

I ransack public libraries,
& find them full of
sunk treasure.

Virginia Woolf

From the exhibition *Treasures Gallery 2010: A Preview*,
22 April–19 July 2009

PART 2
CORPORATE
OVERVIEW



Craig Mackenzie (b.1969)

National Library of Australia Conference Room, 2009

Located on the fourth floor of the Library building, the Conference Room today hosts a range of meetings, events and functions. This year, the Conference Room was the venue for presentations by the Library's Harold White Fellows and the winner of the inaugural Prime Minister's Literary Award for non-fiction, Dr Philip Jones.

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 Environment, Water, Heritage and the Arts portfolio with responsibilities for collecting Australian cultural heritage materials and making them available to the Australian public. The Hon. Peter Garrett AM, MP, the Minister for the Environment, Heritage and the Arts is the Minister responsible for the Library. 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.

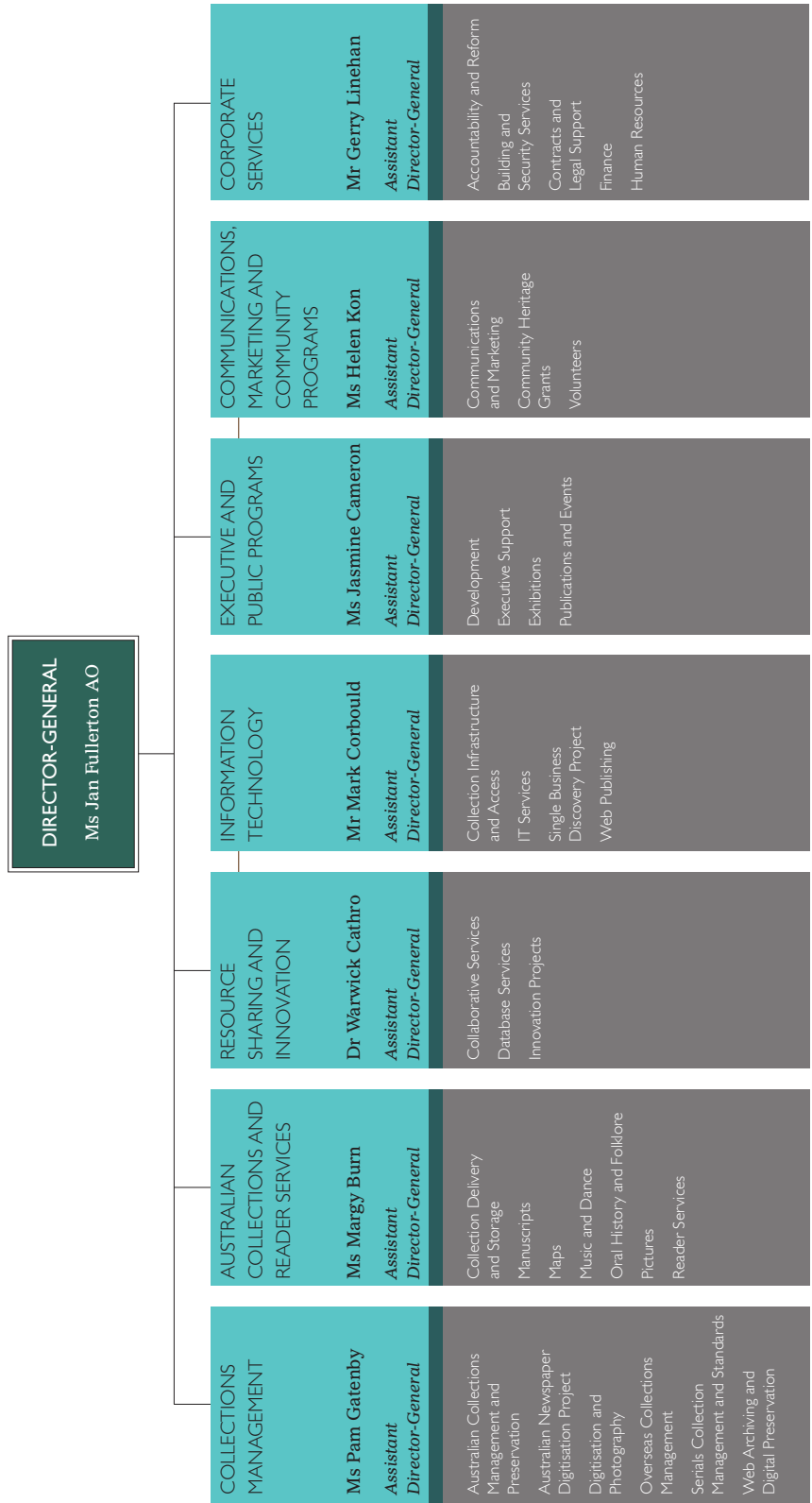
LEGISLATION

The Library was established by 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 seven Assistant Directors-General. Figure 2.1 describes the organisational and senior management structure at 30 June 2009 (page 22).

Figure 2.1 Organisational structure, 30 June 2009

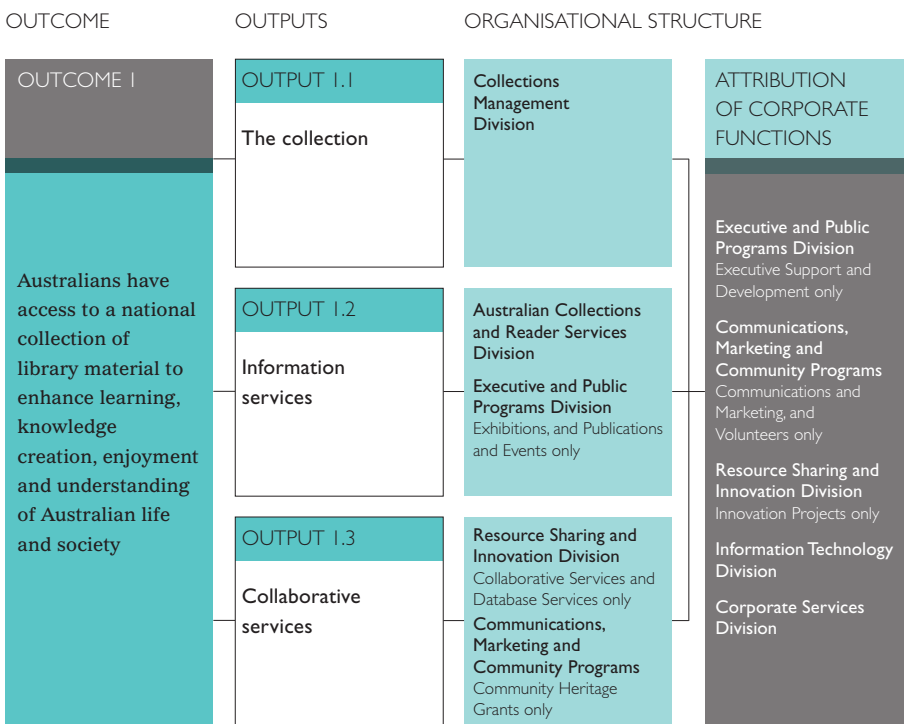


OUTCOME AND OUTPUT STRUCTURE

The Library is funded by the Australian Government to achieve one agreed outcome through a number of outputs.

