



## 2. Corporate Overview

## ROLE

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

- (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 co-operate 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, Senator the Hon. Helen Coonan, Minister for Communications, Information Technology and the Arts. 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* (CAC Act) which provides the reporting and accountability framework.

## ORGANISATION

The Library's senior management structure comprises the Director-General and eight Assistant Directors-General. Figure 2.1 describes the divisional organisational structure and senior management structure at 30 June 2006.

# DIRECTOR-GENERAL

Ms Jan Fullerton AO

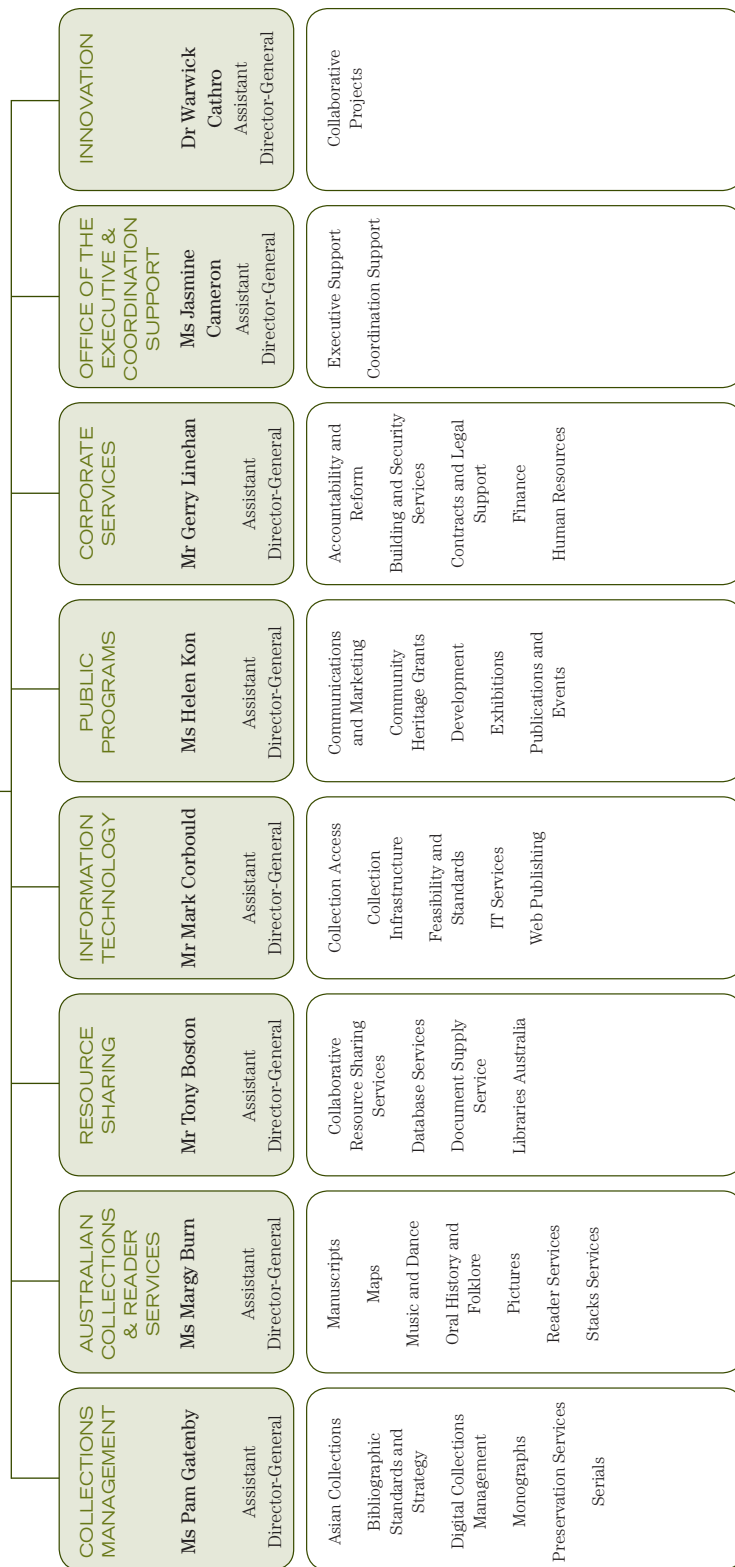


Figure 2.1 Organisational Structure

## 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 14.

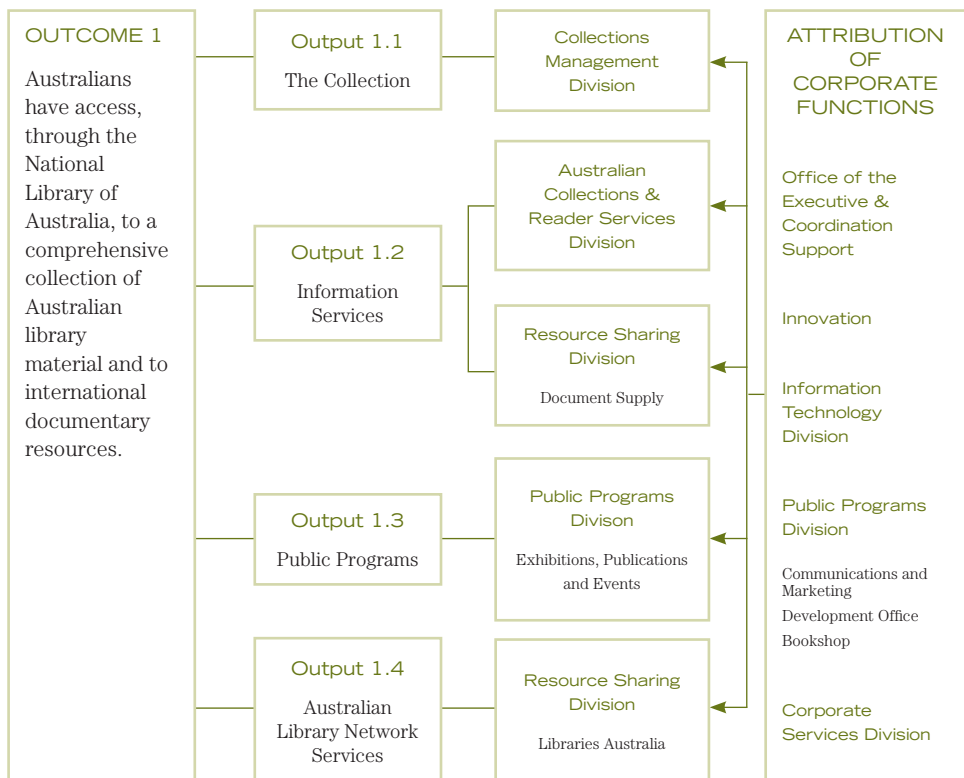


Figure 2.2 Outcome 1: Outputs and Organisational Structure 2005–2006

## CORPORATE GOVERNANCE

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

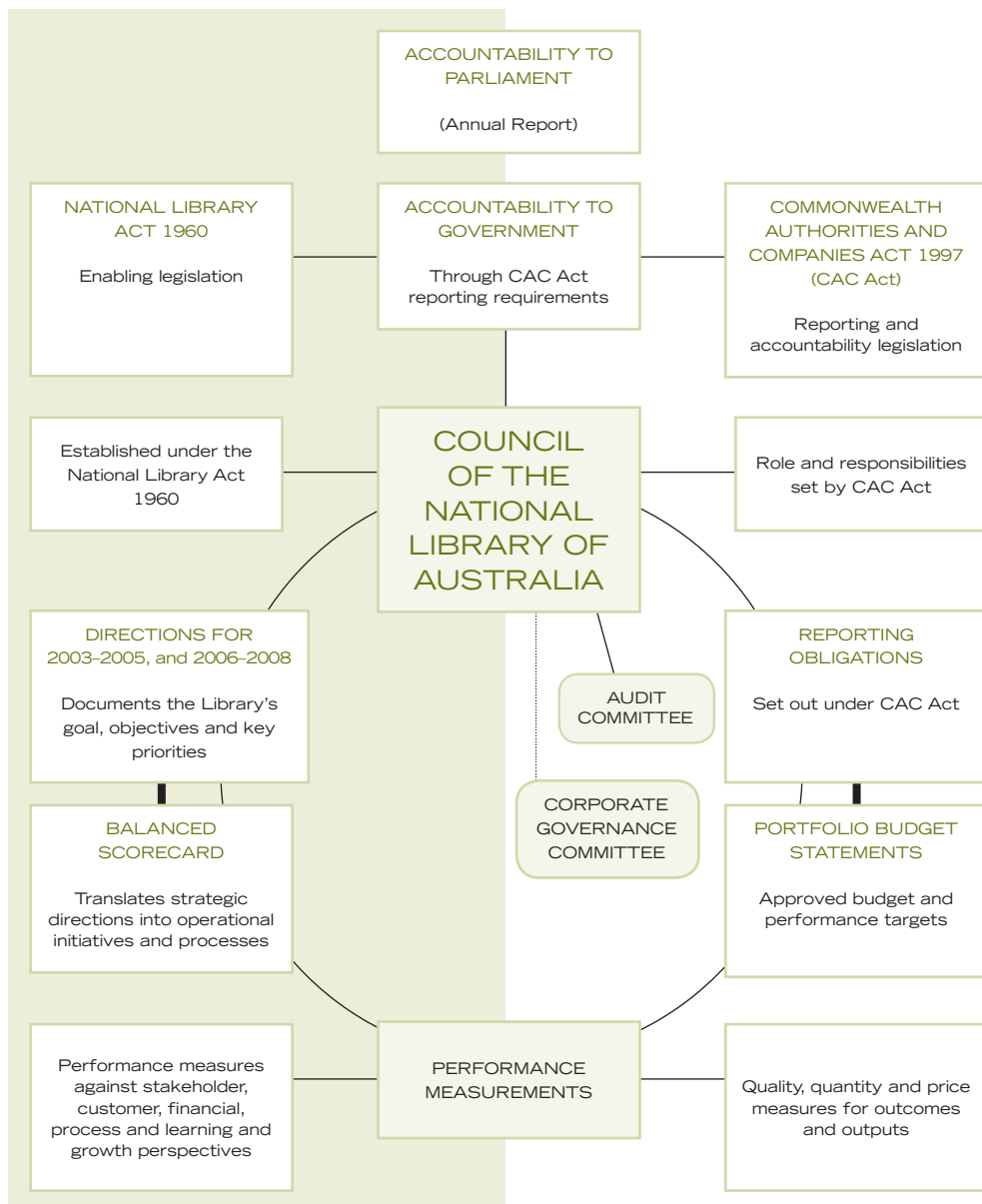


Figure 2.3 Corporate Governance

## 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 2005–2006 the Council considered a range of specific issues, among them the following:

- strategic directions 2006–2008
- the National Capital Authority's plans for the redevelopment of the Science and Humanities Campus in the Parliamentary Zone, including the Library forecourt
- the upgrade of the National Library podium
- the development of the new Library repository
- the report on the *Review of the Corporate Governance of Statutory Authorities and Office Holders* (the Uhrig Review)
- the Kinetica Redevelopment Project—including the implementation of Libraries Australia
- fundraising and sponsorship
- exhibitions and events, including the *National Treasures from Australia's Great Libraries* exhibition
- newspaper digitisation

- workforce strategy
- heritage management
- the National Library's Regional Office, located in Jakarta, Indonesia
- the first harvest of the whole Australian web domain
- significant acquisitions.

The Council has two advisory committees: the Audit Committee and the Corporate Governance 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 has a minimum of three non-executive Council members. The Director-General attends Audit Committee meetings. Appendix A provides details of Audit Committee membership and attendance at meetings.

