Dear Minister


The Council of the National Library of Australia has pleasure in submitting to you, for presentation to each House of Parliament, its annual report covering the period 1 July 2015 to 30 June 2016.

The report is submitted to you in accordance with section 46 of the Public Governance Performance and Accountability Act 2013.

We commend the Annual Report to you.

Yours sincerely

Mr Ryan Stokes
Chair of Council

Ms Anne-Marie Schwirtlich AM
Director-General
CONTENTS

INTRODUCTION 1
1.1 Chair’s Report 3
1.2 Director-General’s Review 6
1.3 Summary of Financial Performance 18

GOVERNANCE AND ACCOUNTABILITY 25
2.1 Role 27
2.2 Legislation 28
2.3 Purpose 28
2.4 Organisation 28
2.5 Corporate Governance 30

ANNUAL PERFORMANCE STATEMENT 39
3.1 2015–16 Snapshot 42
3.2 Strategic Priority One: Build the Nation’s Memory 44
3.3 Strategic Priority Two: Make Access Happen 49
3.4 Strategic Priority Three: Lead, Partner, Connect and Excel 55
3.5 Cross-agency Key Performance Indicators 61

FINANCIAL STATEMENTS 65
4 Audited Financial Statements 67

APPENDICES 113
5.1 Appendix A: The Council of the National Library of Australia and Its Committees 115
5.2 Appendix B: National Library of Australia Foundation Board 121
5.3 Appendix C: National Library of Australia Committees 122
5.4 Appendix D: Staffing Overview 124
5.5 Appendix E: Gifts, Grants and Sponsorships 129
5.6 Appendix F: Grant and Fellowship Programs 131
5.7 Appendix G: National Library of Australia Fund 133
5.8 Appendix H: Notable Acquisitions 141

GLOSSARY AND INDICES 147
Glossary 149
Shortened Forms 150
Compliance Index 151
Index 152

FIGURES
Figure 1.1: Operating Income, 2015–16 and 2014–15 19
Figure 1.2: Operating Expenses, 2015–16 and 2014–15 20
Figure 1.3: Total Assets, 2015–16 and 2014–15 21
Figure 1.4: Total Liabilities, 2015–16 and 2014–15 22
Figure 1.5: Net Cash Flow, 2015–16 and 2014–15 23
Figure 2.1: Organisational and Senior Management Structure, 30 June 2016 29
Figure 2.2: Corporate Governance Structure, 2015–16 30

TABLES
Table 2.1: Premiums for Injuries Suffered, 2013–17 36
Table 2.2: Library Expenditure on Advertising and Market Research, 2015–16 37
Table 3.1: Cross-cultural Agency Key Performance Indicators, 2015–16 62
Table D.1: Salary Ranges below SES Level and Number of Employees, 30 June 2016 124
Table D.2: Staff Distribution by Division, 30 June 2016 125
Table D.3: Ongoing and Non-ongoing Full-time and Part-time Staff by Classification and Gender, 30 June 2016 126
Table D.4: Staff by Equal Employment Opportunity Group and APS Classification, 30 June 2016 127
Table D.5: Staff Training Days, 2015–16 128
INTRODUCTION
The Library’s significant achievements are set out in this report. It is a matter of considerable pride to reflect on the purposeful, intelligent and smooth accomplishment of several complex, multi-year projects in areas as diverse as major event planning, digital infrastructure and building redevelopment.

I refer, of course, to planning and presenting the major international exhibition, Celestial Empire: Life in China, 1644–1911; to the Digital Library Infrastructure Replacement (DLIR) program; and to the project to integrate the Library’s reading rooms.

Planning and presenting the Celestial Empire exhibition and its associated programming was a major focus for the year, for several reasons. These included the strength and longevity of the relationship between the Library and the National Library of China and the desire to broaden this relationship; the Australian Government’s desire to build the cultural, educational, business and people-to-people relations between the two countries; and the Library’s desire to promote and make more accessible its extraordinary Chinese collection, especially to Australians of Chinese heritage. The Library was delighted to work with colleagues from the National Library of China to select exquisite manuscripts, rare printed books, epigraphical rubbings and maps, architectural drawings and precious scrolls, most of which had never left China, complementing them with items from the Library’s own collection.

We are grateful to the Prime Minister, the Hon Malcolm Turnbull MP, for officiating at the celebration of the exhibition on 5 February and recognising that the exhibition’s focus on the Qing dynasty enables us to understand modern China and its relationship with the world today.

With 80,000 visitors to the exhibition and its related programs, from around Australia and abroad, the exhibition was an enormous success. Celestial Empire was made possible only by the generous support of the National Library of China, other lenders and significant contributions from sponsors and supporters.

