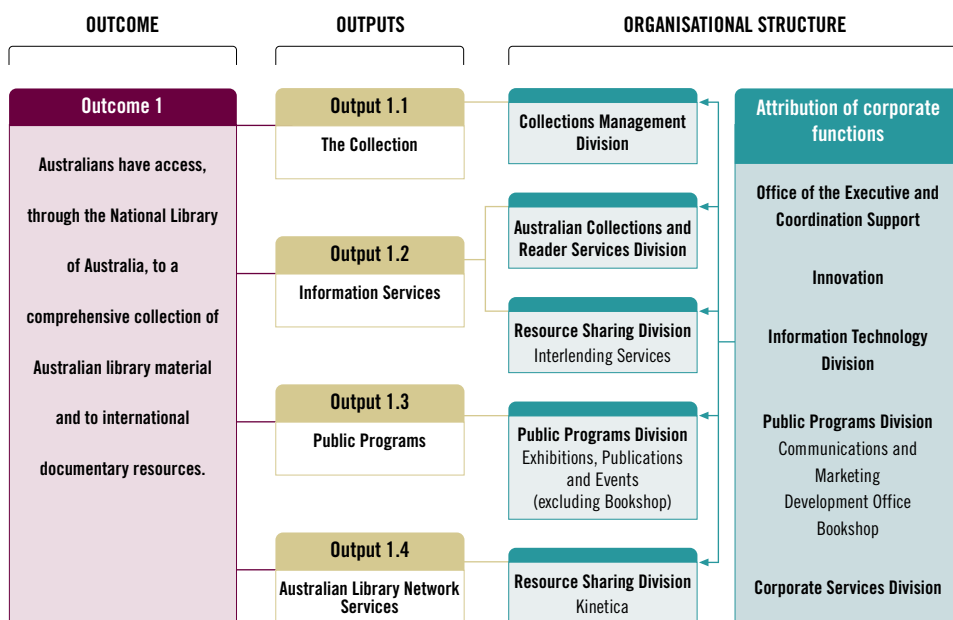
FIGURE 2.1 NATIONAL LIBRARY OF AUSTRALIA: ORGANISATION, 2004–2005



THE OUTCOME AND OUTPUTS STRUCTURE

Figure 2.2 shows the relationship between Outcome 1, the contributing outputs for the Library and the organisational structure. Financial details by outcome, outputs and output groups are provided in Table 1.1 on page 13.

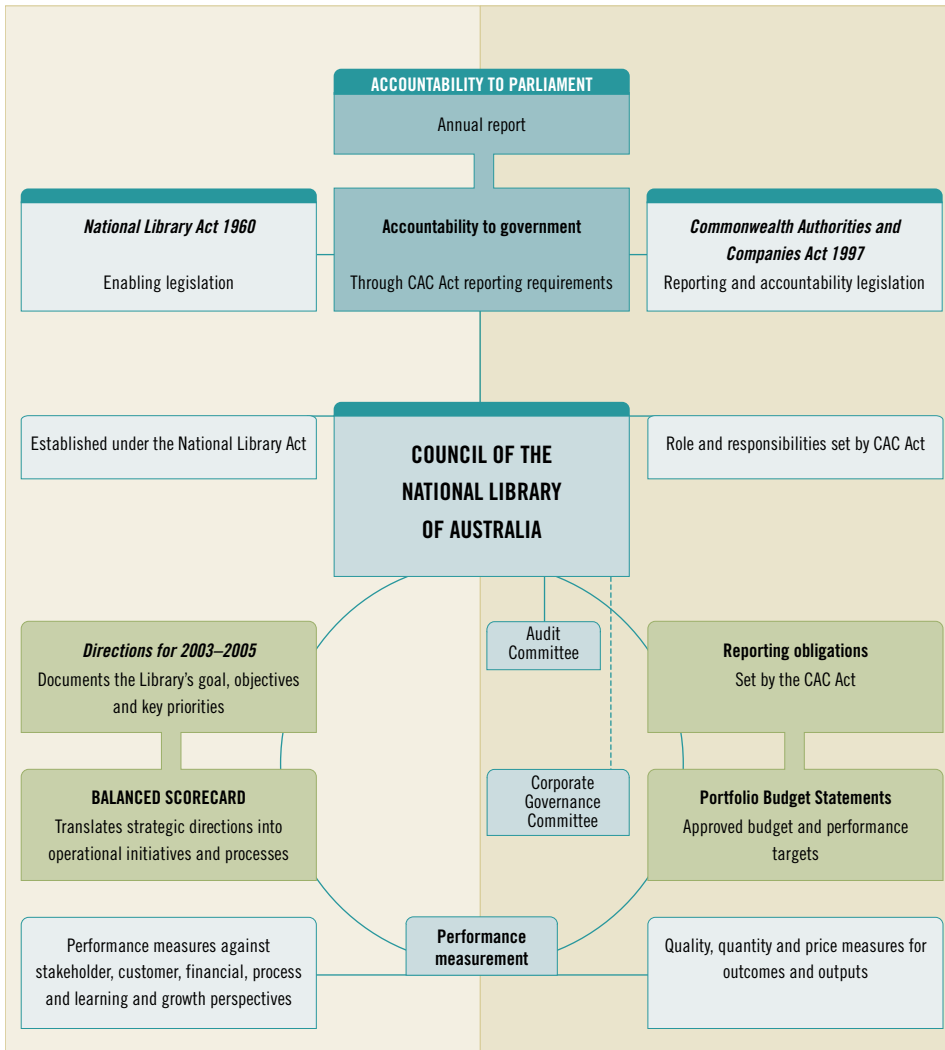
FIGURE 2.2 OUTCOME 1: OUTPUTS AND ORGANISATIONAL STRUCTURE, 2004-2005



CORPORATE GOVERNANCE

Figure 2.3 shows the key elements of the Library’s corporate governance.