Figure 2.2 shows the relationship between Outcome 1, the contributing outputs and the organisational structure. Financial details by outcome, outputs and output groups are provided in Table 1.2 on page 17.

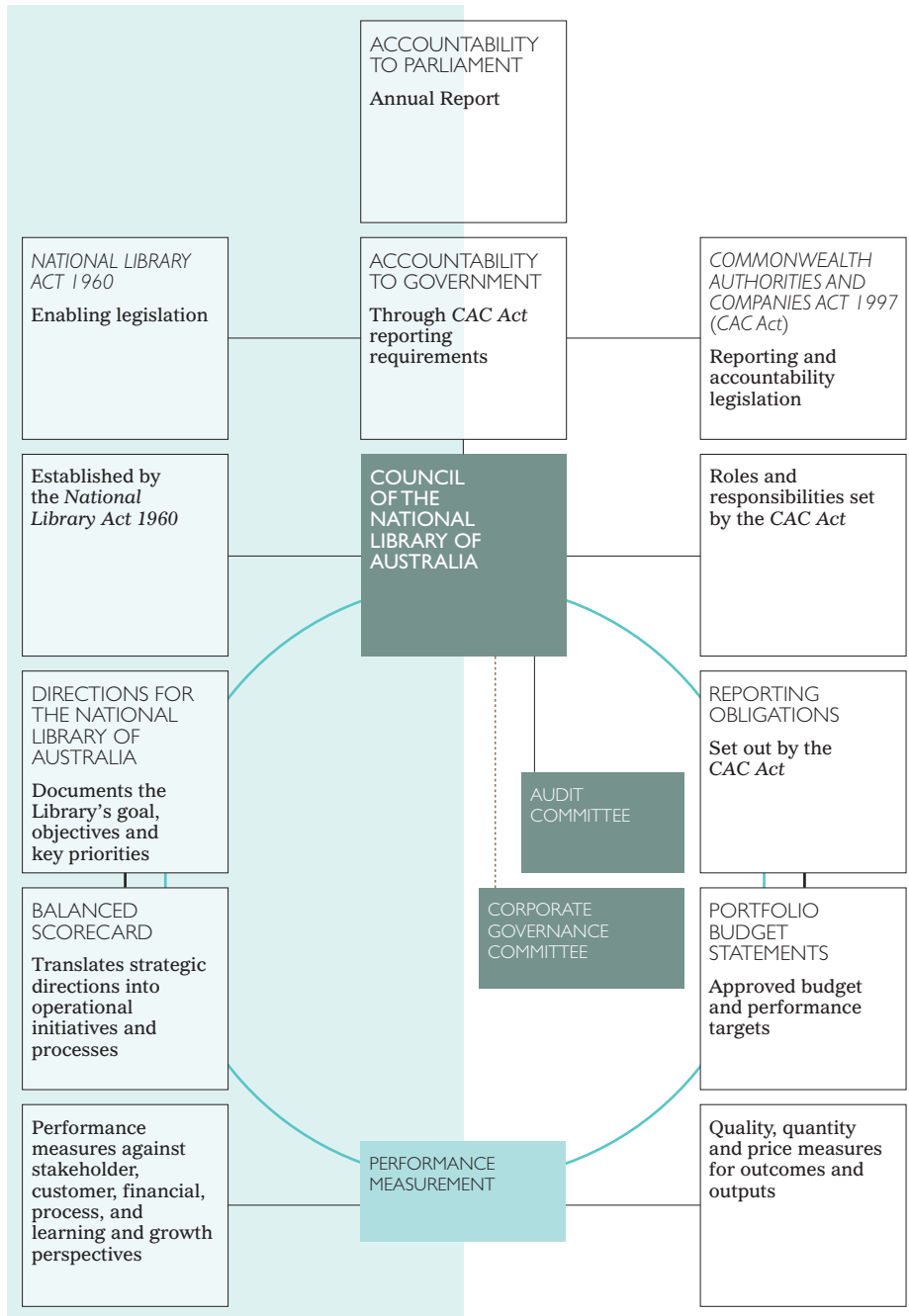
Figure 2.2 Outcome 1: outputs and organisational structure, 2008–2009



CORPORATE GOVERNANCE

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

Figure 2.3 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 2009 there were four vacancies on the Council. Appendix A lists the Council members and their attendance at Council meetings for 2008–2009.

In addition to general administrative and financial matters, in 2008–2009 the Council considered a range of specific issues. Among them were:

- strategic directions for 2009–2011
- emerging technologies
- new acquisitions
- the Treasures Gallery
- management and online delivery of the Oral History and Folklore Collection
- digital preservation
- Community Heritage Grants program
- international collaboration
- trends and activities in the Library for 2008–2009.

The Council has two advisory committees: the Audit Committee and the Corporate Governance Committee.

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 risk.

The Audit Committee comprises 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 2008–2009, the Audit Committee considered a range of matters. Among them were:

- financial statements for 2007–2008
- report on the Library's legal services for 2007–2008
- Audit Committee annual report for 2007–2008
- internal assessment of Audit Committee performance
- Australian National Audit Office 2008–2009 financial statements audit strategy

- risk management and business continuity in the Library
- annual report on fraud management
- annual report on contract management and training
- Library investments
- compliance report for 2007–2008
- Auditor-General reports—report on action taken in respect of recommendations from the Australian National Audit Office
- draft internal audit plan for 2009–2010
- internal audit schedule for 2008–2009
- internal audits of:
 - goods and services tax and fringe benefits tax compliance
 - information technology strategic planning
 - sales and distribution, and bookshop annual stocktakes
 - digital collection management and preservation
 - online shop user acceptance testing guidelines
 - control framework assessment
 - registers of portable attractive items
 - password management controls
 - budgeting.

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 comprises three non-executive Council members—the Chair, the Deputy Chair and the Chair of the Audit Committee—and has the power to co-opt non-executive Council members from time to time. Appendix A lists the Corporate Governance Committee members and meeting attendance details for 2008–2009.

THE CORPORATE MANAGEMENT GROUP

The Corporate Management Group, consisting of the Director-General and seven 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, collection development, events and education, 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.

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 or 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. These are managed through established mitigating planning processes, including 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.

In July 2008 the Library commenced a comprehensive review of its risk management policies and procedures to bring them in line with current standards. A protective security risk review was completed in March 2009, resulting in further improvements to the Library's security regime.