In 2005–2006 the Audit Committee considered a range of matters. Among them were the following:

- preparation and auditing of the financial statements
- investment of Library Trust Monies
- contract management and training
- review of the control framework

- valuation of the collection
- fraud risk assessment and fraud control plan
- risk management
- 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 non-executive 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 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, exhibitions and publications.

### The Corporate Planning Framework

The Balanced Scorecard continues to provide the Library's principal planning support system, facilitating the integration 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. All scorecard achievements, initiatives and targets are reviewed regularly as part of the strategic management setting and monitoring processes.

### The Risk Management Framework

The Library's Risk Management Framework provides effective tools for use by management and staff in the ongoing identification, evaluation and response to risks that may affect the collections, core business functions and the Library's strategic decision-making. The Library's Risk Management Register is central to this framework and as a consequence is subject to annual review. The register lists all identified risk exposures to the organisation and the latest review was completed in March 2006. All risks identified in the register are managed through established, mitigating planning processes, which include the Collection Disaster Plan, the Information Technology Disaster Recovery Plan, the Business Contingency

Plan for Critical Building Systems, and the Business Continuity Plan.

The importance of risk management is underscored by its ongoing significance within the Library's Emergency Planning Committee, a group of senior staff representing interests across the whole of the Library and offering a clear control structure to measure and discuss risks. New and emerging risk exposures are continuously identified and monitored by the Emergency Planning Committee. As a consequence of the annual review of the register, one newly constituted risk entered the top 10 risks. This relates to technology used to access machine-dependent data possibly becoming obsolete and thus affecting future access. As with other risks, this will be closely monitored throughout the year and re-assessed as part of the next review process.

## PUBLIC ACCOUNTABILITY

### External and Internal Audit

The Library's Audit Committee met three times during 2005–2006 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 throughout the year.

#### 2003–2004

- No. 19, *Property Management*
- No. 25, *Intellectual Property Policies and Practices in Commonwealth Agencies*

#### 2004–2005

- No. 41, *Administration of Security Incidents, Including the Conduct of Security Investigations*
- No. 46, *Management of Trust Monies in CAC Act Entities*
- No. 49, *Administration of Fringe Benefits Tax*
- No. 52, *Legal Services Arrangements in the Australian Public Service*
- No. 55, *Workforce Planning*
- No. 57, *Purchasing Procedures and Practices*
- No. 59, *Safe and Accessible National Collections*

#### 2005–2006

- No. 16, *The Management and Processing of Leave*

## Internal Audit Reports

The Audit Committee considered the following internal audit reports:

- Goods and Services Tax Review
- Network Management and Administration
- Leave Processing Review
- Review of Australian Government Purchase Cards
- Control Framework Assessment Update
- Fraud Risk Assessment and Fraud Control Plan 2006–2008.

## Parliamentary Committees and Government Inquiries

In August 2004, the Government released its response to the report on the *Review of the Corporate Governance of Statutory Authorities and Office Holders* (the Uhrig Review) and announced that Ministers would be required to assess their portfolio bodies against governance templates and then implement improvements to existing governance arrangements. The Library was consequently assessed against the principles and templates recommended in the Uhrig Review. As part of the appraisal, consideration was given to whether changes to existing arrangements would result in a more effective governance model. At the time of writing, the Library has yet to be advised of the outcome of the assessment by the Minister for the Arts and Sport.

The Library lodged a submission and attended a hearing of the House of Representatives Standing Committee on Legal and Constitutional Affairs in relation to a *Review of Technological Protection Measures*. Submissions were also lodged with the Attorney-General's Department on the *Fair Use Review of Copyright Exceptions* and with the Joint Committee on Publications *Inquiry into the Distribution of the Parliamentary Papers Series*.

## 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. No ministerial directions were received during 2005–2006.

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 2005–2006, 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 issues relating to the Library were referred to the Commonwealth Ombudsman's Office during 2005–2006.

## Freedom of Information

The Library received no requests 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 accidents; and official travel overseas.

The National Library's 2005–2006 insurance premium decreased by 11.3 per cent on the previous financial year. This reduction is attributable to an improving commercial insurance market, a reward for a negligible claims history over the last seven years and overall risk management performance as measured in Comcover's 2005 Risk Management Benchmarking Survey. The latter resulted in the Library achieving the maximum premium discount of 5 per cent, based on its robust risk management practice.

Under the terms of the insurance schedule of cover, the Library may not disclose its insurance premium price.

## Social Justice and Equity

The National Library serves a culturally and socially diverse Australian community and aims to make its collections accessible to all. The Library's collection exceeds seven million items, including material in 35 languages collected from all over the world. The Library's programs and services are developed with an emphasis on public accessibility and adhere to the principles outlined in the Australian Government's Charter of Public Service in a Culturally Diverse Community. The Library

considers that it is actively and conscientiously implementing the Charter and providing all Australians with the opportunity to access documentary resources of national significance, in accordance with the *National Library Act 1960*.

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 community languages for current and future research
- maintains high standards of 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
- arranges special Library tours for community groups or groups for people with languages other than English
- celebrates community diversity through special events for NAIDOC Week, Women's History Month and other national celebrations of diversity.

As part of the Library's commitment to social justice and equity, regular surveys of on-site and remote users are undertaken to improve the Library's understanding of how services are used. Key stakeholders, including disability groups, are also consulted in the development of new or enhanced services. The Library reports annually on social justice and equity initiatives as part of the whole-of-government *Access and Equity Annual Report*.

## 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:

- 98 per cent of reference enquiries were answered within standards (target: 95 per cent)
- 91 per cent of collection items were delivered within standards and timeframes (target: 90 per cent)
- the Library's website was available 24 hours a day for 99.03 per cent of the time (target: 99.5 per cent). The website availability was affected by a software problem that is still under investigation. Infrastructure changes have been implemented to minimise the occurrence and impact of this problem.