The Council of the National Library of Australia continued to take a close interest in the achievements and progress of the DLIR program. The program is ambitious, pioneering and complex, and is building the digital infrastructure that will enable the Library to collect, deliver, preserve and provide long-term access to digital collections.
There was excellent progress made over the year and an external quality assurance review in February affirmed this assessment, validated outcomes and benefits delivered, and endorsed the focus and investment in the program’s last stage. We are particularly excited to see the results of this transformative project, and with the enhanced online and digital platforms, we look forward to seeing the use of Trove and our other resources continue to grow.

The physical transformation of the Library’s reading rooms and associated service areas was completed successfully—on time and on budget. The Main Reading Room, on the Ground Floor, was expanded to provide additional quiet space. The informal study and meeting space, on Lower Ground 1, was extended and refurbished, and visitor amenities improved and modernised. Readers and visitors have welcomed the Library’s efforts to cater for a variety of uses—creating beautiful spaces that juxtapose contemporary and original furniture, lighting and design thoughtfully and deftly.

Last year, I reported on the successful culmination of the Library’s two-decade-long aspiration to extend the legal deposit provisions of the Copyright Act 1968 to empower the Library to collect Australian digital publications. The bill effecting these changes, the Civil Law and Justice Legislation Bill 2014, received royal assent on 17 August and came into force on 17 February. The deposit of the first ebook on that morning was a very special moment. The body of this report describes the policy, systems and communications work required in preparation for implementation and progress since then.

The Mid-Year Economic and Fiscal Outlook Statement required additional ongoing savings from the Library of $1.5 million from 2015–16, in addition to the efficiency dividend of 2.5 per cent and other savings.

In order to live within its budget, the Library has restructured, refocused and had to cease some activities as set out in the Director-General’s Review. Council has supported the Library to find the necessary service and expense reductions required by the funding reductions.

The National Library is a significant part of Australia’s knowledge and research infrastructure. It is loved, valued and used by Australians around the country, and the media coverage about the financial circumstances of the national collecting institutions, especially the Library and Trove, made this clear. Media coverage ranged over television, radio, print and online, as well as extensive social media activity.

Comments about Trove, one element of the Library’s work and services, have made plain the ways in which Trove has revolutionised research of every kind, is seen as an exemplar internationally and is pivotal to research of all kinds. Trove is one of the great examples of innovation and collaboration with the Library and collecting institutions in Australia and there are enormous opportunities to build on this world-class infrastructure: for example, by investing at scale in the digitisation of the national collection.

The capability needed to support Australia’s knowledge, creativity and innovation by effectively utilising the major national asset and resource that is the National Library, its collections and services is constrained.

In September, Machinery of Government Changes saw the Library move from the Attorney-General’s portfolio to the Communications and the Arts portfolio. We were delighted to welcome our new Minister, Senator the Hon Mitch Fifield, soon after his appointment as Minister for the Arts on a visit to familiarise himself with the Library’s work. Council was very pleased that the Minister joined its December meeting for an extended discussion and that the Minister returned to the Library, on 5 February, to celebrate Celestial Empire and to host a dinner in the Great Hall of Parliament House to thank exhibition sponsors and supporters.

In December, the Governor-General reappointed the Director-General, Ms Anne-Marie Schwirtlich AM, until 1 March 2017. Council farewelled the Hon Mary Delahunty, Mr Laurie Ferguson, Dr Nicholas Gruen and, after a three-term tenure and service as Deputy Chair of Council, Ms Deborah Thomas. Council and the Library are indebted to them for their passionate and substantial contribution to our work.

It was my pleasure, in July, to begin my second three-year term as Chair. In May, Council welcomed the appointments of Professor Kent Anderson, Ms Janet Hirst, Mr Doug Snedden and Ms Alice Wong, and the reappointment of Ms Jane Hemstritch.

I would like to acknowledge the contribution of my fellow Council members: Mr Thomas Bradley QC, the Hon Mary Delahunty, Mr Laurie Ferguson, Mr John M. Green, Dr Nicholas Gruen, Ms Jane Hemstritch, Dr Nonja Peters, Senator Zed Seselja and Ms Deborah Thomas.

Ryan Stokes
1.2 DIRECTOR-GENERAL'S REVIEW

The Library's new Corporate Plan 2015–2019 articulates three strategic priorities. These are to build the nation’s memory; to make access happen; and to lead, partner, connect and excel. The year has seen the Library make significant strides in each area despite straitened financial circumstances.

The thirty-first of March 2016 was a notable anniversary, being 50 years since Sir Robert Menzies laid the Library's foundation stone. The Library marked the anniversary by publishing an essay setting out Sir Robert's pivotal role in the approval, siting, design and building of a National Library that would endure as a national symbol for the transformational power of knowledge, thinking and the processes of the human mind.

Build the nation's memory

As individuals, we prize memory; we consider its loss or absence to be a disease. So it is with a nation. This is why the Library aspires to enable Australians to understand their histories and cultural, intellectual and social lives by collecting and preserving Australian publications—in print and digital forms—together with unpublished archival records, oral histories and documentary pictures, so that they can be enjoyed now and in the future.

