





## Role

The role and functions of the National Library of Australia 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*); and

- (d) to cooperate in library matters (including the advancement of library science) with authorities or persons, whether in Australia or elsewhere, concerned with library matters.

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

Senator the Hon. George Brandis SC was appointed Minister for the Arts and Sport on 30 January 2007, succeeding the Hon. Rod Kemp. Senator Brandis 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 Council, with the Director-General as chief executive officer and member of the Council.

## Legislation

The Library was established under the *National Library Act 1960*, which defines the Library's role, corporate governance and financial management framework. As a Commonwealth statutory authority, the

Library is subject to the *Commonwealth Authorities and Companies Act 1997*, which provides the reporting and accountability framework.

## Organisation

The Library's senior management structure comprises the Director-General and eight Assistant Directors-General. Figure 2.1

provides the divisional organisational structure and senior management structure as at 30 June 2007.

**DIRECTOR-GENERAL**  
**Ms Jan Fullerton AO**



Figure 2.1 National Library of Australia organisational structure, 30 June 2007

## Outcome and Outputs Structure

Figure 2.2 shows the relationship between Outcome 1 for the Library and the contributing outputs and organisational structure. Financial details by outcome, outputs and output groups are provided in Table 1.1 on page 16.

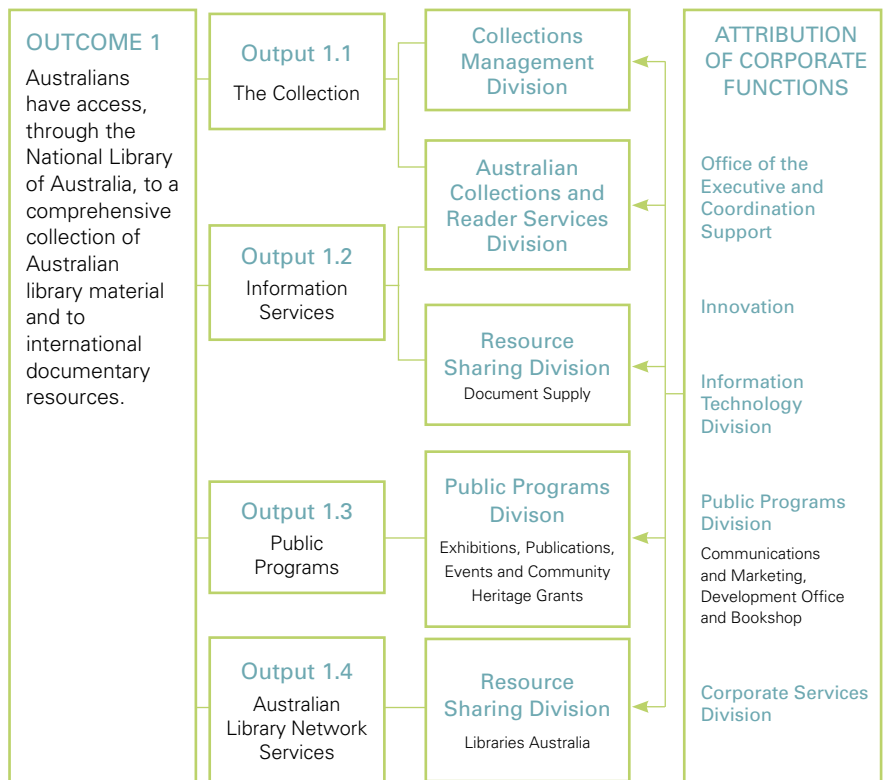


Figure 2.2 Outcome 1: outputs and organisational structure

## Corporate Governance

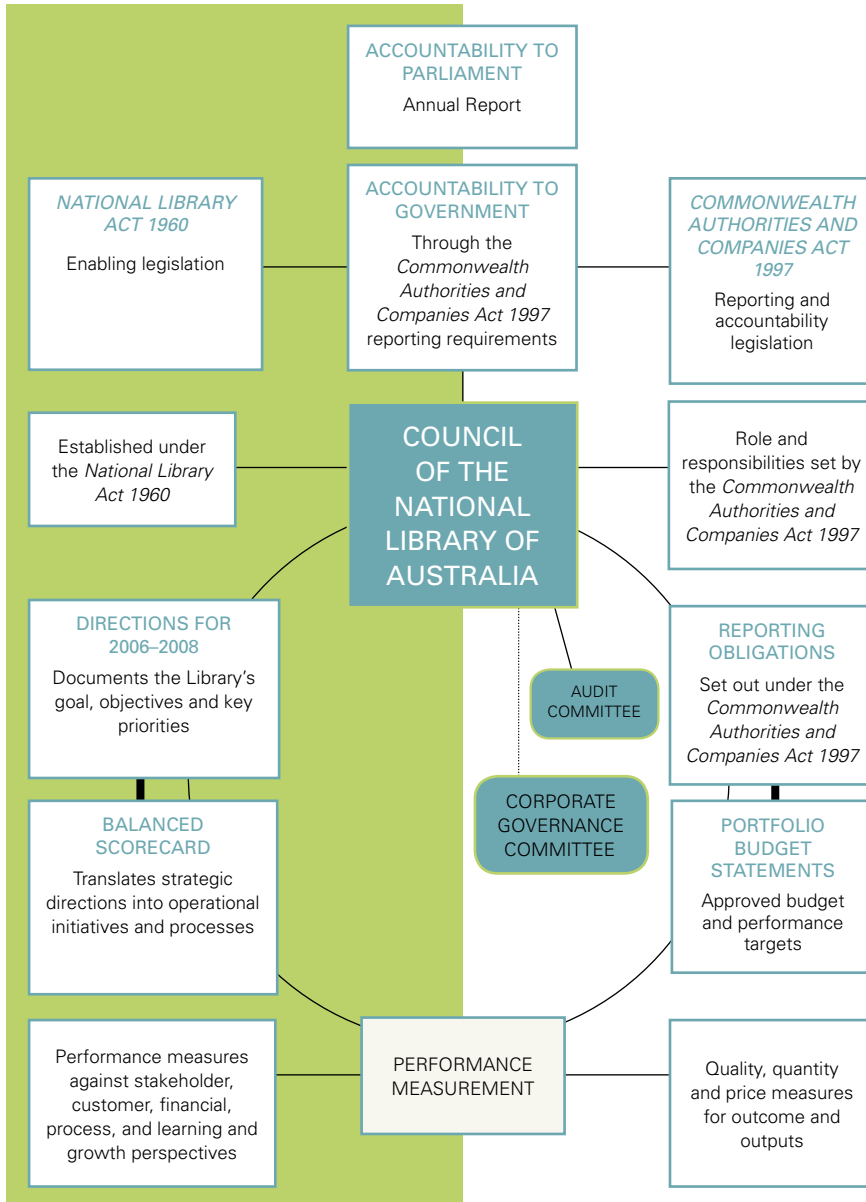


Figure 2.3 National Library of Australia corporate governance structure

## The 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 the House. At 30 June 2007, there was one vacancy on the Council following the resignation of Ms Helen Williams. Appendix A lists the Council members and their attendance at Council meetings for 2006–2007.

In addition to general administrative and financial matters, in 2006–2007 the Council considered a range of specific issues, among them the following:

- the development of the new Library repository in Hume
- the refurbishment of the Library podium
- the Library's information technology strategic plan
- the Library's digitisation program
- funding for digital activities
- filtering access to the internet on public access computers in the Library
- the National Capital Authority's plans for the redevelopment of the Library forecourt
- the Library's evaluation program, including reports on the MusicAustralia and Australia Dancing services
- the Library's travelling exhibitions program and the *National Treasures from Australia's Great Libraries* exhibition
- preservation and stack-management activities
- copyright issues

- significant acquisitions
- fundraising and sponsorship activities
- workforce planning
- the impact of changing demographics on cultural institutions.

The Council was also briefed by legal representatives from Clayton Utz on the obligations and duties of Council members under changes to the *Commonwealth Authorities and Companies Act 1997* and on proposed amendments to the *National Library Act 1960* arising from the *Review of the Corporate Governance Structures of Statutory Authorities and Office Holders* (the Uhrig Review). Council members provided comments to the Library on the proposed changes to the *National Library Act 1960*, which were forwarded to the Department of Communications, Information Technology and the Arts.