The issue of risk management has ongoing significance for the Library's Emergency Planning Committee—a group of senior staff representing interests across the Library and providing 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 2008–2009 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:

2004–2005

- No. 59, Safe and Accessible National Collections

2007–2008

- No. 31, Management of Recruitment in the Australian Public Service
- No. 37, Management of Credit Cards
- No. 41, Management of Personnel Security: Follow-up Audit

2008–2009

- No. 13, Government Agencies' Management of Their Websites
- No. 21, The Approval of Small and Medium Sized Business System Projects
- No. 25, Green Office Procurement and Sustainable Office Management.

Internal Audit Reports

During 2008–2009, the Audit Committee considered a number of internal audit reports. These are listed on page 26.

PARLIAMENTARY COMMITTEES AND GOVERNMENT INQUIRIES

During 2008–2009 the Library lodged a submission with the Joint Committee of Public Accounts and Audit Inquiry into the Effects of the Ongoing Efficiency Dividend on Smaller Public Sector Agencies.

MINISTERIAL DIRECTIONS

Under section 48A of the *Commonwealth Authorities and Companies Act 1997*, the Finance Minister may make General Policy Orders specifying a general policy of the Australian Government that is to apply to the Library provided the Finance Minister is satisfied that the Minister for the Environment, Heritage and the Arts has consulted the Library on the application of the policy. No General Policy Orders applying to the Library were made during

2008–2009. However, the Library received a Charter of Operations from the Minister and has responded with a statement of how it will fulfil the Charter. General policies of government that apply to the Library under Section 28 of the *Commonwealth Authorities and Companies Act 1997* are the Foreign Exchange Risk Management Policy, Australian Government Cost Recovery Guidelines and National Code of Practice for the Construction Industry.

LEGAL ACTION

In 2008–2009 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 court proceedings were held in December 2008, with Justice Refshauge reserving his decision.

THE OMBUDSMAN

No issues relating to the Library were referred to the Commonwealth Ombudsman during 2008–2009.

FREEDOM OF INFORMATION

The Library received no formal requests for access to documents under the *Freedom of Information Act 1982* during 2008–2009. The Library's freedom of information statement is at 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 and consequential loss; motor vehicles; personal accidents; and official travel overseas.

The Library's 2008–2009 insurance premium received an 8.9 per cent discount. This is a result of its overall risk management performance as measured by Comcover's 2008 Risk Management Benchmarking Survey. The Library also received an honourable mention in the Comcover Awards for Excellence in Risk Management 2008.

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 consist of more than 10 million items, including material in over 300 languages collected from around 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 provides all Australians with the opportunity to access documentary resources of national significance in accordance with the *National Library Act 1960*. In particular, during 2008–2009 the Library:

- provided an increasing range of collection items, events and services to Australians through its website. For example:
 - the Australian Newspapers service provides remote access to newspaper resources
 - all Australian residents can register online for a Library card and access a range of electronic journals and databases
 - the Library's program of webcasts, whereby recordings of events are made available online, was expanded
- installed the magnifying MyReader2 auto-reader for people with limited vision in the Main Reading Room
- arranged Library tours and reader education programs for community groups. Events and Education staff provided five tours for a total of 133 people from culturally and linguistically diverse backgrounds; in addition, Pictures staff provided two tours of natural history illustrations for groups that included mobility-impaired visitors
- contributed the content for a joint Vision Australia/ABC audio book titled *Drover's Stories: Life in the Long Paddock*
- facilitated access to collections for Indigenous people, including a group of Aboriginal curators and film-makers who visited the Library to use maps, photographs and oral history interviews about the Canning Stock Route
- helped community organisations—including geographically isolated and culturally diverse groups—preserve nationally significant cultural heritage collections through the Community Heritage Grants program
- supported community-based literacy projects, including the Indigenous Literacy Project, Children's Book Week, Books Alive and the National Simultaneous Storytime
- continued to work collaboratively with National and State Libraries Australasia to improve library services for Indigenous people through the National Policy Framework for Indigenous Library Services and Collections
- engaged Vision Australia to assess use of the Library's web services by those with a visual impairment; recommendations from this review are being progressively implemented
- supported eight charities through the National Library Workplace Giving Scheme, an initiative that commenced in February 2008. As at 30 June 2009, 6 per cent of staff were contributing to the scheme, with more than \$16 000 donated.

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.

Overall adherence to the standards in the Service Charter is reported on in 'Output 1.2: Information Services' (pages 61–5). During 2008–2009 the Service Charter standards were met as follows:

- 96 per cent of reference inquiries 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 99.94 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, 205 formal compliments and 77 formal complaints were received from users (see Tables 2.1 and 2.2).

Table 2.1 Compliments received, 2008–2009

Subject	Number	Nature
The collection	19	<ul style="list-style-type: none"> • Quality of collection material • Appreciation of remote access availability of collection material
Information services to individuals	139	<ul style="list-style-type: none"> • Quality, professionalism and responsiveness of staff • Quality and speed of response to inquiries and delivery of collection material • Quality of assistance and availability of resources in special collection areas
Online services	20	<ul style="list-style-type: none"> • Quality of the website, Australian Research Online (formerly ARROW Discovery Service), Picture Australia and Australian Newspapers service
Public programs	24	<ul style="list-style-type: none"> • Quality of tours and support provided for educational visits • Quality of events programs • Quality of publications • Appreciation of caption details in exhibitions • Quality and organisation of the Community Heritage Grants program
Facilities and support	3	<ul style="list-style-type: none"> • Quality of venue hire services and support for events • Quality of service and professionalism of <i>bookplate</i> cafe
Total	205	

In addition, this year informal compliments were received from participants in conferences, forums and tours organised by the Library and contributors to events and publications.

Table 2.2 Complaints received, 2008–2009

Subject	Number	Nature
The collection	12	<ul style="list-style-type: none"> • Concern about perceived censoring of Library material • Confusion around cataloguing and holdings information provided for some collection material • Misconception relating to Library bidding at auction for collection material • Concern about the release of personal letters and their subsequent publication by a newspaper • Misunderstanding relating to a declined offer of collection material • Misunderstanding relating to use of collection material to gain a perceived profit
Information services to individuals	14	<ul style="list-style-type: none"> • Concern about delays, misunderstandings and perceived lack of assistance relating to requesting/receiving/reserving/discharging material • Concern about a perceived breach of confidentiality • Concern about removal of a title from display in the Main Reading Room • Concern about a phone request for material to be reserved that was delayed during a PABX outage
Online services	5	<ul style="list-style-type: none"> • Concern about access to e-resource material • Concern about restricted access to some websites • Concern about wireless and internet access availability on occasions
Public programs activities	8	<ul style="list-style-type: none"> • Concern about caption information relating to exhibitions • Concern about confusing information relating to opening hours and events on the website • Concern about changed publishing arrangements • Concern about potential use of material for commercial gain • Concern about inappropriate behaviour by a participant in a Library event
Facilities and support	38	<ul style="list-style-type: none"> • Quality and temperature of the airconditioning in some of the reading rooms • Bag restrictions in the reading rooms • Poor state of photocopiers in the reading rooms • Users engaged in noisy and inappropriate behaviour • Concern about inappropriate external signage • Concern about slow maintenance of the ATM machine • Concern about heavy doors restricting access to the exhibition gallery • Concern about maintenance undertaken in some public areas • Concern about absence of visibility markers on large glass areas • Concern about handling of some security incidents • Concern about restricted weekend opening hours of the Library, special collections reading rooms and the <i>bookplate</i> cafe, particularly on Sundays
Total	77	

The Library provided explanations and/or apologies in response to all complaints, and undertook remedial action to address them as appropriate. Complaints relating to external signage were referred to the National Capital Authority as the responsible body.