The Library welcomes feedback as well as suggestions for service improvements. Feedback forms are placed at service points throughout the Library and on the website. This year 53 formal compliments and 27 formal complaints were received from users, as Tables 2.1 and 2.2 show.

In addition a number of formal compliments were received from participants in national professional conferences and forums organised by the Library and contributors to National Library events and publications.

Subject	Number	Nature
The collection	4	New acquisition secured; quality of collection material.
Information services to individuals	25	Quality of staff; excellence and speed of services in reading rooms; introduction of wireless Internet access; excellence of reader education and presentations about new acquisitions, special collections and services; and collection delivery.
Public programs activities	18	Interesting place to visit; excellence of exhibition; excellence of staff; stimulating and interesting events; education program contributes well to student learning.
Services to libraries, publishers and other organisations	3	Excellence of staff; appreciation of support; appropriate pricing of pictures.
Facilities and other	3	Quality of venue hire service and support for events; appreciation of National Library Bookshop.
<b>Total</b>	<b>53</b>	

Table 2.1 Compliments Received 2005–2006

<b>Subject</b>	<b>Number</b>	<b>Nature</b>	<b>Outcome</b>
The collection	0		
Information services to individuals	11	Sunday 1.30 pm opening too late; Internet down times; behaviour of fellow users; staff member rude; misleading staff member; delay in response to off-site enquiry; call slip ordering of serials inflexible; links to databases not providing current content in full text; inconvenience of redeveloped website; problems connecting to wireless Internet service	The Library provided explanations and/or apologies in response to complaints. Staff have been reminded of the need for courtesy in dealing with users.
Public programs activities	4	Display cases in exhibition gallery too high for short people; incorrect spelling of website address in promotional material; disappointment with an event	The Library has provided explanations and/or apologies in response to complaints.
Facilities and other	12	Security guards too strict or incorrect in their dealings with exhibition visitors; hard to find the Library because of insufficient signage; insufficient signage inside the Library; bags above certain size not allowed into the reading rooms or exhibition gallery; insufficient longer-term car parking facilities; smoking allowed outside the building	The Library has provided explanations and/or apologies in response to complaints. Car parking and signage issues are being considered as part of a broader Parliamentary Triangle initiative and the Library has passed the complaints on to the National Capital Authority. Security exhibition procedures were reviewed and guards were reminded to be sensitive in their dealings with exhibition visitors.
<b>Total</b>	<b>27</b>		

**Table 2.2 Complaints Received 2005–2006**

## Consultancy Services

The Library entered into 46 new consultancy contracts during 2005–2006, at a total actual expenditure of \$892,715 (inclusive of GST). In addition 10 ongoing consultancy contracts were active during the same period, involving total actual expenditure of \$615,592. The consultants were selected in accordance with processes described in the Library's Procurement Guidelines. Major consultancies included design work on the podium refurbishment project; software development; and technical advice for the upgrade of heating, ventilation and air conditioning systems. Other consultancies related to legal services; a heritage strategy; exhibition displays; and internal audit. 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 2005–2006, at a total cost of \$150,230.

Organisation	Cost	Purpose
Bearcage Productions	\$15,220	Video production services to assist in the launch and promotion of Libraries Australia
Canberra Mailing	\$2,704	Promotional advertising for Library events and publications
Environmetrics Pty Ltd	\$11,864	Evaluation of visitor satisfaction with the exhibition, <i>National Treasures from Australia's Great Libraries</i>
HMA Blaze	\$80,390	Newspaper advertising promoting the Library
Nielsen//NetRatings	\$31,515	Evaluation of website user satisfaction with MusicAustralia and Australia Dancing
Pirion	\$8,537	Promotional advertising for Library events and publications
<b>Total</b>	<b>\$150,230</b>	

**Table 2.3 Advertising and Market Research 2005–2006**

## CORPORATE MANAGEMENT

Corporate management broadly covers the categories of people management and asset management. The Library also plays a part in corporate management across other collection and portfolio agencies through its role chairing the Corporate Management Forum and as payroll processor for the National Archives of Australia and the Australian Research Council.

### People Management

#### Workforce Planning

The Workforce Planning Committee meets quarterly to discuss workforce planning initiatives across the Library, with particular reference to changes in workforce demographics and the evolving nature of the operating work environment. This year, discussion has focused on implementing a strategic approach to enhancing the capability of the Library's workforce.

The committee monitors the implementation of the Library's Strategic Workforce Plan and examines the workforce profile. The Strategic Workforce Plan was approved by the Council 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, innovative and able to assist the Library in meeting its *Directions for 2006–2008*.

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.

National Library staff were consulted during a review of the Library's performance management system. New assessment criteria place greater focus on critical areas—such as implementing the Library's *Directions for 2006–2008*, leadership, innovation and teamwork—and have been well received. In addition, the performance management system has been replaced by a module of the Library's Aurion payroll system which offers greater functionality. The new system was introduced together with training and piloted by senior staff in November 2005. The final training sessions for all staff were completed on 5 May 2006. A streamlined mechanism for identifying personal development needs has been incorporated into the performance management system and improved consultation with Division Heads on training priorities instituted.

In addition a draft Mature Age Worker Strategy has been developed and a series of Focus Lectures, delivered by each division to increase the awareness and understanding of other staff about the work of and innovations in each division, has been introduced.

### Industrial Democracy: Certified and Workplace Agreements

The Library's Consultative Committee is a forum for consultation and discussion among management, staff and unions. The Committee met four times during 2005–2006, considering issues such as commitments under the Certified Agreement, the Healthy Work and Life Program, a Mature Age Worker Strategy and the Library's performance management framework.

The National Library of Australia Certified Agreement 2004–2007, pursuant to section 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. The agreement, which is due to expire in June 2007, has continued to work satisfactorily for the Library. Arrangements for the preparation of a new agreement in the context of the *Workplace Relations Amendment (Work Choices) Act 2005* are being considered, with a view to development work starting in the new financial year.