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 roles:

- 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 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 is comprised of a minimum of three non-executive Council members; the Director-General also attends Audit Committee meetings. Details of Audit Committee membership and meeting attendance can be found at Appendix A.

In 2006–2007, the Audit Committee considered a range of matters. Among them were:

- financial statements for 2005–2006
- report on the Library's legal services for 2005–2006
- Audit Committee annual report for 2005–2006
- internal assessment of Audit Committee performance
- Australian National Audit Office 2006–2007 financial statements audit strategy
- risk management in the Library
- annual report on fraud
- pandemic plan
- valuation of the collections
- strategic internal audit plan for 2007–2008 to 2009–2010
- compliance reporting
- Auditor-General reports—report on action taken, particularly in respect of recommendations from the Australian National Audit Office performance audit, and safe and accessible national collections
- internal audit schedule for 2006–2007
- internal audits of:
  - inter-library loans

- web publishing and internet restructure review
- special collections procurement
- fundraising activities
- corporate data management
- asset management.

### The Corporate Governance Committee

The Corporate Governance Committee has the following roles:

- 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 is comprised of 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 Corporate Governance Committee members and meeting attendance details.

### 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 be the Library's principal planning support system, facilitating the integration of strategic, operational and budget planning. Since its adoption in 2000–2001, the Balanced Scorecard has proven to be a successful performance management tool that is well accepted by staff and other stakeholders, including the Council. All scorecard achievements, initiatives and targets are reviewed regularly as part of the strategic management setting and monitoring processes.

In 2006–2007, the Library revised its outcome and outputs structure to more closely reflect its activities and strategic directions, and to better emphasise the benefits of providing access to a national collection of library resources. Throughout this revision process, consultation with the Department of Finance and Administration was sought and approval by the Minister of Finance and Administration was subsequently received. The revised outcome and outputs structure will be put in place in 2007–2008 and has been incorporated in the Library's Portfolio Budget Statement 2007–2008.

## The Risk Management Framework

The Library's Risk Management Framework provides effective tools for management and staff to use 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 risks to the organisation. The latest review was completed in March 2007.

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 Balanced Scorecard performance reporting tool also provides a means through which the Corporate Management Group can monitor major project risks.

The issue of risk management has ongoing significance within the Library's Emergency Planning Committee—a group of senior staff representing interests across the Library and offering a clear control structure to measure and discuss risks. New and emerging risks are continuously identified and monitored by the Emergency Planning Committee.

## Public Accountability

### External and Internal Audit

The Library's Audit Committee met three times during 2006–2007 to consider external and internal audit reports.