CONSULTANCY SERVICES

The Library entered into 35 new consultancy contracts during 2008–2009, at a total actual expenditure of \$462 447 (inclusive of GST). In addition, 11 ongoing consultancy contracts were active during the same period, involving total actual expenditure of \$439 474. The consultants were selected in accordance with processes described in the Library's Procurement Guidelines. Major consultancies involved software design and development, and the architectural design and superintendent activities for the Treasures Gallery. Two architectural design and project management consultancies were associated with the food services refurbishments on the Ground and Lower Ground Level 1 floors. Appendix F lists consultancies with an individual value of \$10 000 or more.

ADVERTISING AND MARKET RESEARCH

In 2008–2009 the advertising and market research organisations shown in Table 2.3 were contracted for amounts in excess of \$10 900 to provide non-recruitment and non-tender advertising and market research services at a total cost of \$131 749 (inclusive of GST).

Table 2.3 Advertising and market research organisations contracted, 2008–2009

Organisation	Cost (\$)	Purpose
hna Blaze	\$36 973	Newspaper advertising promoting the Library
John Fairfax Media	\$21 164	Newspaper advertising promoting Library exhibitions
Prime TV	\$36 300	Television advertising promoting Library exhibitions
Stamford Interactive	\$25 198	Survey of catalogue usability
WIN Television	\$12 114	Television advertising promoting Library exhibitions
Total	\$131 749	

CORPORATE MANAGEMENT

Corporate management broadly covers people and asset management. Along with these functions, the Library plays a part in corporate management across other collecting and portfolio agencies through its participation in the Corporate Management Forum.

PEOPLE MANAGEMENT

Workforce Planning

The Workforce Planning Committee, which meets quarterly, oversees the development and implementation of the Library's Strategic Workforce Plan and workforce planning initiatives. The Strategic Workforce Plan was reviewed and updated during 2008–2009 in response to changes in workforce demographics and the Library's operating environment and strategic directions.

Improving recruitment capability was a key focus for 2008–2009, with the procurement of an e-recruitment system that will be fully implemented by 2009–2010. Complementing this will be improvements to the Library's advertising approach, along with training for staff in recruitment and selection processes.

As in previous years, Library staff participated in the annual Australian Public Service Commission's State of the Service Employee Survey. The Library scored exceptionally well in several areas, including employee perceptions of agency management, effective communication with senior leaders, the agency being a good place to work, respect within work groups, employees motivated to do the best work possible, understanding of how individual jobs contribute to team roles, low levels of harassment and bullying, and employees working to their full potential. Most employees would recommend the Library as a good place to work.

Industrial Democracy: Collective and Workplace Agreements

The terms and conditions of employment for Library staff are provided for through the *National Library of Australia Collective Agreement 2007–2010*, Australian Workplace Agreements (AWAs), and *Public Service Act 1999* Section 24(1) Determinations. AWAs ceased being offered to staff in 2008.

The Library's Consultative Committee continues to serve as an effective forum for consultation and discussion among management, staff and unions. The committee met five times during 2008–2009, discussing a range of matters such as healthy work–life initiatives, policies, employee survey results, energy savings and Collective Agreement issues.

Remuneration (Including Non-salary Benefits)

The Director-General's remuneration is determined by the Council in accordance with the Principal Executive Office Classification Structure and Terms and Conditions. At 30 June 2009, all seven senior executive service (SES) staff continued to have their terms and conditions of employment determined through AWAs, which include non-salary benefits such as access to mobile phones and vehicles. An additional 72 staff were also covered by AWAs. The remaining 404 staff were covered by the *National Library of Australia Collective Agreement 2007–2010*. Of these, 19 received enhanced benefits through *Public Service Act 1999* Section 24(1) Determinations.

Remuneration for SES officers and non-SES staff above that which is provided for in the Collective Agreement is determined by the Director-General after consultation between the employee and the relevant Assistant Director-General. Table 2.4 shows the salary ranges for classifications below SES level and the number of Library employees at each level.

Table 2.4 Salary ranges below SES level and number of employees, 30 June 2009

Classification	Salary range (\$)	Number of employees
APS 1	35 455–39 185	0
APS 2	40 126–45 576	62
APS 3/Graduate	45 703–50 410	82
APS 4	50 937–55 524	77
APS 5	56 814–60 569	77
APS 6	61 362–84 759	80
EL 1	78 481–106 022	72
EL 2	90 451–119 905	26

All ongoing and longer-term non-ongoing staff participate in the Library's Performance Management Framework. Performance pay is linked to the level of achievement against individual performance agreements.

Fraud Risk Assessment and Fraud Control

The Library is required to review and update its Fraud Risk Assessment and Fraud Control Plan every two years. This was undertaken in 2007–2008. 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, the Library's Corporate Management Group agreed that fraud awareness training be mandatory for all staff. Consequently, during 2008–2009 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 2002*.

Ethical Standards

The *National Library of Australia Collective Agreement 2007–2010* endorses the Library's commitment to, and compliance with, the APS Code of Conduct and Values. Corporate induction sessions have continued to promote the APS Code of Conduct and Values. The Performance Management Framework Policy reinforces these standards and assessments are conducted every six months for all staff. The Fraud Management Policy was also promoted at corporate induction and other specific training sessions during 2008–2009.

The Library is a member of the newly formed Ethics Contact Officer Network, which was established following the launch of the Ethics Advisory Service by the Australian Public Service Commission in May 2009. Staff have been encouraged to use the service to discuss any concerns they have regarding ethical issues.

Disability Strategy

The Library continues to meet the Australian Government's guidelines in relation to the *Disability Discrimination Act 1992*. It maintains a Disability Action Plan that ensures Library staff or users with a disability are not disadvantaged. Under the Commonwealth Disability Strategy Performance Reporting Framework, the Library is covered by the categories of provider, employer and purchaser. The Library's Disability Action Plan sets out specific actions to maintain and enhance its roles under these categories. The Library reports on the employer role activities through the Australian Public Service Commission's State of the Service Agency Survey.

The Library has a Disability Charter that requires the Disability Contact Officer to:

- provide support within the workplace to people with a disability
- act as a point of referral on workplace disability issues for all employees and to act as an employee advocate on disability issues
- encourage an awareness of workplace disability issues.