### 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 2006, all eight Senior Executive Service (SES) staff and 73 of the non-SES staff were covered by Australian Workplace Agreements; the remaining 381 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.

In 2005–2006, 424 staff were eligible to participate in performance assessments that were linked to possible performance pay outcomes.

As well as the 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.

Classification	Salary Range	No of Employees
APS1	\$10,779 – \$34,836	2
APS2/Graduate	\$35,672 – \$39,556	78
APS3	\$40,630 – \$46,879	80
APS4	\$45,283 – \$52,536	70
APS5	\$50,508 – \$54,520	72
APS6	\$54,551 – \$71,632	70
EL1	\$69,769 – \$96,410	58
EL2	\$80,411 – \$106,595	24

Table 2.4 Salary Ranges Below SES Level and Number of Employees 30 June 2006

## Fraud Risk Assessment and Fraud Control

In 2005 the Library reviewed and updated its Fraud Risk Assessment and Fraud Control Plan. Fraud control is taken very seriously and all Library staff are required to attend a rolling program of fraud and ethics education and awareness training. During 2006 the Library conducted a Control Framework Assessment, which determined 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 its commitment to and compliance with the Australian Public Service (APS) Values and Code of Conduct. As part of the ongoing induction program, all new staff receive a formal briefing on ethics and probity, including an overview of the Values and Code. The induction training throughout this year has placed particular focus on the APS Code of Conduct and Fraud Management Policy.

## The Commonwealth Disability Strategy

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 2006, 72 per cent of Library staff were female and 27 per cent of staff had identified themselves as being of culturally and linguistically diverse backgrounds. This year, the Library has completed the review of the Workplace Diversity Program which commenced in 2004–2005. The revised program includes the development of a Mature Age Worker Strategy, the enhancement of recruitment and selection processes, the utilisation of the Australian Public Service Commission's Indigenous Graduate Program to source candidates for the 2007 Graduate Program, cross-cultural and disability awareness training, and improvements to capturing and reporting workforce diversity data.

## Occupational Health and Safety

The Occupational Health and Safety Committee met four times during 2005–2006 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.

Individual performance indicators relating to occupational health and safety are incorporated at all classification levels. This necessitates greater understanding, assessment and compliance with occupational health and safety objectives by all staff. During the reporting year the Library continued a program of workplace assessments for staff. 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 lifestyle practices and offers management and staff an appropriate avenue for sharing healthy lifestyle information and best-practice occupational health and safety advice.

There were no reportable incidents during 2005–2006.

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

## Asset Management

### Plant and Equipment

The Asset Management Committee continued its strategic focus on whole-of-life plant and equipment management within the Library. The Committee oversees the Library's Plant and Equipment Asset Management Strategic Plan and coordinates 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. Major asset acquisitions in 2005–2006 included the replacement of all the Library's desktop computers, increased IT storage capacity and additional compactus shelving for the collections.

A review of the Library's asset management procedures was undertaken in June 2006 to determine whether any further enhancements could be made. The report is to be considered early in the new financial year.

The total value of the plant and equipment is \$8.556 million. The Library continues to use an integrated life-cycle management policy for these assets.

### Collection Asset

The Australian Valuation Office, in consultation with statisticians from the University of Western Australia, valued the Library's collections at over \$1.481 billion. The collection is the Library's major asset, on which many Library services are based.

### Land and Buildings

The Library's land and buildings are valued at \$157.835 million. The major components of these assets are managed by the Building Works Coordination Committee through the Long-term Strategic Management Plan for the Building, 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 reviewed every three years, the most recent review being in late 2005.

The main Library building is located in the Science and Humanities Campus of the Parliamentary Triangle. The National Capital Authority is planning to refurbish the Library Forecourt (Campus Square). The Library is working with the authority to ensure the upgrade meets stakeholder requirements.

A number of air conditioning-related upgrades were completed throughout the year, including the upgrade to systems in the Oral History, Maps, Newspaper and Microform Reading Rooms, as well as climate control systems for the Exhibition Gallery and

Storage Area. The air conditioning works for the reading rooms will provide improved conditions for visitors and staff, while the air conditioning upgrades in the Exhibition Gallery and Storage Area were necessary to allow improved controlled environmental conditions for exhibition material. Work commenced on an upgrade of the building fire systems.

Funding of \$9.8 million was approved in the 2006–2007 Federal Budget for the refurbishment of the main building podium. A two-phase contract commenced in November 2005 to investigate initial options and undertake preliminary design and costing. As the Library's main building is a prominent and iconic Canberra site and is included on the Commonwealth Heritage List, all refurbishment work will be consistent with the Library's externally approved Heritage Management Plan and Strategy. Phase two of the contract for the detailed design and documentation has commenced. A procurement process will be undertaken for a construction contractor following completion of the design, documentation and approvals necessary for the project. It is anticipated that the phase-two design and documentation approvals and engagement of the construction contractor will be finalised before the end of 2006. Construction work is expected to commence in January 2007 and be completed in June 2008.

Construction of the new repository, funded as part of the 2004–2005 Federal Budget, is well under way and is scheduled to be completed in August 2006. As reported last year, the repository is being built in Hume, an industrial estate about 12 kilometres from the Library's Parkes site. It will have a storage area of 3,510 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. Where possible, the design includes ecologically sustainable development principles, such as underground tanks to harvest rainwater that can be used for irrigation.

## Heritage Management Strategy

In accordance with section 341ZA of the *Environmental Protection and Biodiversity Conservation Act 1999*, the Library has completed the preparation of a Heritage Strategy to manage the future protection and conservation of Commonwealth heritage values for the building. The Heritage Strategy has been reviewed by the Department of Environment and Heritage and has been endorsed by the Australian Heritage Council which advised that it is an excellent and clearly presented document.

## Security and Business Continuity

The Library maintained its program of improving security systems and ensuring core business continuity. The Emergency Planning 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, 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.