#### Australian National Audit Office Reports

The following Australian National Audit Office reports contain Auditor-General recommendations that were implemented by the Library throughout the reporting period:

##### 2006–2007

- No. 23, *Application of the Outcomes and Outputs Framework*

##### 2005–2006

- No. 16, *The Management and Processing of Leave*
- No. 22, *Cross Portfolio Audit of Green Office Procurement*
- No. 23, *IT Security Management*
- No. 37, *The Management of Infrastructure Plant and Equipment Assets*
- No. 45, *Internet Security in Australian Government 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*

##### 2003–2004

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

#### Internal Audit Reports

During 2006–2007, the Audit Committee considered internal audit reports on the following issues:

- strategic internal audit plan for 2007–2008 to 2009–2010
- inter-library loans
- web publishing and internet restructure review
- special collections procurement
- contract management
- exhibition management
- Balanced Scorecard
- storage policy and environment management
- goods and services tax
- grants funding (issued and received)
- Libraries Australia
- sales and distribution, and Bookshop annual stocktake
- fraud control
- fraud awareness.

## Parliamentary Committees and Government Inquiries

In August 2004, the Australian Government released its response to the report on the agreed Uhrig Review and announced that ministers would be required to assess their portfolio bodies against recommended governance templates and then implement improvements to existing governance arrangements. The Library was assessed against the principles and templates, and will remain a statutory authority operating under its own Act. Following advice of the outcome of that assessment by the Minister for the Arts and Sport, recommended revisions to all agencies' legislation were subsequently proposed.

During 2006–2007, the Library lodged a submission to the Standing Committee on Legal and Constitutional Affairs Inquiry into the *Copyright Amendment Bill 2006*.

## 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 2006–2007. However, as a consequence of one of the Uhrig Review recommendations, the Library received its Statement of Expectations from the Minister. In outlining how it will fulfil these expectations, the Library responded with its own Statement of Intent.

The Finance Minister requires directors of *Commonwealth Authorities and Companies Act 1997* authorities to provide a compliance report under paragraphs 16(1) and 41(1)(c) of the Act. This covers meeting the provisions and requirements of the Act, as well as ensuring costs are within estimated sources of external receipts.

## Legal Action

In 2006–2007, action continued on the claim lodged in the ACT Supreme Court in 2003 on behalf of Wagdy Hanna and Associates Pty Ltd, which is seeking damages from the Library for an alleged breach of contract in respect of a 1996 tender process for one of the Library's offsite storage facilities.

## The Ombudsman

No issues relating to the Library were referred to the Commonwealth Ombudsman's Office during 2006–2007.

## Freedom of Information

The Library received and is processing one request for access to documents under the *Freedom of Information Act 1982*. Appendix D provides a freedom of information statement.

## 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 and consequential loss; motor vehicles; personal accidents; and official travel overseas.

The Library's 2006–2007 insurance premium received an 8 per cent discount. This is a consequence of our overall risk management performance as measured by Comcover's 2006 Australian Government Risk Management Benchmarking Survey.

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

## Social Justice and Equity

The Library serves a culturally and socially diverse Australian community and aims to make its collections accessible to all. The Library's collections exceed 9 million items, including material in over 300 languages collected from all over the world. Its 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 is 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 individual needs. In particular, during 2006–2007 it:

- provided an increasing range of services to Australians in any location through its website and travelling exhibitions
- provided updated and improved search options allowing blind or vision impaired people to find out about the contents of the National Braille Reserve Collection and how to access it
- collected Australian library materials in many community languages for current and future research
- provided cross-cultural awareness training for staff
- maintained high standards of physical access to its building and services in accordance with the Commonwealth Disability Strategy
- helped community organisations—including geographically isolated and

culturally diverse groups—preserve nationally significant cultural heritage collections through the Community Heritage Grants program

- arranged Library tours and reader education programs for community groups, including groups of people who speak languages other than English
- celebrated community diversity through special events for NAIDOC Week, Women's History Month and other national celebrations of diversity
- contributed collection items to a number of international and national institutions to support culturally diverse exhibitions.

In 2006–2007, the Library continued to employ the services of a disability employment organisation to support staff with a disability. The Library also reports annually on social justice and equity initiatives as part of the whole-of-government *Accessible Government for All Report*.

## Service Charter

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

Overall adherence to the standards in the Service Charter is reported on in 'Output 1.2: Information Services' (page 61). During 2006–2007, the Service Charter standards were met as follows:

- 96.4 per cent of reference enquiries were answered within standards (target: 95 per cent)

- 90 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 99.9 per cent of the time (target: 99.5 per cent).

The Library welcomes feedback and suggestions for service improvements. Feedback forms are placed throughout

the Library and on its website. This year, 81 formal compliments and 61 formal complaints were received from users (see Tables 2.1 and 2.2).

In addition, this year there has been an increasing number of informal compliments received from participants in national professional conferences and forums organised by the Library and contributors to events and publications.

Table 2.1 Compliments received, 2006–2007

Subject	Number	Nature
The collection	1	<ul style="list-style-type: none"> <li>• Quality of collection material</li> </ul>
Information services to individuals	45	<ul style="list-style-type: none"> <li>• Quality of staff</li> <li>• Quality and speed of response to enquiries</li> <li>• Quality and speed of collection delivery</li> <li>• Introduction of wireless internet access</li> <li>• Quality of assistance and availability of resources in special collections areas</li> </ul>
Public programs activities	22	<ul style="list-style-type: none"> <li>• Quality of Library exhibitions and displays</li> <li>• Contributions to support external exhibitions</li> <li>• Excellence of events</li> </ul>
Services to libraries, publishers and other organisations	9	<ul style="list-style-type: none"> <li>• Excellence of staff</li> <li>• Appreciation of support, representations and presentations by staff members</li> </ul>
Facilities and support	4	<ul style="list-style-type: none"> <li>• Quality of venue hire services and support for events</li> </ul>
<b>Total</b>	<b>81</b>	