Library recruitment policies and selection processes accommodate those with a disability, as do training and development activities. The Library continued to use the services of a disability employment organisation to support staff with a disability in the workplace. Special office equipment and furniture are available for staff with a short or long-term disability. Staff with a disability may have reserved parking allocated to them, and a recently refurbished wheelchair ramp provides access to the building for staff and users.

The Library's Service Charter aims to provide innovative, responsive and effective services to meet the needs of users. The Library welcomes suggestions and comments from users and ensures this feedback is responded to within one week.

Workplace Diversity

At 30 June 2009, 69 per cent of Library staff were female and approximately 25 per cent of staff identified themselves as being from a culturally and linguistically diverse background. The Library's Workplace Diversity Program was supported through the continuation of the Mature Age Staff Strategy, appropriate recruitment and selection processes, and participation in the Australian Public Service Commission's Indigenous Graduate Program.

Occupational Health and Safety

The Library continues to achieve high standards of occupational health and safety performance in its day-to-day operations, and fulfils its duty of care to staff through the provision and maintenance of a safe and healthy working environment. The safety of contractors, users and members of the public is also of prime consideration.

The Library has a strong commitment to achieving better workplace health, safety and rehabilitation through agreed targets, which include:

- a reduction in workplace injuries
- no fatalities
- a reduction in the average number of weeks lost due to injury or illness
- a reduction in the average number of weeks taken before return-to-work activity begins.

An assessment of the Library's occupational health and safety management system was conducted in 2007–2008. The assessment identified actions required to ensure compliance with the *Occupational Health and Safety Act 1991*. During 2008–2009 significant work was undertaken to respond to this report, in particular activities surrounding the Library's risk management processes. A tailored and structured occupational health and safety hazard identification, risk assessment and risk control process was developed, and ongoing workplace assessments continued.

Following amendments to the *Occupational Health and Safety Act 1991*, the Library developed Health and Safety Management Arrangements in consultation with staff under Section 16(2)(d) of the Act. These arrangements are one of the main mechanisms by which the Library demonstrates its commitment to its duty of care under the Act.

Two committees assist in monitoring occupational health and safety activities within the Library: the Health and Safety Committee, which comprises management and health and safety representatives, and the First Aid Committee. Particular attention has been paid to establishing regular training for managers and supervisors on their role in maintaining a safe and healthy workplace.

The effective management of staff with an injury or medical condition is strongly promoted to minimise workers' compensation premiums and to achieve the best outcomes for staff.

The Library continued its strong focus on positive health initiatives. In October 2008 the Library participated in Safe Work Australia Week, which encouraged staff to become involved in workplace safety to reduce the potential for injury and illness.

In December 2008 the Library celebrated Health Week, which aimed to raise staff awareness of a range of health and fitness activities to promote a healthy workforce. The activities included individual health assessments, wellness seminars and physical activity sessions such as Pilates, boxercise and walking.

Exercise classes, conducted by qualified instructors, are available onsite for staff twice a week on a user-pays basis. Tailored programs have also been provided to address specific workplace conditions within the Library. In May 2009 the Library offered staff influenza vaccinations onsite.

There was a strong focus during 2008–2009 on supporting staff with mental health issues. This has included the provision of training for managers and first aid officers in supporting staff with mental health issues.

Library staff continued to have access to an employee assistance program, which provides free professional counselling to employees and members of their immediate families. The program also offers a managers' hotline and provides access to an extensive library of informative resources.

In 2008–2009 the Library further reduced its Comcare premium rate, and has consistently achieved lower premium rates compared with all agencies combined since 2005–2006. Since this time its premium has reduced by more than 53 per cent and it currently stands at 77.9 per cent of the Service-wide average. The improvement in the premium rate is the result of significant reductions in both claim frequency and estimated lifetime claim costs since 2004.

**Table 2.5 Premium rates for injuries suffered, 2005–2006 to 2008–2009
(as a per cent of wages and salaries)**

Premium rates	2005–2006 (%)	2006–2007 (%)	2007–2008 (%)	2008–2009 (%)
National Library of Australia	2.29	1.73	1.09	1.06
All agencies combined (for comparison)	1.77	1.77	1.55	1.36
National Library of Australia as a per cent of all agencies	129.40	97.70	70.30	77.90

Table 2.6 Reporting requirements under the *Occupational Health and Safety Act 1991*

Section 68 occurrences	Notification and reporting of accidents and dangerous occurrences	There were three notifications under Section 68 of the Act
Section 45 directions	Power to direct that workplace, etc. not be disturbed	No directions were issued under Section 45 of the Act
Section 29 notices	Provisional improvement notices	No notices were issued under Section 29 of the Act
Section 30 notices	Duties of employers in relation to health and safety representatives	No notices were issued under Section 30 of the Act
Section 41 investigations	Investigations addressing non-compliance and possible breaches	No investigations were reported under Section 41 of the Act
Section 46 notices	Power to issue prohibition notices	No notices were issued under Section 46 of the Act
Section 47 notices	Power to issue improvement notices	No notices were issued under Section 47 of the Act

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 2008–2009 include the purchase of information technology network infrastructure equipment, a horizontal book delivery system, photocopiers and printers.

The total value of the plant and equipment at 30 June 2009 was \$9.047 million.

Collection Asset

The collection is the Library's major asset, on which many of its services are based. The total value of the collection is \$1 455.229 million.

Land and Buildings

The Library's land and buildings are valued at \$180.101 million and encompass the main building located in the Parliamentary Zone and the 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 and a five-year building capital works plan, both of which are reviewed annually.

In December 2008 the Library developed a Strategic Building Master Plan to guide future refurbishments. The plan provides direction for Library facility planning and outlines estimated costs associated with the proposed works. It endeavours to separately group together staff spaces, public areas and stack spaces to improve functional workflows as well as to provide greater efficiency for planning. A major plank of the plan is the construction of the Treasures Gallery. Following an extensive procurement process, the Library awarded the design and superintendent project in May 2009.

Three major capital works projects were undertaken in 2008–2009: the completion of the podium refurbishment, the provision of a new cafe on Lower Ground Level 1, and the upgrade of the commercial kitchen facilities located on the ground floor.

The refurbishment of the podium commenced in May 2007 and was completed in December 2008. The core component of the project was the replacement of the waterproofing membrane under the paved area, which had reached the end of its useful life. The project offered the opportunity to address a number of other issues, including upgrading the balustrade, stairs and handrails to ensure they comply with current building codes. The Library's outdoor cafe area, located on the podium, was also redesigned. All refurbishment work was consistent with the Library's Heritage Management Strategy and draft Conservation Management Plan.

The Library has for many years operated its successful cafe, *bookplate*, on the ground floor. This year, the kitchen was refurbished to improve the efficiency of service and to ensure that current building code standards and health regulations continue to be met. The kitchen and cafe area have a high public profile and are located within close proximity to significant heritage elements of the Library. The design and refurbishment were approached with sensitivity to these key issues.