FIGURE 2.3 CORPORATE GOVERNANCE



THE NATIONAL LIBRARY COUNCIL

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

In addition to general administrative and financial matters, in 2004–2005 the Council considered a range of specific issues, among them the following:

- collection storage
- the report on corporate governance of statutory authorities—the Uhrig report
- evaluation of customer surveys
- fundraising and sponsorship
- the Kinetica Redevelopment Project—including Libraries Australia
- MusicAustralia
- exhibitions and events, including the *National Treasures from Australia's Great Libraries* exhibition
- newspaper digitisation
- a review of user charging arrangements.

The Council has three advisory committees: the Audit Committee, the Corporate Governance Committee, and the Fellowships Advisory Committee. Appendix A provides details.

The Audit Committee

The Audit Committee has the following role:

- to help the Library and members of the Council comply with their 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 the management of risks.

The Audit Committee reviewed its role and charter during 2004. The main change proposed was to limit membership of the committee to non-executive members of the Council. This proposal was approved by the Council at its October 2004 meeting, and the Audit Committee now normally has a minimum of three non-executive Council members. The Director-General generally attends Audit Committee meetings. Appendix A provides details of Audit Committee membership and attendance at meetings.

In 2004–2005 the Audit Committee considered a range of matters, among them the following:

- preparation and auditing of the financial statements
- the collection depreciation policy
- the valuation of the collection
- changes to Australian accounting standards
- fraud management practices and policies
- risk management
- the process for assessment and reporting on Audit Committee performance
- progress with implementation of the recommendations in the Auditor-General's reports
- review of internal audit reports.

The Corporate Governance Committee

The Corporate Governance Committee has the following role:

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

The committee has three Council members—the Chair, the Deputy Chair and the Chair of the Audit Committee—and has the power to co-opt one non-executive Council member from time to time. Appendix A lists the committee members.

The Fellowships Advisory Committee

The Fellowships Advisory Committee has the following role:

- to make recommendations on the award of fellowships
- to make recommendations on other matters relating to the administration of fellowships.

The committee has eight members; it is chaired by a member of the Council, and the Director-General is a member. Appendix A lists the committee members.

THE CORPORATE MANAGEMENT GROUP

The Corporate Management Group, consisting of the Director-General and eight senior executive staff, provides strategic and operational leadership for the Library. In particular, it 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 group meets weekly.

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

THE 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 scorecard has proven a successful performance management tool that is well accepted by staff and other stakeholders, including the Library Council. The Library revised the scorecard during the latter part of 2004–2005, to ensure that it remains focused and consistent with corporate strategy.

THE RISK MANAGEMENT FRAMEWORK

The Library's Risk Management Framework provides for management and staff effective tools for use in identifying, evaluating and responding to risks that may affect the collections and core business functions. Central to the framework is the Library's Risk Management Register. First developed in 2002, the register lists all identified risk exposures to the organisation and remains subject to annual review in June–July. All risks identified in the register are managed through established planning processes, which include such tools as the Strategic Directions statement, business plans, the Collection Disaster Plan, the IT Disaster Recovery Plan, the Business Contingency Plan for Critical Building Systems, and the Business Continuity Plan.

New and emerging risk exposures are continuously identified and discussed; they are monitored bi-monthly by the Library's Emergency Planning Committee, a group of senior staff representing interests across the whole of the Library.

PUBLIC ACCOUNTABILITY

EXTERNAL AND INTERNAL AUDIT

The Library's Audit Committee met four times during 2004–2005 to consider external and internal audit reports.

Australian National Audit Office reports

The following Australian National Audit Office reports contain Auditor-General recommendations that have been implemented by the Library:

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*
- No. 55, *Management of Protective Security*
- No. 57, *Administration of Freedom of Information Requests*

2004–2005

- No. 3, *Management of Internal Audit in Commonwealth Organisations*
- No. 13, *Superannuation Payments for Independent Contractors Working for the Australian Government*
- No. 22, *Investment of Public Funds*.

Internal audit reports

The Audit Committee considered the following internal audit reports:

- 'Travel and Purchase Cards'
- 'Acquisition and Procurement of Special Collections'

- 'Integrated Library Management System Post Implementation Review'
- 'Procurement and Contract Management'
- 'Copyright'
- 'Petty Cash Handling Procedures'
- 'Salary Capitalisation'
- 'Financial Management Reporting'

PARLIAMENTARY COMMITTEES AND GOVERNMENT INQUIRIES

The Library lodged a submission and attended two hearings—one a public hearing and the other a confidential costs briefing—of the Parliamentary Standing Committee on Public Works in relation to the acquisition of land for a new warehouse.