Table 2.2 Complaints received, 2006–2007

Subject	Number	Nature	Outcome
The collection	5	<ul style="list-style-type: none"> <li>• Confusion around procedures for submitting electronic requests</li> <li>• Concern and/or delays relating to sorting and processing of new collection material</li> <li>• Incomplete details provided in catalogue records/online services</li> <li>• Delays in receiving subscription material</li> <li>• Loaning of a particular collection item</li> <li>• User expectation for inclusion in one of the Library's online services</li> </ul>	The Library provided explanations and/or apologies in response to complaints.
Information services to individuals	34	<ul style="list-style-type: none"> <li>• Concern about the use of digital cameras and scanners in one of the reading rooms</li> <li>• Confusion over photographic order procedures</li> <li>• Concern about assistance provided when trying to locate a book</li> <li>• Evening closure of the Newspapers and Microforms Reading Room</li> <li>• Insufficient staff available for assistance</li> <li>• Weekend opening hours</li> <li>• Staff member considered rude</li> <li>• Unauthorised reserving of microform viewers by users</li> </ul>	The Library provided explanations and/or apologies in response to complaints.
Facilities and support	22	<ul style="list-style-type: none"> <li>• New security arrangements for depositing collection material</li> <li>• Quality and temperature of airconditioning in the reading rooms</li> <li>• Confusing signage in the foyer</li> <li>• Condition of plaque in foyer</li> <li>• Insufficient bicycle racks</li> <li>• Concern about communication strategy regarding size of bags allowed into reading rooms</li> <li>• Cleanliness of the cafe area</li> <li>• Car park access during the Cirque du Soleil performances</li> <li>• Insufficient number of computers and power outlets in the Main Reading Room</li> <li>• Slow response times on some computer equipment and disabling of some functions for security reasons</li> <li>• State of computer equipment in the Main Reading Room</li> <li>• Users engaged in inappropriate behaviour, including use of a mobile phone</li> </ul>	The Library provided explanations and/or apologies in response to complaints and undertook remedial action as appropriate. Complaints relating to car parking and bicycle racks have been referred to the National Capital Authority as the responsible body.
<b>Total</b>	<b>61</b>		

## Consultancy Services

The Library entered into 34 new consultancy contracts during 2006–2007, at a total actual expenditure of \$657 768 (inclusive of GST). In addition, 13 ongoing consultancy contracts were active during the same period, involving total actual expenditure of \$502 980. The consultants were selected in accordance with processes described in the Library's Procurement and Contract Guidelines. Major consultancies included design work on the podium refurbishment project, software development, and

technical advice for ongoing fire safety compliance. Other consultancies related to legal services, evaluation of Library service delivery and internal audit. Appendix F 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 2006–2007 at a total cost of \$227 187.

**Table 2.3 Advertising and market research, 2006–2007**

Organisation	Cost (\$)	Purpose
HMA Blaze	158 515	Newspaper advertising promoting the Library
Zoo Communications Pty Ltd	52 384	Development of advertising campaign for AskNow
Karen Williams Marketing	13 005	Provision of specialist publicity services for promotion of publications
Canberra Mailing	3 283	Promotional advertising for Library publications
<b>Total</b>	<b>227 187</b>	

## Corporate Management

Corporate management broadly covers people and asset management. Along with these functions, the Library plays a part in corporate management across other collection and portfolio agencies through its participation in the Corporate Management Forum, and as payroll processor for the National Archives of Australia and the Australian Research Council.

- attracting and retaining suitably skilled people
- mobility and flexibility.

During the reporting period, implementation of the Strategic Workforce Plan focused on identified areas of high priority such as leadership. In addition to a range of leadership development programs, a series of presentations for all staff by prominent Australians on leadership continued and was enthusiastically received by staff. The speakers in 2006–2007 were Dr Allan Hawke, Chancellor, The Australian National University, and Lieutenant-General Peter Leahy, Chief of the Army.

Another priority of the Strategic Workforce Plan is teamwork skills training, which over 50 per cent of staff have attended so far. The Library's performance management system continued to be refined and a matured staff strategy was implemented.

Building on informal mentoring, which had occurred for some time, a formal program was launched in April 2007 and was followed by associated skills training. A comprehensive intranet site provides guidance and a set of tools to assist staff and mentors establish and sustain their mentoring partnerships.

A series of divisional focus lectures was introduced in March 2006 to increase the awareness and understanding of Library staff about the work and innovations in particular areas. The first round of lectures was completed in October 2006. A second round commenced in May 2007, with the first presentation on the Library's strategic directions.

### Industrial Democracy: Certified, Collective and Workplace Agreements

The Library's Consultative Committee continued to serve as a forum for

## People Management

### Workforce Planning

During 2006–2007, the Workforce Planning Committee met 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 centred on implementing a strategic approach to enhance the capability of the Library's workforce. The Committee monitored the implementation of the Library's Strategic Workforce Plan and examined the workforce profile.

The Strategic Workforce Plan was approved by Council in August 2005. It provides a comprehensive strategy and a clear agenda for Library staff. The plan describes key strategies to ensure that the Library has a workforce that is flexible, agile, innovative and able to assist the Library in meeting its strategic directions.

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

- leadership
- teams and collaboration
- development and learning
- innovation

consultation and discussion among management, staff and unions. The Committee met four times during 2006–2007, discussing issues such as the Certified Agreement, the Healthy Work and Life Program, the proposed forecourt redevelopment, the Performance Management Framework and workforce profile issues.

Negotiations on a new Collective Agreement for the Library were successfully concluded and a package of enhanced conditions was well received by staff. The new three-year union agreement provides for annual pay increases of 4 per cent; extensions to maternity, adoption and supporting parent's leave entitlements; increased flexibility in taking sick and personal leave, which have been combined into personal/carer's leave; the introduction of compassionate leave; and enhanced study assistance provisions. The negotiations were conducted with union and staff representatives, who worked effectively in communicating information between staff and the negotiation team.