In 2015–16, the Library’s priorities were:

- to continue building the Library’s innovative digital library platform to ensure that Australia’s documentary heritage, in all forms, can be acquired, managed for long-term access, and delivered to and used by the public;
- when enacted, to ensure the successful implementation of legal deposit legislation for digital publications through establishment of appropriate policies, systems and workflows;
- to issue and implement a revised Collection Development Policy reflecting the Library's aims for its collections in the digital environment.

The DLIR program, a pioneering and complex five-year enterprise to redevelop the digital library platform, reached a milestone in June with the successful completion of the fourth, and penultimate, stage. Over the year, all planned tasks were completed, with the most significant being migration of the digital oral history, manuscript, map and sheet music collections; the creation and launch of a system to support the collection of published ebooks and ejournals on 17 February 2016; development and testing of software to automate the flow of published born-digital material into the preservation system; updating of major components of the Newspaper Collection Manager; and decommissioning of legacy systems. With the completion, in December, of the system replacement and data migration projects, all collections moved to using the new Digital Library Content Management System and the new public delivery systems for digital content. Several critical pieces of work automated and streamlined digital collecting activities, enabling innovative approaches to web archiving. The program’s achievements over the year enabled more efficient workflows across collecting areas, enhanced user access and improved the sustainability of digital library operations. For example, the project has supported dramatically improved discovery and unmediated download of high-resolution copies of 40,000 out-of-copyright or public domain maps—a very welcome innovation, believed to be the largest such release anywhere to date.

Last year, the Library reported that, with the passage of the Civil Law and Justice Legislation Amendment Bill 2014 on 25 June 2015, it was empowered to collect electronic materials published in Australia. The Act received royal assent on 17 August 2015 and specified that the electronic legal deposit provisions would come into force in six months. In the intervening period, the Library worked intensively to liaise with publishers, issue guidelines and develop systems and workflows to manage incoming econtent. The new online edeposit service was launched on 17 February, providing a simple and easy-to-use web portal for publishers to deposit online. Since the launch, publishers have deposited 812 ebooks, 35 sheet music publications and 121 ejournal titles.

With the introduction of digital legal deposit in February, the Library commenced a full harvest of the Australian web domain in partnership with the Internet Archive. While the Library has completed such crawls before, this was the first conducted under the aegis of the new legislation. The Library’s domain harvests over the last 20 years represent an already sizeable slice of Australian culture, daily life and intellectual engagement, and will be an invaluable resource for researchers.

The Library’s selective web-archiving activities (which began in 1996 and have resulted in the world’s longest established web archive) have also
expanded. The innovative thinking and maturity behind system improvements to these activities, and the integration of tools and processes, were quickly recognised by the international community.

In June, the Library issued a new and significantly revised Collection Development Policy. It sets out the Library's collecting intentions and priorities and defines the scope and nature of collecting of both Australian and overseas materials. It articulates the principles from which decisions to acquire materials flow: why, what, when and how to collect. A living document, the policy has been revised regularly since first issued in 1960 to reflect changes in external and internal environments and to ensure the Library's collections meet the needs and expectations of Australians. Since the Collection Development Policy was last published in complete form in 2008, there have been significant changes in the publishing environment; in the ways in which collection material is created; in accessibility; and in the costs of acquisition.

At the centre of the policy is a continuum—from comprehensive collections, where relevant materials are acquired to the greatest extent possible, through representative collections, to selective collections, where items of high importance are identified and collected. For the first time, common priorities are applied across the continuum and across collection formats. This supports the creation of collections deemed a priority across formats: for example, complementing a significant personal archive with website material and social media feeds.

The Library's collection is enriched each day and this means that it grows each day—physically and digitally. The Library's physical collection totals 256 shelf kilometres and grows by 2.5 shelf kilometres each year. The Library's digital collection exceeds 4.8 petabytes and grew by 16 per cent (680 terabytes) in 2015–16. Appendix H highlights a selection of the additions to the national collection.

The growing collection requires that existing physical storage is used in the most efficient way possible and that careful planning is done to accommodate future growth. Significant analytical work culminated in the issue of a revised Storage Master Plan for onsite physical collections, 2015–2025. Over the year, major improvements were made to the storage of maps. In December 2014, the first of a four-stage project to upgrade maps storage began with the aim of improving use of space, replacing aged and inefficient shelving, and providing for a decade's growth. The remaining three stages—housing sheet maps, rare maps and aerial photographs—were completed this year.

Make access happen

A collection that cannot be discovered, used and shared is one that cannot inspire, delight, illuminate and animate. The Library places a strong emphasis on its online and onsite services and programs that seek to make the collection accessible in a variety of ways.