A revision of the Library's Protective Security Policy and Procedures was undertaken during 2005–2006. During this period the Security Services Section was involved in delivering effective risk management solutions to a number of Library activities including the *National Treasures from Australia's Great Libraries* exhibition and celebrations for Australia Day. Protective security guarding arrangements, policy and procedures were reviewed and updated.

Security surveillance has been enhanced through the extension of security technologies linking the main Library building at Parkes Place and the new Hume repository. Security and emergency procedures and awareness were further improved by incorporating lessons learned in response to an ongoing innovative program of emergency training activities throughout the year.

The Library's business continuity arrangements were tested again this year when there was a failure of the PABX system over two days in February 2006. This incident necessitated the implementation of alternative communication strategies. As a result of the lessons learned from this and other incidents the Library undertook a review of business continuity planning with a series of recommendations being made based on current best practice.

## Energy Consumption and Environment Protection

The Library has developed and implemented an Ecologically Sustainable Development Program to meet the requirements of the *Environment Protection and Biodiversity Act 1999* which focuses on six separate Environmental Management Plans (EMPs). These are:

- EMP 1—amending procurement guidelines to incorporate procedures that encourage the selection of suppliers that provide environmentally sustainable products
- EMP 2—the 100 per cent recycling of all aluminium cans
- EMP 3—the 100 per cent recycling of all fine paper
- EMP 4—the 80 per cent recycling of all cardboard
- EMP 5—the 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 for recycling aluminium cans, fine paper and cardboard. Collection facilities have also been established for used toner cartridges. The Library's procurement guidelines incorporate a section on environmental purchasing. Plant and equipment upgrades are designed and implemented to optimise energy efficiency so as to reduce energy consumption. Energy consumption is closely monitored to establish high-load areas and opportunities to reduce consumption are highlighted for implementation.

## Competitive Tendering and Contracting

The Library market tests and utilises outsourcing options in cases where it can be demonstrated to be cost-beneficial. Two changes to outsourced arrangements occurred during the year: an open-tendering process for mailroom facilities and the renewal of the security guarding contract for one year.

## Purchasing Policies

During the reporting year the Library continued to focus on cost-effective contract management and procurement practices, consistent with core Commonwealth purchasing principles. A procurement profile was prepared to examine the appropriateness of the Library's purchasing management framework and thresholds and, in particular, to ensure that purchasing transaction processing remains efficient. It was determined that the more prescriptive and detailed purchase procedures represented less than

0.2 per cent of transactions but 64 per cent of total expenditure on non-collection products and services; whereas expenditure under \$10,000 requiring simple processing skills represented 97 per cent of transactions in volume. While the Library continues to keep a watching brief and is conscious of any opportunities for reduction of overheads, these results indicated that there was no need for immediate major changes.

Along with other Commonwealth agencies, the Library prepared and published its first Annual Procurement Plan on the Government's AusTender website. Proposed purchases listed were those that are strategic or key to the Library's core business. The published plan excluded items for the collection.

To ensure contracts that support Library purchases are up-to-date and continue to reflect better practice, external legal advice was used to review and update all Library standard service contracts along with the one-page contract that accompanies all purchase orders. Similarly the procurement and contract checklists that are automatically sent out to staff undertaking tendering and contract activities were reviewed and further refined to provide clear instructions on purchasing policies and practices.

## Project Management Methodology

In March 2006 the Library commenced a review of its in-house Project Management Methodology. The aim of the review was to streamline the current Project Management Templates and make recommendations on how best to simplify them whilst gaining maximum

benefit from their use, without compromising best practice or the integrity of the project management process. The Library also sought to incorporate a Risk Profile Report into the Project Management Methodology at each phase of a project as an effective management and reporting tool.

Other initiatives included reviewing the Library's processes for managing slippages to project schedules, implementing effective project closures and improving the documentation and accessibility of lessons learned from previous Library projects. The revised methodology incorporates procedures that direct Library Project Managers and Project Boards to review the lessons learned from previous projects prior to initiating a new Library project. Training on the new arrangements is expected to commence early in the new financial year.

## Discretionary Grants

In 2005–2006 the Library operated six discretionary grant programs including a major new program.

- *Community Heritage Grants (CHG)*. With assistance from the Department of Communications, Information Technology and the Arts, the National Archives of Australia, the National Film and Sound Archive and the National Museum of Australia, the CHG Program awarded 76 grants of up to \$10,000 each to help community organisations preserve nationally significant cultural heritage.
- *Harold White Fellowships*. The Library funded four fellowships, awarded to established scholars and writers—Pamela Gutman, Bernadette Hince, Jemma Purdey and Carolyn Strange—who spent between three and four months at the Library researching collection material in their fields of expertise.
- *Norman McCann Summer Scholarships*. Funded by Mrs Pat McCann, the Library awarded four scholarships of six weeks duration to young Australians—Avan Stallard, Agnieszka Sobocinska, Dunya Lindsey and Georgia Sheills—

to undertake research on topics in Australian history or Australian literature.

- *The National Library of Australia National Folk Festival Fellowship.* With assistance from the National Folk Festival, the Library provided a four-week residency for folk performers Ben Stephenson and Adrian Barker to research original source materials in the Library's collections and prepare for a performance at the National Folk Festival.
- *Development of Library Professionals.* This was a one-off grant to assist with an internship by National Library staff member, Sophie Lewincamp, at the Library of Congress, working with conservation experts in techniques associated with heritage materials.
- *Kenneth Binns Travelling Fellowship.* Funded by Mrs Alison Sanchez to commemorate her father, Kenneth Binns, Chief Librarian of the Commonwealth National Library 1928–1947, the Fellowship supports travel for professional development by Library staff in the early stages of their career. The Fellowship supported Natasha Simons' investigation of resource sharing in Canada and Emma Kennedy's examination of virtual reference services for school students in New Zealand.