#### Remuneration, Including Non-salary Benefits

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

At 30 June 2007, all eight senior executive service (SES) staff and 79 non-SES staff were covered by Australian Workplace Agreements; the remaining 390 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 all Library staff below SES level and the number of employees in each classification.

In 2006–2007, 422 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 into the Australian 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, personal leave, maternity leave at half-pay and additional purchased leave provisions.

SES staff members have an entitlement to a vehicle, a mobile phone and a broadband internet connection to support home-based work.

**Table 2.4 Salary ranges below SES level and number of employees, 30 June 2007**

Classification	Salary range (\$)	Number of employees
APS 1	19 667–36 229	2
APS 2/Graduate	37 099–41 138	81
APS 3	42 255–48 754	85
APS 4	47 094–52 528	69
APS 5	52 528–56 701	65
APS 6	56 733–74 497	79
Executive Level 1	72 560–98 024	61
Executive Level 2	83 627–110 859	27

### Fraud Risk Assessment and Fraud Control

Under the Library's Fraud Management Policy, all staff must be aware of their responsibilities in relation to preventing, detecting, reporting and investigating fraud against the Commonwealth. To achieve this end, the Library's Corporate Management Group agreed that fraud awareness training be mandatory for all staff. Consequently, during 2006–2007 a series of training sessions was provided to those staff who had not attended such training in the past four years.

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 National Library of Australia Certified Agreement 2004–2007 endorses our commitment to, and compliance with, the Australian Public Service Values and Code of Conduct. As part of the Library's induction program, all staff receive a formal briefing on ethics and probity, including an overview of the values and code of conduct, along with a brief introduction to the Library's Fraud Management Policy. To further develop this awareness, the Library—with the National Gallery of Australia and the National Museum of Australia—commenced a procurement process for a comprehensive online induction program. This will provide an opportunity for all existing and new staff to receive regular training regarding important corporate requirements and standards.

### The Commonwealth Disability Strategy

The Library continued to meet Australian Government guidelines in relation to the *Disability Discrimination Act 1992*.

Its planning processes and resultant activities ensure 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 hardcopy on request. Applicants with a disability are offered assistance if required to attend an interview. In all training activities, there is a provision for participants with a disability to specify their requirements in advance, to ensure that these are accommodated.

The Library's Workplace Diversity Policy provides guidance to managers and staff in relation to their obligations to disabled employees and prospective employees. The Human Resources section and line managers regularly consider the needs of staff with recognised disabilities or health needs.

### Workplace Diversity

At 30 June 2007, 70 per cent of Library staff were female and 25 per cent of staff identified themselves as being of a culturally and linguistically diverse background. The Library completed a review of its Workplace Diversity Program, which led to the development of a mature-age staff strategy, the enhancement of recruitment and selection processes, and the successful recruitment of an Indigenous graduate from the Australian Public Service Commission Indigenous Graduate Program.

### Occupational Health and Safety

The Occupational Health and Safety Committee met four times during 2006–2007 and dealt with a variety of matters relating to health and safety principles and practices. The Committee comprises 10 elected staff, three nominated staff representatives, and three nominated

management representatives. The representatives received training in occupational health and safety legislation and in their roles through the Workwatch Training Centre. To support the Australian Government's National Occupational Health and Safety Strategy 2002–2012, occupational health and safety training commenced for supervisors and managers. Such training will be provided in a phased manner to all staff.

During the reporting period, the Library continued a program of workplace assessments for staff as well as seminars and ergonomic advice. The Library's new repository at Hume was given a full occupational health and safety risk assessment as part of the commissioning procedures.

The Healthy Work and Life Program continued to promote a healthy work and lifestyle, and to offer management and staff an appropriate avenue for sharing healthy lifestyle information and best practice occupational health and safety advice. This program is now an ongoing initiative and demonstrates the Library's strong interest in the health and welfare of its staff.

The Library provides an independent employee assistance service. This is an important service for staff and their families who need support in their work or private lives.

There were no reportable occupational health and safety incidents during 2006–2007. All actions were managed and completed under the Health and Safety Rehabilitation Guidelines.

The Library was not issued with any 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 to play a central role in whole-of-life plant and equipment management within the Library. The Committee oversees the Library's asset management 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 for items reaching the end of their working life. Major asset acquisitions in 2006–2007 included the purchase of sound-preservation equipment, shelving and digital storage, reflecting the Library's need to preserve and store the collections.

Following a review of the Library's asset management procedures in June 2006 by internal auditors, a number of processes were recommended for improvement during 2006–2007. These included providing a closer reporting link and simplified documentation of approved policies and procedures for asset management.

The total value of the plant and equipment as at 30 June 2007 was \$8.212 million.

### Collection Asset

The collections are the Library's major asset, on which many of its services are based. The total value of the collections is \$1.477 billion.

### Land and Buildings

The Library's land and buildings are valued at \$171.91 million and encompass the main building located in the Parliamentary Zone and the new repository at Hume. The major components of these assets are managed by the Building Works Coordination Committee. The Committee uses a long-term strategic management

plan to set the direction for the 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 Library is in the process of developing an overall building master plan to direct future refurbishments. This plan is expected to be completed by the end of the 2007 calendar year.

Two major projects in 2006–2007 were the completion of a new repository at Hume and the commencement of the podium refurbishment.