In 2015–16, the Library's priorities were:

- to complete the Reading Room Integration Project to transform Library services to onsite users and better meet the needs of twenty-first century Library users;
- to collaborate with partners and the public to increase the volume and variety of digital content accessible via Trove;
- to work with partners to expand and enrich the Library's world-leading newspaper digitisation program;
- to complete the evaluation of engagement with Trove by Australians from culturally and linguistically diverse backgrounds and by students and teachers, and prioritise recommendations to improve digital service to these communities.

The Reading Room Integration Project, which commenced in mid-2012, concluded this year. Following careful planning, construction began in mid-2014, resulting in the integration of reading rooms on Level 1 (creating the Special Collections Reading Room, which opened in January 2015); and, in May 2015, the incorporation of newspapers, microforms and family history resources into the enlarged Main Reading Room on the Ground Floor. This year, the project has created a much larger and more appealing informal study and meeting space on Lower Ground 1; further expanded the Main Reading Room to provide more areas for quiet work; upgraded amenities; and improved the energy efficiency of lighting. The last piece of work on the Main Reading Room has resulted in the entire Ground Floor being devoted to public space. In terms of the presentation and use of the Library, the project has been transformative, cementing the Library's place as a site of cultural significance that recognises the centrality of its researchers and visitors—as Sir Robert Menzies envisaged. This work has been well received as you will read in Section 3.3.

In Trove, researchers have a powerful national platform from which to access information about Australian collections. Trove content partners span the research, government, galleries, libraries, archives and museums sectors; this year, 39 new organisations contributed their collections. They included photographs from the Museum of Chinese Australian History, depicting...
more than 150 years of Chinese people, and people of Chinese heritage in Australia; the collection of the Queensland Women’s Historical Association, which includes objects from nineteenth- and twentieth-century Queensland with a focus on the lives and roles of women; and photographs, documents, artworks and objects from the Yarrabah Mission. Including internationally significant material about the Coranderrk Aboriginal Station and Dame Nellie Melba.

As in previous years, many existing partners contributed new content to Trove. A significant example was the Australian Institute of Aboriginal and Torres Strait Islander Studies. By December, over 2,500 audio collection records documenting languages, songs and oral histories, 400 metadata-rich pictorial collection records and 55,000 Aboriginal and Torres Strait Islander Biographical Index records were added to Trove, better reflecting Indigenous Australian culture and making possible the building of new audiences in Indigenous communities.

Trove 7 was released in February, the largest upgrade since Trove was launched in 2009. Trove 7 includes an improved and updated newspapers zone, a new zone for government gazettes and behind-the-scenes improvements to the search platform. On the day of the launch and for the following week, Trove experienced short outages and slow response times due to demand and, in part, to issues with new hardware. This unreliability was stabilised within a fortnight and, although some usability issues and bugs persisted, most were resolved by the end of April. All outstanding performance issues were resolved with hardware upgrades in May and improvements to functionality were progressively rolled out between March and June. Trove has received positive feedback regarding these improvements and use remains consistently higher than it was prior to the Trove 7 launch.

Trove is the Commonwealth’s fourth most heavily used website, behind the Bureau of Meteorology, Centrelink and the Department of Human Services. It is clear that Australians relish the opportunity to engage with their heritage online, and that Trove enriches their lives, research and businesses in many ways. Providing the service requires a level of investment that is modest in terms of other public online infrastructure, but very significant in the context of the Library’s budget. The Library has been the sole funder of Trove’s infrastructure since it began in 2009 and, as Trove’s content and user bases grow, sustaining the service and keeping it vibrant and responsive to community expectations poses increasing challenges.

An impressive 3.5 million pages of historical newspapers and 726,000 pages of the New South Wales Government Gazette were digitised and made accessible through Trove. In February, the newspaper digitisation program achieved an international record by making the 20 millionth newspaper page freely available online. The innovative development of Trove’s infrastructure has enabled the release of additional, and much sought-after, digital content in the form of government gazettes, which are a prized resource for researchers. Once again, the success of this national digitisation project is a shared one; contributors such as libraries have funded 40 per cent of Trove’s total digitised newspaper content. This year’s achievement in making available newspaper and gazette content was made possible with the generous support of the State Library of New South Wales, through its Digital Excellence Program (29.4 per cent of 2015–16 content) and other external contributors (6.8 per cent of 2015–16 content).

Strong community contribution and engagement with Trove continued, in the form of newspaper text correction, the creation of Trove lists to manage and share research, and participation in the Trove forum. At year end, a total of 199 million lines of text—at an estimated value of $34 million—have been corrected on Trove since its inception. Thirty-four million lines were corrected this year (3.4 per cent more than in 2014–15). Trove expects to reach the milestone of the 200 millionth line of corrected text in July.

An independent evaluation of engagement with Trove by students and teachers, and those from culturally and linguistically diverse backgrounds, found Trove is viewed as highly trustworthy with very relevant content and services. The main inhibitors to use are low awareness of its content and services and some usability issues. The evaluation made recommendations for the Trove website and for marketing Trove. In response, the Library has identified a range of actions and implemented short-term priority actions, such as establishing a Facebook page for Trove.