A new cafe, *paperplate*, was opened on Lower Ground Level 1 in April 2009. The project included the refurbishment and redevelopment of an existing kitchen and the provision of wireless internet, furniture and fittings to provide a relaxed and informal internet-cafe atmosphere.

A number of other capital works projects were completed in 2008–2009. On Level 4 some walls, built-in laboratory-style furniture and redundant services were removed to form open-plan work areas for Preservation Services with new fume cupboards and flooring, and repainting. New staff amenities were provided on Level 2 for the Pictures and Manuscripts branches, and improved work and storage areas were provided for the Manuscripts branch. Solar heat gain through windows on Lower Ground Level 1 was reduced by installing energy-efficient glass and improving local airconditioning. Vinyl floor tiles on corridors on Lower Ground Level 2 were replaced to facilitate a new horizontal book delivery system and new fire doors were also installed. Some initial works were undertaken towards the upgrading of the fire systems throughout the building. The uninterruptible power supply was upgraded in June 2009.

The National Capital Authority's Humanities and Science Campus Redevelopment project commenced in September 2008. Stage 1 of the works included demolition activities around the Library forecourt and fountain. This stage of the work is still under way, with the whole project expected to be completed in late 2009. The Library has continued to work with the National Capital Authority to ensure the upgrade reflects stakeholder requirements.

HERITAGE MANAGEMENT STRATEGY

The Library considers heritage issues in line with its endorsed Heritage Management Strategy. This includes consultation with recognised heritage specialists as an integral part of any relevant project development.

Under the strategy, a Conservation Management Plan exposure draft was prepared. This satisfies Sections 341S and 341V of the *Environment Protection and Biodiversity Conservation Act 1999*, and provides the framework and basis for the conservation and good management of the Library building, in recognition of its heritage values. The Conservation Management Plan outlines the history of the Library and the construction of its building, describes the elements that have heritage significance, and assesses that significance using Commonwealth Heritage List criteria. The plan has been finalised for presentation to the Minister for the Environment, Heritage and the Arts.

A policy for the management of the Library's Historical Furniture Register was developed and significantly upgraded, with the final update to be completed in late 2009.

SECURITY AND BUSINESS CONTINUITY

During 2008–2009 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 staff, the collections, the building and other assets.

In 2008–2009 the Emergency Planning Committee considered risks to the Library as identified in the ongoing Risk Management Plan, and realigned the policies in the Business Continuity Framework to provide a streamlined approach. This framework brings together all of the Library's disaster and emergency management plans to effectively deal with emergency situations while ensuring continued availability of the Library's resources.

The Library has maintained strong policy and practice in ensuring a safe, secure and accessible collection. In December 2008 the Emergency Planning Committee tested components of its Business Continuity Framework.

Through mechanisms such as internal security reporting, the Emergency Planning Committee has remained abreast of emerging security threats within the Library. This has seen a more targeted and proactive approach to the identification of security risks, resulting in the reduction of security incidents throughout the Library.

ENERGY CONSUMPTION AND ENVIRONMENTAL MANAGEMENT

The Library is committed to enhancing, protecting and sustaining the environment. It has undertaken a number of initiatives to improve its environmental performance and the sustainability of its operation, such as the introduction of monitoring to assist with the reduction of greenhouse gases. Specific targets have been set by the Library in relation to water, energy, waste and transport.

During the reporting period enhancements were made to the building plant, mechanical systems and lighting that will result in substantial reductions in electricity and gas consumption. Plant and equipment upgrades in particular have been designed and implemented to optimise energy efficiency. For example, energy efficiencies were obtained through the upgrade of the public lifts, installation of variable speed drives within the cooling towers and the implementation of stage 1 of the lighting strategy (which included the installation of sensor lighting within high-use areas).

The Library has specific references in its procurement and purchasing documentation relating to whole-of-lifecycle costing, minimising environmental impact, and initiatives to be taken to reduce and recycle waste. For example, the cleaning contract includes recycling to assist the Library meet its recycling targets. Within all capital works projects, smart lighting systems are specified as part of the tender documentation.

The Library's Consultative Committee has also considered environmental management and continues to introduce measures to increase staff awareness of energy conservation initiatives. The Library has various healthy lifestyle policies that have a positive impact on the environment, such as encouraging walking or cycling to work. The Library finalised the construction of a bike shelter for staff use during 2008–2009.

COMPETITIVE TENDERING AND CONTRACTING

The Library market tests and utilises outsourcing options in cases where it can be demonstrated to be cost-beneficial. In December 2008 the catering service contract and lease were extended. The facilities covered by the lease were increased, with a new outlet on a lower floor and an expanded podium service. In June 2009 the Library approached the open market with a tender for the provision of indexing for its Australian Public Affairs Information Service. This service indexes articles from journals, a small number of newspaper features, selected chapters from monographs, and papers from conference proceedings in the subject areas of social sciences and humanities.

PURCHASING POLICIES

Consistent with core Australian Government purchasing principles, the Library continued to focus on cost-effective contract management and procurement practices. Following the release of new *Commonwealth Procurement Guidelines* in December 2008, all standard procurement and contract templates were updated by the Library's contracted lawyers. Similarly, the Library's Procurement Guidelines were reviewed to ensure consistency and to improve descriptions

of processes and procedures. The new guidelines formed the basis of in-house procurement training offered in April and May 2009. For the first time, this training allowed participants the opportunity of accreditation for a recognised unit of the Certificate IV in Government (Procurement). During 2008–2009, 40 staff were identified by the Corporate Management Group to maintain their awareness and level of skills in procurement, and to attend refresher training. The Library's contract management and procurement practices were assessed through an internal audit in 2008–2009. The auditors concluded that the Library was to be commended on its tendering and contract management policies and framework, and identified areas of better practice.

PROJECT MANAGEMENT METHODOLOGY

Following a review of the Library's project management methodology, a number of revisions were made including a reduction in the number of templates and simplification of protocols to better reflect, where appropriate, the current requirements of the Library. A series of training courses was held for staff during 2008–2009 to implement the revised project management methodology. Use of the methodology continues to be widely encouraged and supported across the Library.

GRANTS

In 2008–2009 the Library operated nine grant programs:

- **Community Heritage Grants.** The Library awarded 70 grants of up to \$15 000 each to assist community organisations preserve and manage nationally significant cultural heritage collections. Financial support and assistance for this grants program were received from the Department of the Environment, Water, Heritage and the Arts, National Archives of Australia, National Film and Sound Archive, and National Museum of Australia.
- **Friends of the National Library Travelling Fellowship.** Funded by the Friends of the National Library of Australia, this fellowship provides a significant professional development opportunity for a Library staff member. The 2009 fellowship was awarded to Dr Martin Woods.
- **Harold White Fellowships.** The Library funded four fellowships, awarded to established scholars and writers—Dr Robert Cribb, Dr Tatiana Gabrussenko, Dr Phillip Jones and Professor Kenneth Morgan—to spend between three and four months at the Library researching collection material in their areas of expertise. Honorary Harold White Fellowships were awarded to Dr David Carter, Dr John Arnold and Dr Fiona Wheeler.
- **Japan Fellowships.** Fellowships of three to six months are administered under the Japan Fellowship Scheme and are funded from the Harold S. Williams Trust. No fellowships were awarded in 2008–2009.
- **Japan Study Grants.** These grants, funded from the Harold S. Williams Trust, support scholars in Japanese studies who live outside Canberra to undertake research in the Library's Japanese and western languages collections for up to four weeks. Grants were awarded to Dr David Chapman, Dr Yasuko Claremont, Ms Caroline Norma and Dr Sandra Wilson.