The Library also lodged submissions in response to the Senate Foreign Affairs, Defence and Trade References Committee Inquiry into Australia's Relations with China and the Joint Standing Committee on Foreign Affairs, Defence and Trade Inquiry into Australia's Relationship with the Republic of Korea.

MINISTERIAL DIRECTIONS

Under s. 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. No ministerial directions were received during 2004–2005.

Three general policies from previous financial years continue to be noted—policies on foreign exchange, cost recovery, and a national code of practice for the construction industry.

LEGAL ACTION

In 2004–2005 action continued on the claim lodged in the ACT Supreme Court in 2003 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.

THE OMBUDSMAN

No new issues relating to the Library were referred to the Commonwealth Ombudsman's Office during 2004–2005. The Ombudsman closed his investigation of a complaint about the tender process associated with the off-site storage facilities just referred to, concluding he was no longer satisfied that there were special reasons to continue the investigation, as required by s. 6(2) of the *Ombudsman Act 1976* (Cwlth).

FREEDOM OF INFORMATION

The Library received and met one request for access to documents under the *Freedom of Information Act 1982*. Appendix C provides a freedom of information statement; the Library's key supporting policies and documents are listed in Appendix D.

INDEMNITIES AND INSURANCE PREMIUMS

Directors and officers of the Library are indemnified under the existing Comcover insurance coverage. Insurance premiums cover general liability; directors' and officers' indemnity; property loss, damage or destruction; business interruption/consequential loss; motor vehicles; personal accident; and official travel overseas.

Insurance premiums for 2004–2005 decreased by 3.73 per cent on the previous year. This decrease is due to a stabilising insurance market, a negligible claims history for the Library, and the Library gaining the maximum 5 per cent insurance discount for excellent risk management practices. 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, as outlined in 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 suited to their individual needs. In particular, it does the following:

- 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 its building and services through implementation of the Disability Action Plan
- helps community organisations—including geographically isolated and culturally diverse groups—preserve nationally significant documentary heritage collections through the Community Heritage Grants program.

During 2004–2005 the Library was involved in a number of activities and initiatives related to social justice and equity:

- It continued to work with Standards Australia to encourage the adoption of a national standard for the digital talking book, with a view to making print material accessible and navigable for blind or otherwise print-disabled persons.
- It participated in a national forum, convened by the Department of Family and Community Services, to discuss the move towards production of digital talking books in Australia and associated changes in the funding model.
- It included in the new Libraries Australia search service a feature that allows people to easily discover talking books and braille material held in Australian libraries.
- It joined an international project, arising from the Microsoft Forum on Libraries for the Blind, to support global discovery of library materials for people with disabilities.
- It worked with the Royal Blind Society of New South Wales on testing the Libraries Australia search interface with a range of people with vision-related disabilities, to ensure that the interface met the needs of this community.

- It assisted six state and territory libraries in providing local workshops, on preservation and management of archival collections, to community organisations representing people of culturally and linguistically diverse background. With one-off discretionary grants and based on the model developed by the Library, these workshops were offered to 165 representatives of a range of such organisations. The workshops enabled a number of these people to make first contact with their state or territory library, which in many cases developed into an ongoing relationship and resulted in donations of archival material to the libraries and collaboration on various projects. Some workshops were organised in partnership with state archives, local museums and historical societies.

THE SERVICE CHARTER

The Service Charter sets out the Library's commitment to users, the standards of service users can expect, and the mechanisms for providing feedback or making a complaint. The charter is available via the website and as a print publication in standard and large-print formats.

Overall adherence to the standards in the charter is reported on in Chapter 3, under Output 1.2. The service standards were met as follows:

- 97 per cent of reference inquiries were answered within standards—target 95 per cent.
- 96 per cent of collection items were delivered within standards and time frames—target 90 per cent.
- The Library's website was available 24 hours a day for 99.34 per cent of the time—target 99.5 per cent.

The Library welcomes feedback as well as suggestions for service improvement. Feedback forms are placed at service points throughout the Library and on the website. This year 70 formal compliments and 33 formal complaints were received from users, as Tables 2.1 and 2.2 show.

TABLE 2.1 COMPLIMENTS RECEIVED, 2004-2005

Subject	Number	Nature
Information services to individuals	26	Quality of collection and staff; excellence and speed of services in reading rooms, collection delivery and image reproduction; efficient technology for finding and delivering library resources; new equipment in the Newspaper and Microform Reading Room
Services to libraries, publishers and other organisations	15	Excellence of service and speed of supply of documents; excellence of staff attending external meetings; quality of Archiving Web Resources international conference; Kinetica redevelopment; distributing <i>Preserving Australia's Multicultural Heritage: A Starter Kit</i>
Public programs activities	23	Quality of the two conferences An Open Book: Research, Imagination and the Pursuit of Knowledge and Inside Story; quality of staff, tours and publications
Facilities and other	6	Attitude and behaviour of staff during the security lock-up caused by a suspicious parcel in September 2004; quality of venue hire service; upgrade of public toilet facility
Total	70	