The new repository was officially opened on 3 August 2006 by the former Minister for the Arts and Sport, Senator the Hon. Rod Kemp. It is located in Hume, an industrial estate approximately 15 kilometres from the Library, and provides a total storage area of 3510 square metres, containing 56 000 linear metres of shelf space. Following completion of the building, collection material was relocated from an old leased facility at Hume, which was vacated in December 2006. A total of 10 000 linear metres of shelf space in the new building has been made available to the National Archives of Australia until 2010, when the space will be required to accommodate Library collection growth. Based on current projections, the repository provides sufficient space for collection growth until 2013.

The refurbishment of the podium commenced in May 2007 and is scheduled to conclude in late 2008. The core component of the project is the replacement of the membrane under the paved area. The project will also address a number of other issues, including upgrading the balustrade, stairs and handrails to ensure they comply with current building standards. As the Library's outdoor cafe area is located on the podium, it will also be redesigned. All refurbishment work will be consistent with the Library's externally approved Heritage Management Plan and Heritage Strategy.

Several other capital works projects were undertaken during the reporting period. The training suites located on Level 4 were refurbished. In addition, the refurbishment of two areas of high heritage significance—the Viewing Room on Level 3 and the Conference Room on Level 4—commenced. Other areas refurbished during the year included the Computer Room and several areas within Preservation Services to accommodate the Library's digitisation initiatives.

Design and tender documentation for two major refurbishments planned for 2007–2008 was developed. These works will involve refurbishment of 1200 square metres in Lower Ground Level 2 and 1200 square metres in Lower Ground Level 1.

Upgrade works to the building's airconditioning system continued this year, and investigative work on the upgrade of the fire systems was completed.

The main building is located in the Science and Humanities Campus in the Parliamentary Zone. The National Capital Authority is planning to refurbish the Library forecourt, and during the reporting period the Library continued to work with the Authority to ensure the upgrade meets stakeholder requirements.

### Heritage Management Strategy

In accordance with Section 341ZA of the *Environment Protection and Biodiversity Conservation Act 1999*, the Library prepared a Heritage Strategy to manage the future protection and conservation of Commonwealth heritage values for the main building. The strategy was endorsed by the former Minister for the Environment and Heritage, Senator the Hon. Ian Campbell, on 24 August 2006. The Heritage Management Plan is currently being finalised and will be submitted to the Minister for the Environment and Water Resources for his approval.

The Library is considering heritage issues in line with the Heritage Strategy

and draft Heritage Management Plan with regards to current and future refurbishments and capital works. This includes consulting recognised heritage specialists as an integral part of project development.

## Security and Business Continuity

During 2006–2007, the Library continued to develop and test its business continuity plans. The Emergency Planning Committee monitors all aspects of protective security and emergency planning. It comprises senior staff with responsibility for corporate communications, security of personnel, the collections, the building and other assets.

The Committee continued to address risks to the Library, as identified in the ongoing Risk Management Plan, and implemented a revised Business Continuity Framework. This framework brings together all of the Library's disaster and emergency management plans to effectively manage emergency situations while ensuring continued availability of the Library's resources.

The Library's Protective Security Policy and Procedures were reviewed and updated to include the new Hume repository. The Library continued to maintain strong policy and practice in maintaining a safe, secure and accessible collection.

## Energy Consumption and Environmental Management

A number of initiatives implemented during the year were a result of the Library's ongoing commitment to energy and environmental management and performance. For example, procurement and contract documentation now requires the consideration of environmental factors in purchasing decisions. Monitoring improvements have helped

to ensure that building systems are operating at optimal levels. To obtain even more consistent monitoring, record energy and water use, and improve the establishment of targets, an independent energy audit was commissioned at the end of the year.

Plant and equipment upgrades were designed and implemented to optimise energy efficiency. Enhancements to the heating ventilation airconditioning system have increased the reliability of environmental conditions for the collections.

The Library's ecologically sustainable development performance, a requirement of the *Environment Protection and Biodiversity Conservation Act 1999*, has centred on continuing to conserve energy and water, and to recycle waste. For example, a new cleaning contract, which came into effect in March 2007, includes recycling to assist the Library meet its target of recycling all waste by 2010. Similarly, environmental management requirements were built into the contract for the refurbishment of the main building podium, including provisions to salvage materials and recycle waste.

## Competitive Tendering and Contracting

The Library market tests and utilises outsourcing options in cases where it can be demonstrated to be cost-beneficial. No changes to outsourced arrangements occurred during the reporting period, however the cleaning contract was tendered through the Australian Government's AusTender website.

## Purchasing Policies

Consistent with core Commonwealth purchasing principles, the Library continued to focus on cost-effective contract management and procurement practices. To ensure the Library's

instructions to staff were relevant, up to date and readily accessible, internal guidance on purchasing matters was evaluated and revised. An opportunity was taken to ensure consistency with recent Australian National Audit Office reports on green office procurement and contract management better practices. The Library's guidelines were consequently retitled Procurement and Contract Guidelines with all contract matters consolidated into one chapter.

To ensure the Library's standard external procurement documentation continues to reflect better practice and be useful to both purchasing staff and those responding to our procurement needs, external legal advice was sought to revise and refine Library templates for the request for tender, request for quotation, request for expressions of interest, and request for proposal documentation. The pro forma tender evaluation plan and tender evaluation committee report were included in this project. The Library's standard contract formats were also reviewed to ensure consistency with the revised procurement documentation.

## Project Management Methodology

A review and revision of the Library's project management methodology was completed during the year. The aim of the review was to simplify the project management methodology and project management templates. This has been successfully implemented with the number of templates reduced, simplified and reworked to better reflect the operational requirements of the Library.

The revised methodology was made available with appropriate training from March 2007.

## Discretionary Grants

In 2006–2007, the Library operated seven discretionary grants programs including one new program, the Friends of the National Library Travelling Fellowship.