- **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 2009 Kenneth Binns Travelling Fellowship was awarded to Ms Deborah Hanington.
- **National Library of Australia National Folk Festival Fellowship.** With assistance from the National Folk Festival, the Library provided a four-week residency to Dr Jennifer Gall to research original source materials in the Library's collections and to prepare for a performance at the National Folk Festival.
- **Norman McCann Summer Scholarships.** Funded by Mrs Pat McCann, the Library awarded two scholarships of six weeks duration to young Australians—Ms Nicole Berry and Mr Dave Earl—to undertake research on topics in Australian history or Australian literature.
- **Seymour Summer Scholarships.** Funded by Dr John and Mrs Heather Seymour, this scholarship of six weeks duration to support research, preferably in biography, was awarded to Ms Kate Robertson.

COOPERATION ON CORPORATE MANAGEMENT ISSUES

The Corporate Management Forum consists of senior executives with corporate management responsibilities from 11 agencies within the Environment, Water, Heritage and the Arts portfolio and four 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 energy procurement, insurance, the Australian Government's Operation Sunlight, efficiency dividends, collective agreements, risk management and the impact of the global financial crisis.

Following an open market tendering process, the National Archives of Australia selected another provider during the year for its payroll processing. The service had been previously provided by the Library for a number of years.

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.

INNOVATION

In 2008–2009 the Library undertook a range of IT development activities aimed at improving its services. Major new IT-based services provided to Library users include:

- a public catalogue interface based on an open source application, VuFind. This has allowed the Library to significantly improve the usability of its catalogue and implement a range of enhanced services such as:
 - presentation of search results from catalogue records and finding aids to improve the discovery of items within the Library's collections
 - extension of the search function to include more than 750 000 full-text items available in a number of open online repositories
 - use of content from the *Australian Dictionary of Biography* to provide biographical information about Australian authors and creators of items held by the Library
 - development of a copyright-status tool based on the Library's rights management system, which provides an estimate of whether copyright has expired and general advice on how a collection item may be used based on its copyright status
 - integration with the Library's new online bookshop
- online access to heritage newspapers through the Australian Newspapers service. This has proved to be a popular and effective service that greatly enhances both access to, and ease of use of, these valuable resources
- remote access for registered users to some 60 commercial electronic resources licensed by the Library through the eResources service. This not only saves users the time and cost of travel to the Library but also provides continuous access to this material
- an audio-delivery system, making it possible to listen to interviews in the Oral History and Folklore Collection that have open access by clicking on the link in the catalogue record.

In 2008 the Library began development of a new discovery service based on metadata and digital collections of value to Australians regardless of whether they are held by the Library, other collecting institutions or other sources. The release of the prototype service in May 2009 attracted national and international interest in this innovative and ambitious project. A production release of the new service is planned for late 2009.

Preservation of digital content remains a significant unsolved problem for collecting institutions around the world. The Library took a small but important step forward with the release of the first stage of a digital preservation system, Prometheus. Prometheus enables staff to preserve and manage the Library's extensive collection of digital material that is held on physical media

which will fail over time, such as floppy disks and CDs. Prometheus allows this material to be properly described and transferred to a managed permanent storage environment.

During 2008–2009 the Library continued to explore social networking and Web 2.0 technologies. The open collaborative nature of social networking and associated technologies exposes the Library's collections to a wider audience and provides efficient mechanisms to enable users to enrich the Library's collections and services. Examples of such activities include:

- extending the capabilities of the Library's catalogue through the use of 'mash up' technology—that is, including content from non-library websites to enrich the user experience. The Library's catalogue seamlessly incorporates full-text previews from Google Books, access to the full-text content of out-of-copyright books from Project Gutenberg, cover art from Google, and user-generated tags and book reviews from LibraryThing
- enabling a number of libraries throughout Australia involved in the online reference service, AskNow, to collaboratively create and make public reference guides using a community bookmarking service, Delicious
- enhancing Library services to support a much higher degree of user interaction. For example, the Australian Newspapers service allows users to tag and comment on newspaper articles as well as correct the electronic text versions of printed articles that are created automatically using optical character recognition technology
- exploring ways of engaging with the wider online community through the use of blogging and social networking sites. For example, during the Library's 2009 Innovative Ideas Forum the audience, speakers and the wider community were invited to engage with each other through blogging, Twitter and photo-sharing sites.

The Library continues to actively use and contribute software to the open source software community. The commitment to release source code developed in-house to the open source community was increased in 2008–2009 with the introduction of LibraryForge, a public web-based code repository that will host all of the Library's open source software development projects.

INFRASTRUCTURE AND SERVICES

In 2008–2009 the Library's digital collections grew in size by almost 90 per cent to occupy 570 terabytes of storage. Figure 2.4 shows the growth in storage required to support the Library's digital collections from January 2003. The major contributor to storage growth was the Australian Newspapers service, which, as shown in Figure 2.5, is now the largest digital collection held by the Library in terms of storage size. During 2008–2009 the Library completed a fourth Australian whole-of-domain web harvest, by archiving an additional 1 billion web items and bringing this collection to some 2.5 billion items requiring a total storage capacity of more than 100 terabytes.