TABLE 2.2 COMPLAINTS RECEIVED, 2004–2005

Subject	Number	Nature	Outcome
The collection	1	Pre-1930 issues of a major Chinese newspaper not held	The issues have since been purchased.
Information services to individuals	16	Insufficient microform reader-printers; placement of new computers; need for word processing software programs on PCs in reading rooms; insufficient staffing in Newspaper and Microform Reading Room; required material being used by others; dissatisfaction of non-eligible user with not being allowed to use Petherick Reading Room; behaviour of other users	<p>During refurbishment of the Newspaper and Microform Reading Room services continued but with a reduced number of microform reader-printers. Subsequently, 24 new digital microform units were installed, and two manual overhead microfilm readers and three manual microfiche units were re-installed. An occupational health and safety consultant provided advice on the arrangement of the microform equipment and the new furniture.</p> <p>After a trial of word processing on one PC in the Main Reading Room, this software, plus email, is now available on the majority of PCs in the Main, Petherick, and Newspaper and Microform Reading Rooms.</p> <p>The Library is investigating the possibility of providing a reservation facility for books that are in use by another reader.</p> <p>Complaints about other users are investigated and action is taken if the reported behaviour is unacceptable and does not comply with the National Library Regulations.</p>
Public programs activities	4	Dispute factual material in catalogue and the spelling of a word in an exhibition name; switchboard operator rude; parent not advised of their child having hurt herself during school holiday program	The Library provided reasons and/or apologies in responses to complainants.
Facilities and other	12	Bags and water bottles not allowed into reading rooms; cleaning of exterior of building; hard to find the Library because of insufficient signage; smoking allowed outside the Library building	<p>The Library has responded where possible.</p> <p>Signage for the Library is being considered as part of a broader Parliamentary Triangle initiative.</p>
Total	33		

CONSULTANCY SERVICES

The Library entered into 44 consultancy contracts during 2004–2005, at a total cost of \$1,132,772 (inclusive of GST). The consultants were selected in accordance with the Library’s Procurement Guidelines and on the basis that independent or specialist expertise was considered necessary and was not available within the Library. Major consultancies included legal advice, design and construction supervision of an off-site storage facility, and internal audit advice. Other consultancies related to a design review

of the building’s heating ventilation and airconditioning and assistance in developing the Library’s strategic directions for 2006 to 2008. Appendix E lists consultancies with an individual value of \$10,000 or more.

ADVERTISING AND MARKET RESEARCH

The advertising and market research organisations shown in Table 2.3 were contracted to provide services in 2004–2005, at a total cost of \$153,778.

TABLE 2.3 ADVERTISING AND MARKET RESEARCH, 2004–2005

Organisation	Cost	Purpose
HMA Blaze	\$75,156	Newspaper advertising promoting the Library
Lane Print	\$6,181	Promotional advertising for Library events and publications
Canberra Mailing	\$1,208	Promotional advertising for Library events and publications
National Mailing & Marketing	\$668	Promotional advertising for Library events and publications
Practico	\$23,650	Market research for Kinetica/Libraries Australia
Nielson/NetRatings	\$17,215	Website user research
Leapfrog Research	\$22,000	On-site visitor research
Leapfrog Research	\$7,700	Evaluation of Document Supply and Copies Direct services
Total	\$153,778	

CORPORATE MANAGEMENT

Corporate management falls into two broad categories: people management and asset management. The Library's work in the Corporate Management Forum within the Communications, Information Technology and the Arts portfolio is also relevant here.

PEOPLE MANAGEMENT

Workforce planning

The Workforce Planning Committee meets quarterly to discuss workforce planning initiatives across the Library, with reference to changes in workforce demographics and the evolving nature of the operating environment. Discussion centres on a range of human resource profiles and movements with a view to a more strategic approach to future workforce issues.

The new Strategic Workforce Plan, prepared in consultation with staff, has been developed as a 'living' document and will be monitored and renewed in keeping with organisational goals and the Strategic Directions. The Council will consider the plan in August 2005.

The plan provides a comprehensive strategy and a clear agenda for Library staff during the next five years. It describes key strategies aimed at ensuring that the Library will have a workforce that is flexible, agile, innovative, and able to assist the Library in meeting its Strategic Directions.

The following are the main areas of focus in the Strategic Workforce Plan:

- leadership
- teams and collaboration
- development and learning
- innovation
- attracting and retaining suitably skilled people
- mobility and flexibility.

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 2004–2005, discussing commitments under the Certified Agreement, the Healthy Work and Life Program, and a number of general environmental concerns such as lighting in the public car park.

The National Library of Australia Certified Agreement 2004–2007, pursuant to s. 170LK of the *Workplace Relations Act 1996*, was certified by the Australian Industrial Relations Commission on 29 July 2004. The agreement was made direct with Library staff following a comprehensive consultative process. Management offered staff annual pay increases amounting to 11.5 per cent over three years, a range of initiatives under the Healthy Work and Life Program, reimbursement for general financial advice and flu vaccinations, additional flexibility with leave provisions, increased penalties and resources for the reading rooms, and articulation of leave provisions for Defence Reservists. These were all to be funded by efficiency and productivity initiatives, including through continuous improvement in collection management, increased automation of interlending services, refinement of collection delivery priorities, and greater use of web-based services to increase self-help by users.

A majority of staff voted in favour of the offer, and the Commonwealth Public Sector Union and the Media, Entertainment & Arts Alliance applied to be parties to the agreement and are now also bound by it.