- *Community Heritage Grants.* The Library awarded 80 grants of up to \$10 000 each to assist community organisations preserve and manage nationally significant cultural heritage. Financial support and assistance are also provided by 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.
- *Harold White Fellowships.* The Library funded four fellowships, awarded to established scholars and writers—Mr Graeme Skinner, Dr Julie Stephens, Dr Nathalie Nguyen and Dr Catharine Coleborne—to spend between three to four months at the Library researching collection material in their areas of expertise. An Honorary Harold White Fellowship was awarded to Mr Peter Hamburger PSM.
- *Japan Fellowships.* Two fellowships were awarded to Dr Rowena Ward and Dr Narangoa Li under the Japan Fellowship Scheme (funded from the Harold S. Williams Trust).
- *Norman McCann Summer Scholarships.* Funded by Mrs Pat McCann, the Library awarded three scholarships of six weeks duration to young Australians—Caitlin Murray, Nicole Starbuck and Sarah De Santis—to undertake research on topics in Australian history or Australian literature.
- *National Library of Australia National Folk Festival Fellowship.* With assistance from the National Folk Festival, the

Library provided a four-week residency to Ian Blake to research original source materials in the Library's collections and to prepare for a performance at the National Folk Festival.

- *Kenneth Binns Travelling Fellowship.* Funded by Mrs Alison Sanchez to commemorate her father, Kenneth Binns, Chief Librarian of the Commonwealth National Library from 1928 to 1947, this fellowship supports travel for professional development purposes by Library staff in the early stages of their career. The fellowship supported Rowena Jameson, who travelled to Edinburgh and London in July 2006 to study the effect of light exposure on collection items in exhibitions. She visited the Victoria and Albert Museum, Tate Gallery and British Library, and attended the Institute of Paper Conservation's 5th International Conference.
- *Friends of the National Library Travelling Fellowship.* Funded by the Friends of the National Library, this fellowship provides a significant professional development opportunity for a Library staff member. In 2006 the fellowship supported Somaya Langley to present a paper on the preservation and management of complex digital content at the International Symposium of Electronic Arts in San José with associated visits to the California Digital Library, the Internet Archive, and the Berkeley Art Museum and Pacific Film Archive. The 2007 recipient was Dr Marie-Louise Ayres who travelled to Canada and the United States in June to assess archival collection management systems and attend the Conference of Canadian Archivists.

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

After chairing the Corporate Management Forum since its inception, in 2006–2007 the Library handed this role over to the Australian Film Commission. 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 issues in the areas of human resource management, financial management, procurement, information technology and facilities management with a view to achieving economies of scale, sharing experience and encouraging best practice.

The Forum met four times during the year. Among matters it considered were:

- collective agreements and the efficiency dividend
- the 2005–2006 Forum annual report
- shared purchasing agreements
- National Safety Council Program
- collection depreciation
- pandemic response planning
- compliance reporting
- the Uhrig Review.

## Information Technology

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

### IT Architecture

In 2006–2007, the Library undertook a planning project to identify the IT architecture needed to support the management, discovery and delivery of its collections over the next three years. While the current architecture has enabled the Library to develop a significant digital library capability over the last decade, the requirement of maintaining and supporting the existing systems is increasingly hindering us from bringing new services online, improving the user experience, exploring new ideas or responding to technological change.

As a result of this project, the Library began implementing a new framework for building digital library services that will:

- employ a service-oriented architecture
- adopt a single-business approach
- consider open-source solutions.

### Service-oriented Architecture

Software in a service-oriented architecture uses a set of interfaces to execute a business function. This is becoming widely accepted as best practice in the IT industry. Implementing a service-oriented approach will result in a shared technical infrastructure that enables an overarching service framework, providing a common understanding of requirements and directions for business owners and developers.

### Single Business Approach

Even with a service-oriented approach, the Library's capacity to meet its directions will continue to be eroded as new applications are brought online. To address this issue, and as part of implementing the service-oriented architecture, the Library will regard its digital library services as a single business with a single data store that can be applied to a range of contexts. Rather than developing separate applications to meet a new requirement, each requirement would be viewed as a business enhancement that could be applied across all relevant business contexts.

### Open-source Solutions

In the context of the new IT architecture, the Library has adopted a policy of undertaking regular reviews of the capability of its software products and will consider open-source solutions where appropriate. For functionality developed inhouse, it is proposed that the Library return intellectual property to the public domain.

## Innovation

In 2006–2007, the Library undertook a range of IT development activities aimed to improve its services. In addition to the IT architecture project, these included:

- extending MusicAustralia to allow the discovery and purchase of contemporary Australian music
- enhancing Libraries Australia to provide a better user experience through the implementation of relevance-ranked search results
- enabling Libraries Australia and PictureAustralia to be searched via the OpenSearch protocol (this was

part of a broader initiative among national cultural institutions to support the discovery of items held in their collections)

- completing a major redevelopment of the software used to support PANDORA: Australia's Web Archive
- implementing a wiki and blog infrastructure to support collaboration internally and with our external partners
- using an open journal publishing system based on open-source software to host two scholarly associations' journals: *Reviews in Australian Studies* and *Journal of the Association for the Study of Australian Literature*.

## Infrastructure and Services

The Library's digital collections currently occupy 121 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: Australia's Web Archive, requires the Library to provide an additional 20 terabytes of storage each year. This figure is expected to jump to almost 110 terabytes per year during the Australian Newspaper Digitisation Project. The Library has completed two Australian web domain harvests, the first required eight terabytes of storage, the second required an additional 39 terabytes of storage. Subsequent domain harvests are expected to be even larger. Figure 2.5 shows the Library's digital collection by material type.