Over the year, there was no shortage of reasons to visit the Library given the strength of the exhibition and events programs. The year began and ended with exhibitions of significant colonial art, with a major international exhibition, Celestial Empire: Life in China, 1644–1911, presented in between, from January to May.

Heroes & Villains: Strutt’s Australia was launched by Jack Thompson AM in August. Curated by the Library, the exhibition presented the work of William Strutt, the first exponent of history painting to work in Australia, and reflected on his influence. The exhibition is one of two collaborations with State Library Victoria, which is hosting the show from mid-July. In June, John Doyle AM launched Australian Sketchbook: Colonial Life and the Art of S.T. Gill, also drawn from the collections of the two libraries and curated by State Library Victoria.
As the Chair has reported, Celestial Empire was the result of landmark collaboration with the National Library of China and other lenders; the Australian and ACT governments; the exhibition’s Principal Partner, Shell in Australia; its Principal Media Partner, Seven Network; its Major Partners, Wanda Group, Visit Canberra and Optus; its Associate Partners, Huawei, Asia Society Australia and the Australian National University’s Australian Centre on China in the World; its Airline Partner, Cathay Pacific; and its Hotel Partner, TFE Hotels. The exhibition and associated public programs made an important curatorial contribution to Australian cultural life and were successful not just in drawing visitors to the Library but because of the glowing tributes received. Visitor evaluation revealed that 91 per cent of visitors rated the exhibition as above average or excellent; 13 per cent of our visitors came from non-English-speaking backgrounds (mostly Chinese); and the exhibition is estimated to have contributed $26 million to the ACT economy.

Following a comprehensive renovation in August, the August, the Library’s new online education platform, the Digital Classroom, went live. This free, cross-disciplinary resource, featuring video, downloadable images and comprehensive lesson plans for teachers and students, was funded by donations to the 2014 Tax Time Appeal. Among the highlights added over the year were modules on sustainability and resource management practices in the Torres Strait.

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October saw the first anniversary of the introduction of pay parking in the Parliamentary Zone. The Library has recorded fewer visits to the building since the introduction of pay parking with a decline in visitation to the Main Reading Room and Bookplate cafe. Analysis of onsite use of the collections since the introduction of pay parking shows that, while use of rare and unique special collections has remained steady, there has been a significant decline in use of the general collections in the Main Reading Room.

**Lead, partner, connect and excel**

The Library aspires to be a leader in the collecting and research sector; to connect with Australians and a growing range of partners; and to build the capability, imagination and passion of its staff—all with a view to providing and demonstrating its value across the range of its work.

In 2015–16, the Library’s priorities were:

- to develop national infrastructure by exploring and transforming provisioning and business models for Libraries Australia in a cloud-dominated library systems environment;
- to participate in international collaborations that focus on standards and practices that make it easy for people everywhere to find, use and build on its collections;
- to sustain, with the assistance of the Library’s Council and the Foundation Board, the Library’s giving community and develop new approaches to attract personal, philanthropic and commercial giving;
- to build on sound governance arrangements and effective resource management so that the Australian Government, partners and the community are assured that their investment is well managed;
- to continue reducing the NLAs energy and waste footprint, carefully assessing the return on investment for each improvement project.
Libraries Australia is a membership-based collaboration that supports the collection management needs of more than 1,200 member libraries. With the majority of Australia’s largest research libraries moving to new cloud-based systems, significant work was required to update their holdings to ensure accuracy and findability in the national discovery service. Support for members’ interlibrary lending and document delivery work was transitioned from a locally installed system to a hosted environment in October. In the coming year, the Library will consider outsourcing Help Desk functions associated with this service.

Close collaboration with the National Library of China on Celestial Empire resulted in the Library welcoming many senior and specialist colleagues, including Executive Deputy Director Dr Li Chen and Deputy Director Mr Jun Wang, as well as preservation, rare book and publishing specialists.

Kevin Bradley, Senior Curator, Special Collections, was honoured at the 2015 General Assembly of the International Association of Sound and Audiovisual Archives for his significant services to advancing preservation of audio and video heritage, particularly through the development and codification of guidelines and standards. Amelia McKenzie, Assistant Director-General, Collections Management, serves on the international board that sets the strategic directions for the development of Resource Description and Access (RDA) standards, which enable the discovery of content. Monika Szurejko, Director, Libraries Australia, serves on library system vendor OCLC’s Global Metadata Advisory Group, which focuses on approaches to managing metadata and making it shareable to enable discovery and research.

The Library’s development work was focused on supporting and stewarding relationships with sponsors of Celestial Empire. The generous and willing support of partners and sponsors made Celestial Empire a reality. Without such assistance it would not be possible to present such a curatorially ambitious and sophisticated exhibition complemented by a large and varied events program.