Benchmarking of financial management and human resource activities

During the 2002–2003 Budget deliberations the Government agreed to a review of agencies in the Communications, Information Technology and the Arts portfolio being undertaken with a view to achieving efficiencies and better use of common services. The subsequent review, the

Review of Cultural Agencies, recommended that portfolio agencies pursue efficiencies and effectiveness across a range of corporate functions. With a number of other cultural institutions, the Library has actively participated in benchmarking key elements of its corporate functions. Aspects of the Finance Management and Human Resource Management functions were initially selected for analysis and review against industry standards and to assist with the identification and adoption of better practice.

The Finance function adopted a comprehensive set of benchmarks from the Australian National Audit Office's audit report no. 62, *Benchmarking the Finance Function Follow-on Report*, against which to review its performance. Results from the Library were compared with data published in the Audit Office report and with data from other cultural agencies that took part in the exercise. In general, the Library demonstrated high levels of efficiency against the cost and efficiency benchmarks. The exercise also enabled the identification of a template of better practices that the Library has developed and shared with other cultural agencies.

The Human Resource Management function used a common set of performance indicators to evaluate and compare its effectiveness

against a number of private and public sector organisations. Participation in the benchmarking exercise has helped the Library identify aspects of better practice and other opportunities for improvement.

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 2005 all eight Senior Executive Service staff and 74 of the non-SES staff were covered by Australian Workplace Agreements; the remaining 414 staff were covered by the National Library of Australia Certified Agreement 2004-2007.

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 relevant Division Head. Table 2.4 shows the salary ranges for classifications below SES level and the number of Library employees at each level.

TABLE 2.4 SALARY RANGES BELOW SES LEVEL AND NUMBER OF EMPLOYEES, 30 JUNE 2005

Classification	Salary range (\$)	No. of employees
APS1	10,364 – 33,496	5
APS2/Graduate	34,300 – 38,035	82
APS3	39,067 – 45,076	90
APS4	43,541 – 50,515	65
APS5	48,565 – 52,423	83
APS6	52,453 – 67,086	75
EL1	67,086 – 93,150	62
EL2	77,318 – 102,495	26

In 2004–2005, 423 staff were eligible to participate in performance assessments that were linked to possible performance pay outcomes.

As well as the new non-salary benefits made available under the Certified Agreement, which have also been incorporated in the Workplace Agreements, staff have access to a range of benefits such as flexible working hours, additional study leave for distance education, cashing-out of some annual leave entitlements, uncapped personal leave, maternity leave at half pay, and additional purchased leave provisions.

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

Fraud risk assessment and fraud control

In 2004 the Library reviewed and updated its Fraud Risk Assessment, Fraud Control Plan, Fraud Risk Management Policy and Fraud Investigation Policy. These will all be revisited and updated again in late 2005. Fraud control is taken very seriously, and all Library staff are required to attend fraud and ethics education and awareness programs. During 2005 the Library conducted a Control Framework Assessment, which assessed the adequacy of management's response to high-level risks throughout the organisation. The Library also has in place 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.

Ethical standards

The Library's Certified Agreement 2004–2007 endorses our commitment to and compliance with the Australian Public Service Values and Code of Conduct. As part of the induction program, all new staff receive a formal briefing on ethics and probity, including an overview of the values and code, and a brief introduction to the Library's Fraud Management Policy. The Library continued its

program of fraud awareness training during 2004–2005. The program was based on the Library's Fraud Risk Management Policy, the Australian Public Service Values and Code of Conduct, and the Library's Fraud Control Plan.

The Commonwealth Disability Strategy

CRS Australia awarded the Library an Employer Award on 14 October 2004. The award was introduced to celebrate employers who have made significant efforts to provide for people with an injury, a disability or a health condition an opportunity to work. The Library won the award for demonstrated commitment to giving people with disabilities equal opportunity to apply for advertised positions, access to fair terms and conditions, and opportunities for training and promotion.

The Library continues to meet the Commonwealth's guidelines in relation to the *Disability Discrimination Act 1992*. Its Disability Action Plan ensures 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. Recruitment policies and selection processes provide that applicants are considered on merit. Selection documentation is distributed electronically and in hard copy on request. Applicants with a disability are offered assistance if they need it to attend an interview. In all training activities participants with a disability are asked to notify in advance any particular requirements, to ensure that these are accommodated.

The Library's Workplace Diversity Policy offers to managers and staff additional guidance in connection with their obligations to disabled employees and prospective employees.

Workplace diversity

At 30 June 2005, 71 per cent of Library staff were female and about 31 per cent of staff had identified themselves as being of culturally and linguistically diverse background. The Library has begun a review of its Workplace Diversity Program. The 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 during 2004-2005 and dealt with a variety of matters relating to health and safety principles and practices. The committee is made up of 10 elected staff, three nominated staff representatives, and three nominated management representatives. The elected staff representatives receive training in occupational health and safety legislation and their roles through the Workwatch Training Centre.

During the reporting year an occupational therapist conducted a program of workplace assessments for all staff at the Library. One hundred and fifty staff received individual assistance and attention. In addition, seminars and ergonomic advice were provided to staff through a range of avenues.

The Healthy Work and Life Program continues to promote healthy work and life style and offer management and staff an appropriate avenue for sharing healthy life style information and best-practice occupational health and safety advice.

There was one reportable incident during 2004-2005. All recommended action was managed and completed under the health and safety rehabilitation guidelines.