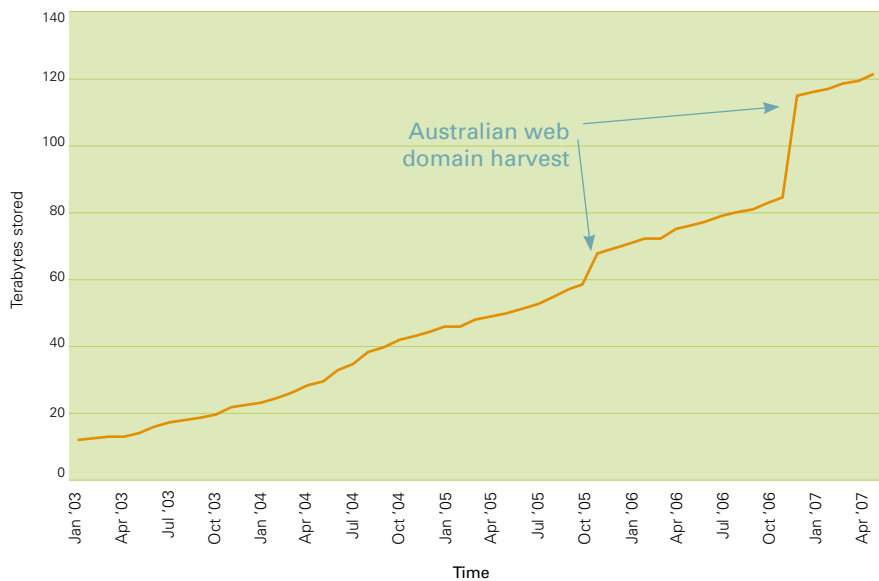


Figure 2.4 Growth in digital collection storage, January 2003 to April 2007

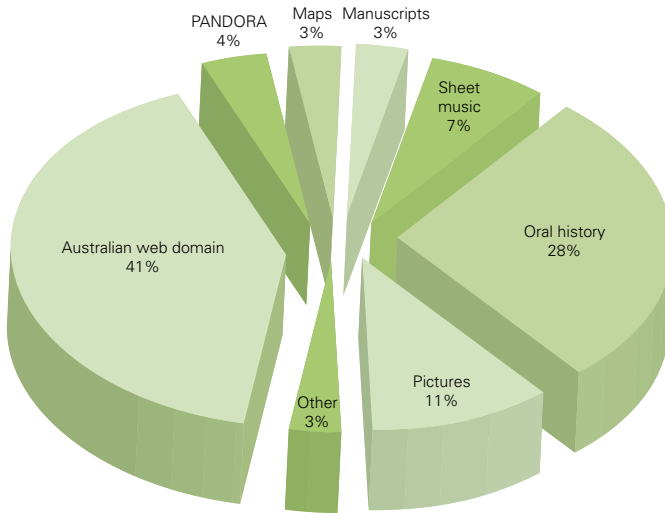


Figure 2.5 Digital collection storage by material

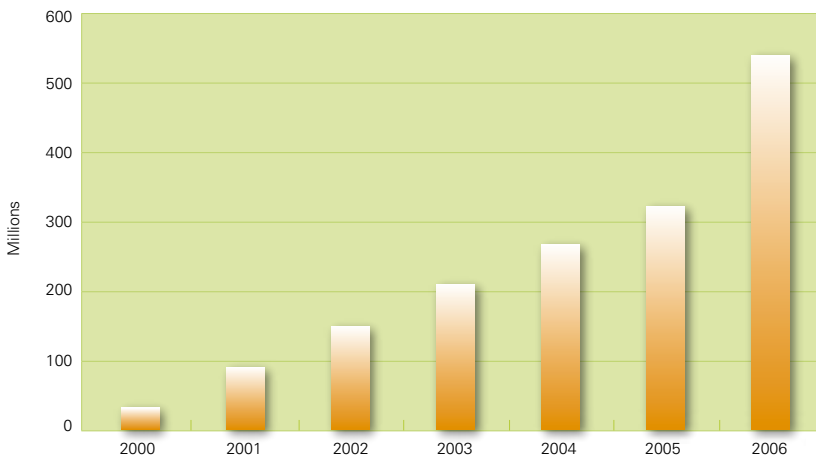


Figure 2.6 Web page views, 2000–2006

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 the Library's web-based services since 2000. The strong growth for 2006 was driven primarily by increased use of Libraries Australia and PictureAustralia, although all major services experienced continued growth.

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

The target availability of 99.5 per cent was met for all services except PANDORA: Australia's Web Archive and Libraries Australia. PANDORA suffered a server failure over a weekend. Although gathering of new items was delayed, public access to the service was not affected. The target was not met for Libraries Australia because of a problem with the search service in August and significant problems associated with the TeraText Database System in February and March.

Under its asset management program, the Library continued to regularly

replace or upgrade IT infrastructure. The reporting period saw several important developments:

- The capacity of the disk storage systems was substantially increased from 24 to 200 terabytes. The major component of this upgrade will be used to support the Australian Newspaper Digitisation Project.
- A refresh of desktop PCs in the Library's reading rooms was completed. The new PCs have been configured with substantially greater protection from viruses and spyware.
- A number of corporate, network and digital library servers were upgraded.
- A comprehensive network monitoring/management system was implemented.
- Network firewalls were replaced.
- The redesign of the Library's internal network commenced.

**Table 2.5 Availability of nine key service areas, 2006–2007**

Service	Availability (%)
Local Area Network	99.99
File Services (Microsoft Windows Servers)	99.92
Email (Microsoft Exchange)	100.00
Website	99.91
Integrated Library Management System	100.00
PANDORA: Australia's Web Archive	99.41
Finance One	100.00
Libraries Australia	97.43
PictureAustralia	100.00