Each year, the Library makes two appeals for financial support to its community of donors and supporters. The 2015 Tax Time Appeal sought funding to support preservation of, and enhanced access to, the Library’s collection of eighteenth- and nineteenth-century Chinese pith paper paintings, believed to be the second largest collection in the world, a selection of which were on display in Celestial Empire. The appeal ran until the end of May, to align with the exhibition’s season. The generosity of donors will enable this work to be done next financial year.

The Library benefits from the dedicated support of 70 onsite volunteers who provide guided tours daily, visitor information services on weekends and contribute to collection management activities that would not otherwise be possible. This year, there were 996 free guided tours. Volunteers also contributed to a range of projects, from collating provenance details for the Rex Nan Kivell Collection to indexing ephemera relating to Australia’s theatre history and assisting with the transcription of the travel diary of Australia’s second prime minister, Alfred Deakin. By the end of the year, onsite volunteers had contributed 9,460 hours to the Library, at an estimated value of $443,000. Digital volunteers—correcting Trove newspaper and gazette text—contributed an additional 142,000 hours, at an estimated value of $5.8 million.

One of the Library’s longest and most productive collaborations is with the Friends of the National Library of Australia Inc. The Friends—2,000 members strong—supports the Library in many ways. Last year, to celebrate its 25th anniversary, the Friends funded the purchase of two dramatic pieces of Indigenous art and, with the conclusion of building works, they were installed for the enjoyment of all in the Main Reading Room this year. Highlights of the Friends’ events program included the launch in July of NILA Publishing’s My Salute to Five Bells by John Olsen AO, OBE; Celebrating 150 Years of W.B. Yeats in August; the inaugural Harold White Lecture delivered in November by Hannie Rayson; and special viewings of Celestial Empire and of the Library’s collection of theatrical ephemera.

As a member of National and State Libraries Australasia, the Library works closely with state and territory libraries and the National Library of New Zealand. The Library has led and contributed to a range of working groups focusing on developing digital skills; the preservation of digital collections; Indigenous library services and collections; and the management and accessibility of heritage collections of manuscripts, maps and pictures. It has also been closely involved in exploring whether a national approach to digital legal deposit (rather than in separate jurisdictions) would be more efficient for publishers and provide improved access for Australians.

As it enters its twenty-third year, the Community Heritage Grants program continues to be an important source of support for community groups with nationally significant collections. The program is managed by the Library on behalf of funding partners, the Department of Communications and the Arts; the National Archives of Australia; the National Film and Sound Archive; and the National Museum of Australia. Grants of up to $15,000 are awarded to libraries, archives, museums, genealogical and historical societies, and multicultural and Indigenous groups. In 2015, 153 applications were received for Community Heritage Grants. Of these, 75 organisations received grants averaging $5,850. Awardees received their grants from Sally Bassa,
Executive Director, Ministry for the Arts, at a ceremony on 27 October. The 2016 grant round closed on 9 May and received 166 applications.

In November, the Library initiated the Digital Business Project to examine the Library's existing and proposed national digital businesses to test their viability and sustainability, and to explore the business and governance models that would best support them. With assistance from Deloitte, the Library conducted detailed analysis and research and stakeholder engagement. The project confirmed that the Library's digital services are well managed and deliver very high value on a lean resource base. The project also confirmed that there is a high level of alignment in the Library's and major stakeholders' strategic aims: all parties want Trove and the Library's associated digital services to succeed, and all parties want certainty about the levels of investment that will be required on an annual basis. The Library will pursue a ‘bundled service’ membership-based model.

The Library’s Enterprise Agreement notionally expired on 30 June 2014 and bargaining meetings were a feature of the year. The ballot on a new enterprise agreement was conducted late in March and was defeated.

The twin objectives of reducing energy usage and waste generation were tackled with zest with the Library’s successes documented in Section 3.4.

As the Chair has outlined, the Mid-Year Economic and Fiscal Outlook Statement required savings of the Library of $1.5 million in 2015–16 and in out years. These are in addition to the efficiency dividend and savings arising from the 2014 Budget measure, ‘Smaller Government—collection agencies—consolidation of back office functions’. In order to operate within its budget, the Library must reshape the way it does some of its work and must cease some activities. To this end, the Library has reviewed the way it will catalogue and process collections; its exhibitions work; administrative and corporate support; and the way it manages marketing and communications. The Library has severely curtailed its internal digitisation program and will focus on externally funded digitisation; it has reduced support for Korean-language collecting and management of Asian collections; it is cancelling additional subscriptions to periodicals; it will not be in a position to make discoverable Australian collections that are not already in Trove; and the June issue of the National Library of Australia Magazine was the last print issue. As part of the 2016–17 Commonwealth Budget, further savings need to be identified within the Library from the 2017–18 financial year and these are expected to have a similar financial impact by 2019–20 as the Mid-Year Economic and Fiscal Outlook savings mentioned above. In 2016–17, the Library will need to identify and plan for the measures to realise these savings.