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

ASSET MANAGEMENT

The Asset Management Committee

The Library's Asset Management Committee continued to emphasise and refine whole-of-life asset management, in accordance with the Australian National Audit Office's June 1996 *Asset Management Handbook*. The committee oversees the Library's Asset

Management Strategic Plan and administers asset acquisition programs for each financial year. It also develops and monitors a three-year forward Asset Acquisition Program for strategic planning purposes and an Asset Disposal Program using the Library's Asset Register. Among the major asset acquisitions in 2004-2005 were the replacement of all the Library's computer printers, the replacement of 28 microform readers in the Newspaper and Microform Reading Room, increased IT storage capacity, an audiovisual and lighting upgrade of the Theatre, and additional compactus shelving for the Asian collections.

Collection asset

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

Land and buildings

The Library's land and buildings are valued at \$150.539 million. The major components of these assets are managed through the Long-Term Strategic Management Plan for the Building Asset, which provides a full condition appraisal and life-cycle cost analysis of the total building asset and sets the direction for building works, including a 15-year forward maintenance program. The plan is updated every three years and will be reviewed at the end of 2005.

With the passing of amendments to the *Environment Protection and Biodiversity Act 1999* in January 2004, the Library and its surrounds were included on the Commonwealth Heritage List. During 2004-2005 the Library commissioned a heritage consultant to help develop documentation supporting the Commonwealth Heritage Values of the Library and its assets and draft a management plan for the Conservation Heritage Values under s. 341S of the Act.

A number of important refurbishments were undertaken throughout the year, including the Security Control Centre, with its primary staff and contractor entrance; the computer room airconditioning system, to ensure reliability in maintenance of the environmental conditions required for IT equipment; and improved visitor facilities, with refurbishment of the Newspaper and Microform Reading Room, the lower ground floor foyer and the ground floor public toilets.

Plant and equipment

The remaining material assets are managed by means of an Asset Register. The total value of the plant and equipment is \$9.028 million. The Library continues to use an integrated life-cycle management policy for these assets.

THE NEW WAREHOUSE

One element of the Review of Cultural Agencies was the development of a Portfolio Collection Storage Plan by the Department of Communications, Information Technology and the Arts in consultation with the collecting agencies in order to consider ways of meeting the projected growth in storage requirements across the portfolio. A working group was established for this purpose, and the Library is represented on it.

The initial report of the review recommended a three-stage approach, the first stage being to deal with the Library's immediate short-term storage needs. As a consequence, in the 2004–2005 Budget the Government approved funding of \$9.9 million over four years for the construction of a purpose-built Library warehouse. The new warehouse will provide additional storage capacity to accommodate collection growth until 2013.

Work is well under way: the design has been completed and tenders for construction have been let. Construction is scheduled to be completed in March 2006. The new warehouse is being built in Hume, an industrial estate about 12 kilometres from the National Library's Parkes site. It will have a storage area of 3,300 square metres and be fitted out with high-rise shelving for the storage of books,

newspapers and other printed material. The building will also incorporate 220 square metres of office and amenities space. The design includes ecologically sustainable development principles where possible—for example, underground tanks to harvest rainwater that can be used for irrigation. Negotiations are under way to make available some space to the National Archives in the short to medium term.

SECURITY AND BUSINESS CONTINUITY

Overseen by its Emergency Planning Committee, in 2004–2005 the Library continued its program of improving security systems and procedures. 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. Committee members are senior staff with responsibility for corporate communications and the security of personnel, the collections, the building and other assets. The security program is aligned to priorities identified in the Library's Risk Management Register.

During 2004–2005 the position of Manager of Security Services was upgraded, and a new manager was appointed to continue the various improvements. Among the improvements were replacement of the book detection system; installation of additional security technologies and refinements to security and emergency procedures, delivering greater capacity and capability; and a reassessment of the security classification of all positions and staff separation and commencement procedures. All Library staff participated in emergency training to ensure that they remain familiar with response procedures.

The Library's business continuity arrangements were well tested when there was a cut-off of mains water supply to the main building on 22 February 2005 and when a suspicious envelope was received on 6 May 2005. The latter incident necessitated the quarantining of the building for several hours.



Senator The Hon. Rod Kemp, Minister for Arts and Sports, handing a certificate to Jennifer Harvey representing Ku-ring-gai Historical Society Inc. at the 2004 Community Heritage Grants awards ceremony.

ENERGY CONSUMPTION AND ENVIRONMENT PROTECTION

To meet the requirements of the *Environment Protection and Biodiversity Act 1999*, the Library has developed and implemented an Ecologically Sustainable Development Program that focuses on six separate Environmental Management Plans, as follows:

- EMP 1—amending procurement guidelines to incorporate procedures that encourage the selection of suppliers that provide environmentally sustainable products
- EMP 2—100 per cent recycling of all aluminium cans
- EMP 3—100 per cent recycling of all fine paper
- EMP 4—80 per cent recycling of all cardboard
- EMP 5—100 per cent recycling of all toner cartridges
- EMP 6—maintaining energy-efficient systems and reducing energy consumption.

Collection facilities have been established throughout the building so that aluminium cans, fine paper and cardboard can be recycled. Collection facilities have also been established for used toner cartridges. The Library's Procurement Guidelines contain a section on environmental purchasing. Plant and equipment upgrades are designed to optimise energy efficiency and so reduce energy consumption. Energy consumption is closely monitored in order to identify high-load areas, and opportunities for reducing consumption are highlighted for implementation.