### Co-operation on Corporate Management Issues within the Communications, Information Technology and the Arts Portfolio

During 2005–2006 the Library continued to chair the Corporate Management Forum. The forum 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, sharing experience and encouraging best practice.

The forum met six times during the year. Among the matters it considered were the following:

- developments in relation to collection depreciation funding
- budget processes
- major procurement activities
- the *Review of the Corporate Governance of Statutory Authorities and Office Holders* (the Uhrig Review)
- development and implementation of heritage plans
- implementation of recommendations from the Australian National Audit Office's *Safe and Accessible National Collections* report
- risk and insurance
- media monitoring
- copyright
- business continuity
- Cabinet liaison arrangements
- information technology developments.

## INFORMATION TECHNOLOGY

Information technology (IT) is used by the Library to facilitate and support the development of new online services, and to ensure sustainable and effective services are delivered using a cost-effective, reliable and responsive IT infrastructure.

As in 2004–2005, the major IT undertaking was the successful redevelopment of the Kinetica resource-sharing service, which resulted in the launch of Libraries Australia. While the development and implementation phases were completed in February 2006, significant resources were dedicated to operational and support issues for the new service for the remainder of the financial year.

IT resources are increasingly devoted to the support and enhancement of existing services, as a consequence of the successful development of services such as Libraries Australia, PictureAustralia, MusicAustralia, PANDORA, Australia's Web Archive and the digitisation of unique Australian material from the collection. This places significant constraints on the IT Division's capacity to support the implementation of new and innovative services.

### Innovation

In 2005–2006, the Library undertook a range of IT development activities aimed at improving the Library's services. In addition to the redevelopment of Libraries Australia, these included:

- exploration of new partnerships outside the Library sector and the use of low-cost open web

technologies. This resulted in a collaboration with Yahoo!7 to utilise the Flickr photograph-sharing service, offering an improvement in the range of contemporary images available in PictureAustralia

- development of E-Resources, a service to help both on-site and off-site users find websites, indexes, full text e-journals and subject guides on a range of topics. E-Resources provides a rich and powerful search interface which prominently displays the most relevant resources returned after a search query, as well as resources on topics closely related to the search term
- partnering the Association for the Study of Australian Literature in a pilot program for hosting open access journals. The service uses an open-source management and publication system, together with the creative commons licensing model. This pilot allows the Library to explore a range of issues regarding an important form of scholarly electronic publication and the Library's role in collecting, preserving and providing access to this material
- extending the Library's online delivery system to allow audio from the Oral History and Folklore Collections to be made available to users via the Internet. This system is one of many emerging services (such as Internet radio and podcasting) that deliver audio content via the Internet. The audio delivery system positions the Library to provide enhanced access to audio collection material to all Australians as well as enabling more efficient and convenient access to restricted audio material within the Library's reading rooms
- planning to provide online services which support information sharing and the creation of knowledge by Library users. A 'National Library of Australia: Take Part' space is being developed, initially for the Australia Dancing service. This will allow users to create entries on dancers, companies and dance forms to enhance the content of the service. The 'Take Part' service will be expanded to other Library services and

the selected software will also be used to enhance internal communication within the Library.

## Infrastructure and Services

The continuing growth in the size and number of Library digital services is supported by continuous improvement in the development and delivery of the Library's IT services and IT infrastructure. Following the successful redevelopment of Libraries Australia, the IT Division underwent a restructure to adopt a small-team development model aligned to business areas and to address the operational requirements resulting from the decision to bring in-house the support of Libraries Australia.

The Library achieved workflow productivity improvements through IT in a range of areas, including:

- the procurement of a Document Supply Management system
- support for additional collection material types in the Digital Collection Management system
- the introduction of an improved web authoring system
- an enhanced Cataloguing-in-Publication service.

The Library's digital collections currently occupy 77 terabytes of storage capacity. Figure 2.4 shows the growth in storage required to support the Library's digital collections. The routine selective digitisation of the Library's collections together with the acquisition of unique Australian born-digital material through PANDORA requires the Library to provide an additional 18 terabytes of storage each year. The first Australian web domain harvest undertaken in 2005 had a storage requirement of eight terabytes. Subsequent annual domain harvests are expected to be larger.

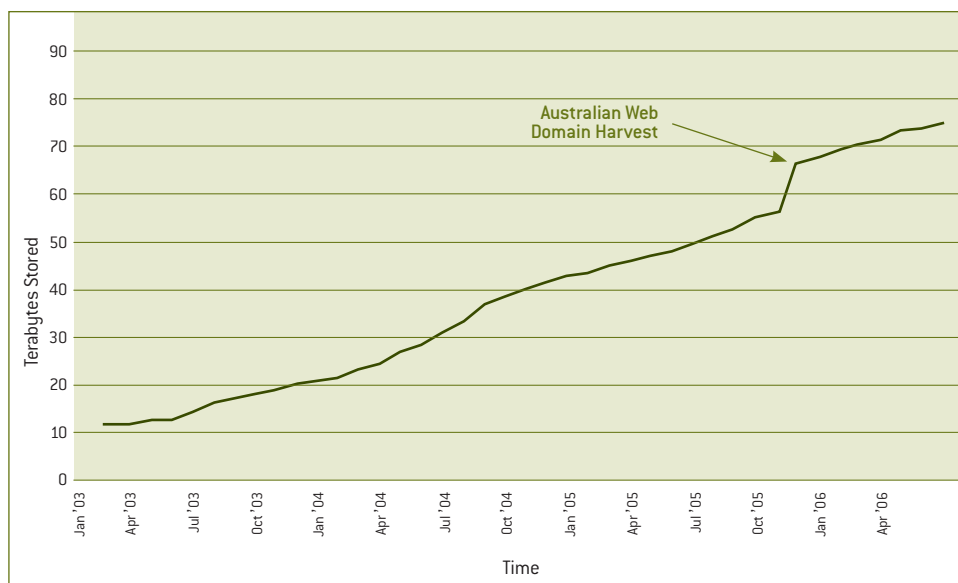
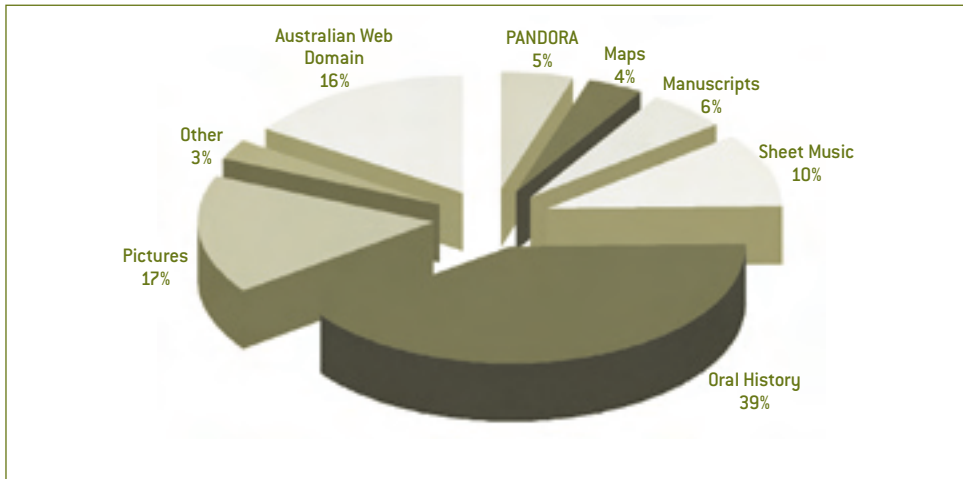