Also in the year ahead, the Library will complete the fifth and last stage of the DLIR program; consolidate implementation of legal deposit for electronic material by further work on policies, systems and workflows; implement the new Collection Development Policy reflecting the Library's aims for its collections in the digital environment; augment its digital resources supporting the Australian Curriculum; progress transformation of public spaces by 2018, the 50th anniversary of the opening of the Library building; with state and territory libraries, continue to investigate the feasibility of a national approach to digital legal deposit and the archiving of government websites; develop stronger capability to identify and model business and revenue generation opportunities; continue to review and reshape its work—for example, by considering how best to manage reading room service points and prioritise the allocation of its information technology resources; and build workforce capability in the priority areas of advanced digital expertise, leadership, communication and business acumen.

It is with gratitude that I note the counsel received from colleagues in the Department of Communications and the Arts, which was, as always, immensely useful.

This report provides me with a welcome opportunity to thank the Library Council, volunteers, Friends, members of the Foundation Board, donors and partners. The generosity with which they contribute their time, energy, goodwill and expertise to the Library is inspiring.

Library staff are acutely conscious of the extraordinary legacy of which they are stewards and of the multitude of ways the Library’s collections and services can, and do, educate, delight and inspire Australians. It has been a sobering year for the Library as it must manage within increasingly pressed financial circumstances. It is testament to the resilience and resolve of Library staff that they focus on ensuring that long-term goals are pursued with enterprise, energy and dedication.

Anne-Marie Schwirtlich AM
1.3 SUMMARY OF FINANCIAL PERFORMANCE

OPERATING OUTCOME

During 2015–16, income, including revenue from government, amounted to $66.054 million and expenses were $75.097 million, resulting in a deficit of $9.043 million. From an income-statement perspective, the Library does not receive appropriation funding for depreciation of the national collection (totalling $11.129 million), which forms part of operating expenses. The Library receives funding for additions to the national collection through a separate Collection Development Acquisition Budget provided through an equity appropriation. During 2015–16, the Library received an equity appropriation totalling $9.679 million.

The Library’s financial statements include budget variance commentary, which identifies material variances between the original budget and the 30 June 2016 results.

OPERATING INCOME

The total operating income of $66.054 million for 2015–16 was $0.473 million above budget and –$0.504 million less than the 2014–15 actuals. Figure 1.1 shows a comparison of income across items against budget for 2015–16 and actuals in 2014–15.

The major variations between financial years relate to increases in the sales of goods and services ($0.844 million), largely due to increases in revenue received from corporate sponsorship ($0.511 million) and the Library Bookshop ($0.204 million), which are related to the Celestial Empire exhibition held during 2015–16, and consultancies ($0.198 million), which are primarily related to the digitisation of collection material for other libraries.

The decline in interest revenue (–$0.409 million) is largely as the result of a general decline in deposit rates and a decline in the funds available for investment. There was a decrease in government revenue (–$1.628 million) with the majority of the reduction related to the additional 3 per cent savings target (–$1.485 million) introduced as part of the 2015–16 Mid-Year Economic and Fiscal Outlook savings.

OPERATING EXPENSES

The total operating expenses of $75.097 million for 2015–16 were –$2.151 million below budget and –$0.546 million less than the 2014–15 actuals. Figure 1.2 shows a comparison of expenditure across items and against budget for 2015–16 and actuals in 2014–15.
There was a minor decrease in employee expenses ($–0.523 million) compared with 2014–15.

Supplier expenses were higher ($0.795 million) than 2014–15, with the major variations primarily relating to Celestial Empire, and included promotion of Library services ($0.251 million), contractors and consultants ($0.085 million) and cost of goods sold by the Library Bookshop ($0.154 million). Other increases across supplier expenses included increased expenditure on serials ($0.251 million), with the majority of the increase related to the purchase of online subscriptions ($0.174 million) and increased expenditure on software maintenance ($0.121 million). There were also decreases in supplier expenses including power and light ($–0.153 million) as a consequence of tariff reductions and energy efficiency initiatives, and purchase of non-asset furniture and equipment ($–0.076 million) reflecting reading room furniture purchases made in 2014–15.

The decrease in depreciation and amortisation expenses ($–0.983 million) primarily relates to the revaluation of the Library’s tangible collection, which was undertaken in June 2015. Following the revaluation, the value of the collection decreased ($–152.696 million) and consequently this reduced the depreciation expense for the 2015–16 financial year.

The Library’s total equity increased by $6.656 million to $1,680.711 million in 2015–16. The net increase was a result of a net revaluation increment ($6.020 million), following the revaluation of the Library’s collections ($2.183 million), land ($0.250 million) and buildings ($3.587 million); an equity injection for collection acquisitions ($9.679 million); and the net operating result ($–9.043 million) for 2015–16.