COMPETITIVE TENDERING AND CONTRACTING

The Library continued market testing and using outsourcing options in cases where this could be demonstrated to be beneficial in terms of cost. Some minor changes to outsourced functions occurred during 2004–2005, among them the introduction of a tender process for the creation of a panel of firms for the provision of legal services and insourcing a building and security support help-desk function in house.

PURCHASING POLICIES

Consistent with core Commonwealth policies and principles, during the reporting year the Library continued to focus on cost-effective contract management and procurement. The firm WalterTurnbull conducted a performance and compliance audit of the Library's procurement and contract management practices. It commended the Library, noting several areas of better practice.

Following the January 2005 release of new Commonwealth Procurement Guidelines, the Library reviewed and revised all standard procurement documents with the assistance of its outsourced lawyers. A series of training courses was held in order to support the changes. Although not formally bound by the new Procurement Guidelines, the Library will continue to review its procurement processes in the light of Commonwealth experience.

DISCRETIONARY GRANTS

In 2004–2005 the Library operated five discretionary grant programs:

- *Community Heritage Grants.* 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, the Library offered grants of up to \$8,000 to help community organisations 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 three to six months on material in the Library's collections.
- *Norman McCann Summer Scholarships.* The Library awards to young Australians a limited number of scholarships to support research on Australian history or literature at the Library for six weeks during January and February.
- *The National Library of Australia National*

Folk Festival Fellowship. The Library supports 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.

- *The Multicultural Documentary Heritage Project.* This was a one-off project. The Library distributed grants to six state and territory libraries to enable them to arrange for community organisations workshops on the preservation and management of archival collections.

COOPERATION ON CORPORATE MANAGEMENT ISSUES WITHIN THE COMMUNICATIONS, INFORMATION TECHNOLOGY AND THE ARTS PORTFOLIO

During 2004–2005 the Library continued to chair the Corporate Management Forum, which consists of senior executives with corporate management responsibilities from nine agencies within the Communications, Information Technology and the Arts portfolio and two other agencies. The forum considers common issues in the areas of human resource management, financial management, information technology and facilities management, with a view to achieving economies of scale and best practice.

The forum met seven times during the year; among the matters it considered were the following:

- benchmarking corporate functions across agencies
- major procurement activities planned for each agency
- the Review of the Governance Arrangements of Statutory Authorities and Office Holders
- developing innovative approaches in response to rising insurance premiums
- joint training initiatives
- annual reporting requirements
- developments in relation to depreciation funding for each agency.

INFORMATION TECHNOLOGY

The Kinetica Redevelopment Project was the major resource commitment for the Information Technology Division in 2004–2005, and has impacted on other IT projects and services supported by the division. This impact is expected to continue until completion of the project, in early 2006, and is managed through adjustments to other project priorities and schedules.

RESOURCE SHARING

The Library released three major resource discovery services in 2004–2005:

- Libraries Australia—providing bibliographic information about and access paths to some 39 million items held in the collections of about 1,000 Australian libraries
- MusicAustralia—allowing anyone to find, access and navigate through a rich store of information on Australian music, musicians, organisations and services from a single access point
- the ARROW Resource Discovery Service—providing search and browse functions across the growing corpus of Australia's scholarly research output that has been placed in the repositories of universities, the Library and other research agencies.

These services were all developed by the Library using a high-performance off-the-shelf text database system; they are hosted on the Library's consolidated web application infrastructure.

INFORMATION SERVICES

On-site users of the Library's collections were offered a range of new and improved technology-based services during the year:

- Free wireless access for registered Library users was provided in the Main and Petherick Reading Rooms. Wireless access in the remaining reading rooms will be enabled during 2005–2006.
- The standard reading room desktop operating environment was strengthened

to provide greater protection against viruses, spyware and other forms of malware. It was also enhanced to allow readers to use Microsoft Office and email services and to store and use files held on USB flash drives. This new environment is progressively being deployed throughout the Library's reading rooms.

- Stand-alone microform readers were replaced by digital microform readers integrated into the Library's standard reading room desktop environment, allowing users to read, copy and print microforms more efficiently and with better quality.
- The Copies Direct service was enhanced for registered Library users, to enable them to request the loan of books from other libraries for use in the Library's reading rooms.

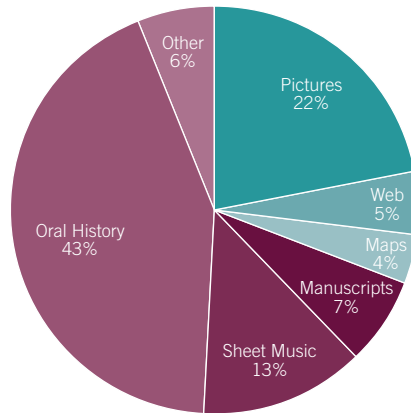
COLLECTION MANAGEMENT

The Library continued to develop in-house systems to support its digital collections. The Digital Collections Manager was enhanced to support audio recordings and their associated transcripts held in the Library's Oral History Collection. This development is integral to the Library's program of digitising audio material held on analogue master tapes while tape players still exist. It also forms an integral part of the Audio Delivery System, which is due for release in 2005 and will allow online delivery of audio in both streaming and non-stream formats to reading room and off-site users.