Figure 2.4 Growth in Digital Collection Storage

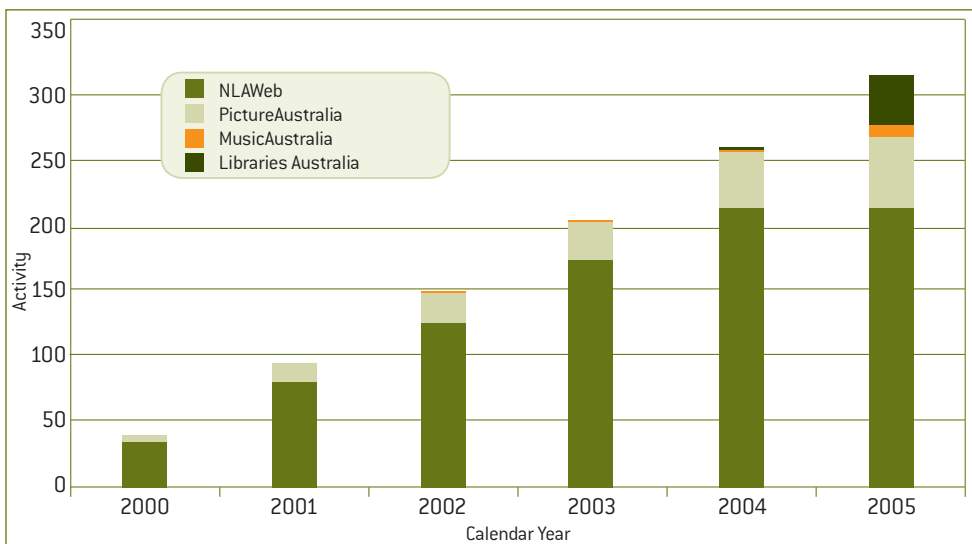


**Figure 2.5 Digital Collections by Material Type**

Figure 2.5 shows the Library's digital collection by material type. The Library also supports a substantial IT infrastructure to enable access to its own and other collections.

Figure 2.6 shows the growth in the use of several of the Library's key

web-based services since 2000. This chart illustrates two emerging trends. Firstly, the growth in usage of individual online Library services appears to plateau over time. For example, this has occurred with NLAweb. Secondly, ongoing growth in usage is driven by the regular release of new and innovative services such as MusicAustralia and Libraries Australia.



**Figure 2.6 Web Usage**

Underpinning the storage and access services discussed above must be reliable IT infrastructure. The average availability during the year of 10 key service areas is shown in Table 2.5.

The target availability of 99.5 per cent was met for all services except the network and the website. Network availability was affected by performance issues associated with the Library's firewalls. Interim changes were made pending planned replacement of the firewalls in 2006–2007. The website availability was affected by a software problem that is still under investigation. Infrastructure changes have been implemented to minimise the occurrence and impact of this problem.

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

- the capacity of the tape and disk storage systems was substantially increased
- the majority of desktop computers were refreshed and the Library was pleased to support the Australian Government's Computer Technologies for Schools Project through the donation of approximately 500 desktop computers replaced as part of the refresh program

- a significant upgrade of server capacity for test and production systems commenced
- the Library procured and implemented the first stage of an IT Infrastructure Library Service Desk to support the achievement of increased service levels and to support corporate planning through improved reporting of IT support resource usage.

The Information Technology Division market-tested the provision of voice and data services, resulting in the consolidation of provision of its voice and data services through a single vendor.

The provision of a full-text search capability with the IT infrastructure was a priority for 2005–2006 and the Library selected an open source toolkit, Lucene, for this role. Lucene provides full-text search for PANDORA and is also used to analyse the Library's whole-of-domain web harvest. It will be extended to support full-text search across the Library's website.

<b>Service</b>	<b>Availability (%)</b>
Local Area Network	99.29
File Services (Microsoft Windows Servers)	99.99
Email (Microsoft Exchange)	99.97
Website	99.03
Integrated Library Management System	99.98
PANDORA	99.69
Finance One	100.00
Kinetica Search/Libraries Australia	99.69
Kinetica/Libraries Australia Document Delivery	99.73
PictureAustralia	100.00

**Table 2.5 Service Availability 2005–2006**