Figure 2.4 Growth in digital collection storage, January 2003 to June 2009

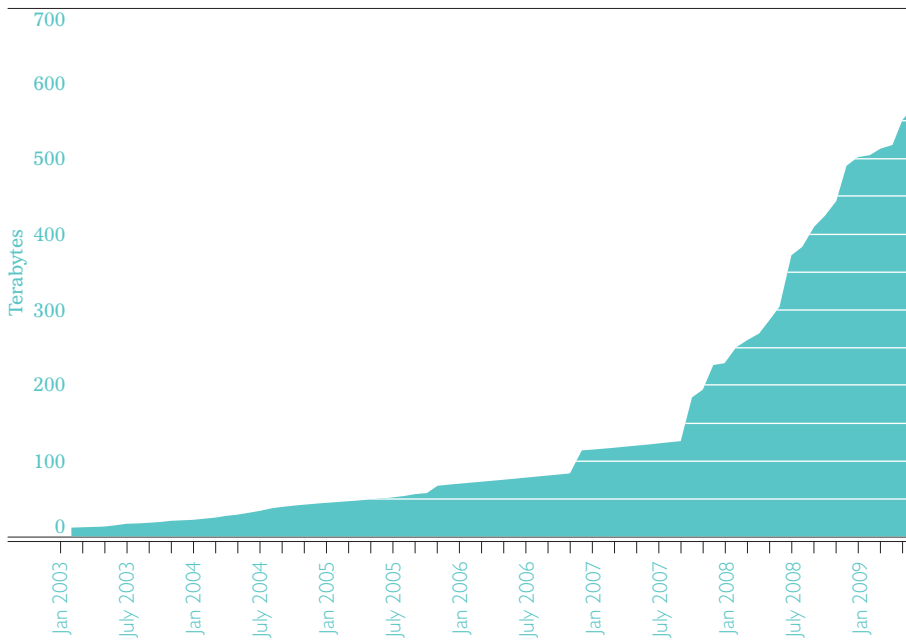
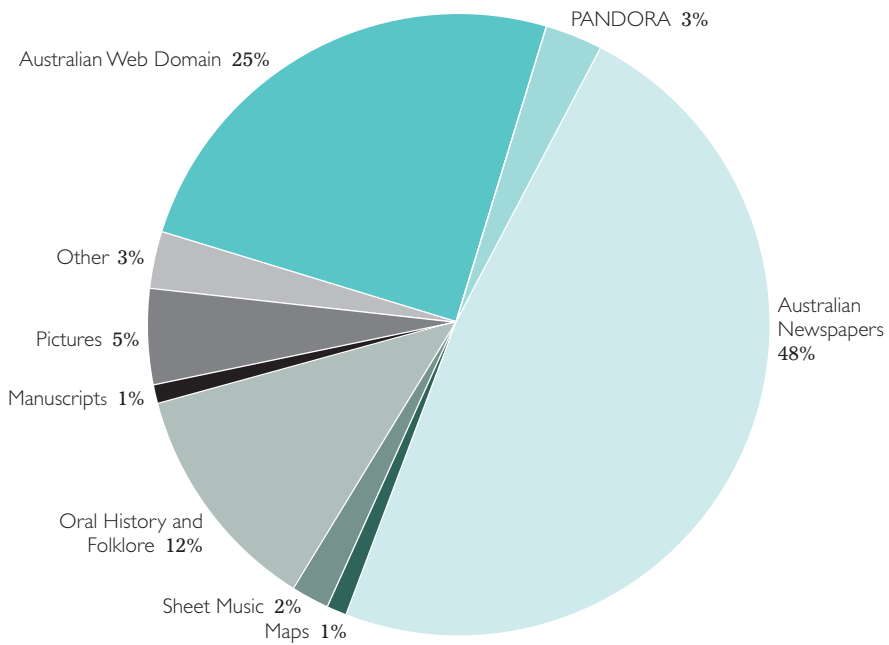


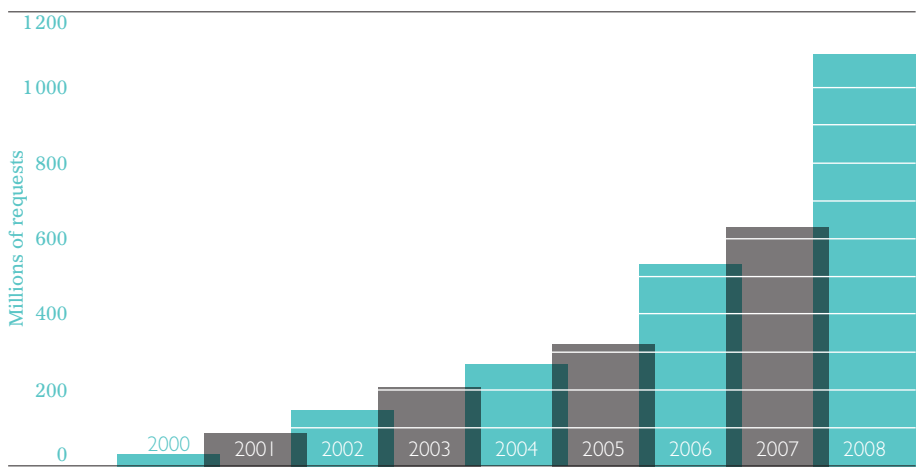
Figure 2.5 Digital collection storage by material



The Library also supports a substantial infrastructure to enable discovery of, and access to, its own and other collections. Figure 2.6 shows the growth in use of the Library's web-based services since 2000. The strong growth in activity in 2008 was driven primarily by the release of three new or enhanced services: the catalogue, Australian Newspapers and Australian Research Online. This reflects a continuing trend of existing services experiencing moderate ongoing growth in use (reflecting both their utility and the general growth in the use of the internet). New or enhanced services experience rapid growth because they attract new audiences and provide existing users with new paths for discovery of, and access to, Australian content.

Analysis of web usage statistics also identifies the significant role that web search engines, such as Google, play in exposing and promoting the use of the Library's online services and collections to the general community. In 2008–2009 significant use of a number of the Library's online services was due to referral from a web search engine.

Figure 2.6 Use of Library web services, 2000–2008



During 2008–2009 the Library engaged Vision Australia to examine the use of Library web services by those with a visual impairment. Although Library web services were generally accessible, a number of areas for improvement were identified and changes are being progressively implemented.

Underpinning storage and access services must be reliable IT infrastructure. The average availability during the year of nine key service areas is shown in Table 2.7. The target availability of 99.5 per cent was met for all services except Libraries Australia. Libraries Australia experienced a significant outage due to a configuration problem and a number of lesser outages associated with a third-party software component. Following a review of these incidents the Library has made a number of changes to the systems that support Libraries Australia to reduce both the likelihood and impact of similar problems occurring in the future.

Table 2.7 Availability of nine key service areas, 2008–2009

Service	Availability (%)
Local Area Network	99.8
File Services (Microsoft Windows Servers)	100.0
Email (Microsoft Exchange)	100.0
Website	99.9
Integrated Library Management System	100.0
PANDORA: Australia's Web Archive	100.0
Finance One	100.0
Libraries Australia	99.4
Picture Australia	99.8

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

- the Library's printers were refreshed and the number of printers reduced as multi-function devices were introduced to replace dedicated photocopiers
- the introduction of virtualisation technology reduced the number of servers needed to support some services and contained the growth in energy use associated with IT services
- the increased use of low-cost commodity hardware contained hardware replacement costs and allowed a limited degree of server duplication to improve the performance and reliability of some services
- the implementation of a substantial improvement in network infrastructure, including the extension of public wireless access to the podium surrounding the Library building, additional wireless access points within the building to support the new book delivery system, and an upgrade of wireless routing capacity
- the replacement of a number of end-of-life assets, including:
 - email spam filter
 - voice mail system
 - uninterruptible power supply for the computer room.



Max Dupain (1911–1992)

Main Reading Room at the National Library of Australia 1968

black and white photograph; 37.3 × 50.0 cm

Pictures Collection, nla.pic-vn4317941-s8