During the reporting year the Library completed the development of a deep-web database archiving tool as part of its role in the International Internet Preservation Consortium. This tool, called Xinq, was released as open-source software—a first for the Library.

During 2004–2005 the amount of digital collection information held on the Digital Object Storage System increased by 70 per cent to exceed 17 terabytes. Figure 2.4 shows a breakdown of storage by collection type.

FIGURE 2.4 DIGITAL COLLECTION STORAGE, 2004–2005



Note: 'Other' refers to the working area of the data storage.

INFRASTRUCTURE IMPROVEMENTS

Under its asset management program, the Library continued to regularly replace or upgrade IT infrastructure. The reporting year saw several important developments:

- The tape and disk storage systems were about doubled in capacity.
- The printers were replaced and additional colour printer capacity was provided.
- The notebook computers were replaced.
- A number of servers that had reached the end of their life were replaced, including those supporting database, email, web application and file-sharing services.

New servers to support stage two of the Kinetica Redevelopment Project were also installed.

A number of the year's activities were aimed at providing improved and more secure remote access for staff; among them were an improved webmail service and the purchase of software to support remote access with secure access management.

Support for web publishing within the Library was enhanced by the development and deployment of a website content control system and the selection and deployment of Contribute to support devolved web authoring. A workflow and knowledge management product was implemented in Information Services, to manage reference inquiries and support an online self-help service for readers. This technology will be progressively deployed to other areas of the Library.

The Library continues to aim for ongoing improvement in IT service delivery. During 2004–2005 the IT Division began to implement new processes based on the IT Infrastructure Library, starting with change management, and initiated a review of its web delivery infrastructure and application development framework, to ensure that the framework continues to have the functionality, capacity, reliability and security needed to support the delivery of high-quality online services.

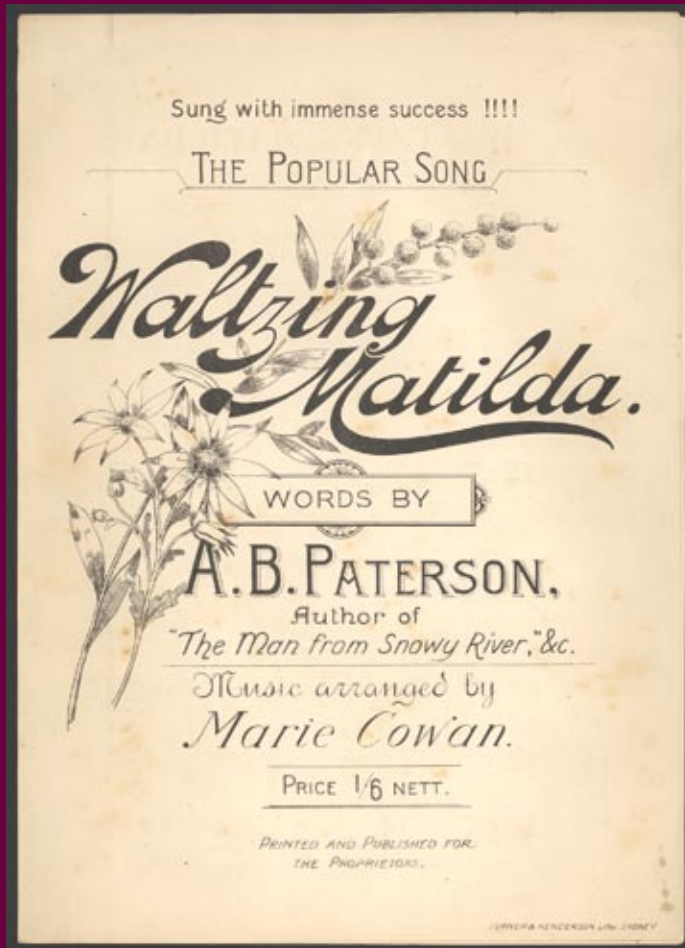
SERVICE AVAILABILITY

Table 2.5 shows the average availability of 11 key services during 2004–2005.

TABLE 2.5 IT SERVICES: AVERAGE AVAILABILITY, 2004–2005

Service	Availability (%)
Local area network	99.96
File services (Microsoft Windows servers)	99.97
Email (Microsoft Exchange)	100.00
Web services	99.57
Integrated Library Management System	99.98
PANDORA	99.95
Finance One	99.92
Kinetica Search/Libraries Australia	99.68
Kinetica Document Delivery	99.58
ARROW	100.00
PictureAustralia	100.00

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



'WALTZING MATILDA'

Words by A.B. Paterson, music by Marie Cowan

Sydney: Printed and published for the proprietors, [c. 1905]

Music Collection; nla.gov.au/nla.mus-an7412026

'Waltzing Matilda' is Australia's iconic national song. It has appeared in every arena—from bush, home and school to the world's sporting stages—and in countless versions, forms and arrangements. This first published version of the song, designed to promote Billy Tea, can be found in MusicAustralia alongside original manuscripts, folklore and wartime versions, concert variations, and even an upbeat 1945 instrumental version by George Trevare's Jazz Group. MusicAustralia maps the pervasiveness of 'Waltzing Matilda' in the life of our nation.