Figure 1.3 shows that the total value of the Library’s assets increased by $5.292 million to $1,697.076 million in 2015–16.
The increase in non-financial assets ($11.573 million) was largely the result of the revaluation of the Library's tangible collections, land and buildings (a net increment of $6.020 million) and the net difference between current-year assets acquisitions, disposals and current-year depreciation expenses ($5.520 million). In addition, there were decreases in the value of inventories (–$0.109 million) and an increase in the value of prepaid supplier expenses ($0.142 million). The decrease in financial assets (–$6.281 million) relates primarily to a decrease in investments (–$5.884 million) and cash at bank (–$0.739 million), offset by increases against other financial assets ($0.241 million) and receivables ($0.101 million).

**TOTAL LIABILITIES**

As Figure 1.4 shows, the Library's total liabilities decreased by –$1.364 million from last financial year to $16.365 million.

<table>
<thead>
<tr>
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<tbody>
<tr>
<td></td>
<td>12.705</td>
<td>11.833</td>
<td>12.139</td>
</tr>
<tr>
<td>Payables</td>
<td>3.660</td>
<td>3.886</td>
<td>5.590</td>
</tr>
<tr>
<td>Total</td>
<td>16.365</td>
<td>15.719</td>
<td>17.729</td>
</tr>
</tbody>
</table>

The decline in the value of liabilities is primarily due to a reduction in supplier payables (–$0.701 million) and other payables (–$1.281 million) of which the majority of the variation is due to a reduction in value of accrued salary expenses as at 30 June. These reductions were offset by an increase in the value of employee provisions ($0.552 million), largely due to a decline in the long-term government bond rate, which is used to calculate the present value of long service leave entitlements.

**CASH FLOW**

In 2015–16, there was a decrease in the Library's cash balance, which decreased by $0.739 million to $4.230 million as at 30 June 2016. Figure 1.5 shows a comparison of cash flow items for 2015–16 and 2014–15.

<table>
<thead>
<tr>
<th>Net operating</th>
<th>Net investing</th>
<th>Net financing</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>–$20m</td>
<td>–$15m</td>
<td>–$10m</td>
<td>–$5m</td>
</tr>
<tr>
<td>6.645</td>
<td>10.285</td>
<td>–0.739</td>
<td>–0.888</td>
</tr>
<tr>
<td>9.792</td>
<td>0.011</td>
<td>–20.965</td>
<td>–25.0</td>
</tr>
<tr>
<td>7.743</td>
<td>9.074</td>
<td>0.011</td>
<td>15.0</td>
</tr>
</tbody>
</table>

The decrease in net cash from operating activities (–$3.640 million) reflects the previous comments under ‘Operating Income’ and ‘Operating Expenses’. The movement in net cash used by investing activities ($3.902 million) primarily reflects the net movement of funds from investments to cash at bank between years ($4.387 million) and a decrease in the purchase of property, plant, equipment and intangibles (–$0.486 million). There was a minor decrease in net cash from financing activities between financial years (–$0.113 million) as a result of a slight reduction in the Library’s equity injection provided by government to fund collection acquisitions.
GOVERNANCE AND ACCOUNTABILITY
2.1 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:
   • the library of the Parliament
   • the authorities of the Commonwealth
   • the Territories
   • the Agencies (within the meaning of the *Public Service Act 1999*);

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

The Library is one of many agencies in the Communications 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 QC had responsibility for the Library until 21 September 2015. Senator the Hon Mitch Fifield, appointed Minister for Communications and Minister for the Arts on 21 September 2015, is the Minister responsible for the Library. The affairs of the Library are conducted by the Library Council, with the Director-General as executive officer.
2.2 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 corporate Commonwealth entity, the Library is subject to the Public Governance, Performance and Accountability Act 2013 (PGPA Act).

2.3 PURPOSE

The Library enables and is a participant in the creation of knowledge. It develops, curates and preserves astounding and diverse collections that inspire, delight and educate Australians. The Library’s collections and services extend understanding of issues of contemporary significance, build strong community connections and underpin its leadership activities.

2.4 ORGANISATION

The Library’s senior management structure comprises the Director-General and six Assistant Directors-General.

Figure 2.1 shows the Library’s organisational and senior management structure.
2.5 CORPORATE GOVERNANCE

Figure 2.2 shows the principal elements of the Library’s corporate governance structure.

Figure 2.2: Corporate Governance Structure, 2015–16

COUNCIL

The National Library Act 1960 provides that a council shall conduct the affairs of the Library. 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 2016, there was one vacancy on Council. Appendix A lists Council members and their attendance at Council meetings.

In 2015–16, in addition to general administrative, compliance and financial matters, Council considered a range of matters, including:
- the Corporate Plan 2015–2019;
- the 2016–17 Budget;
- Key Performance Indicators;
- new acquisitions;
- the DLIR program;
- preparations and implementation for electronic legal deposit;
- the Celestial Empire: Life in China, 1644–1911 exhibition;
- Libraries Australia;
- collaboration with national, state and territory libraries;
- Building Capital Works and Maintenance plans;
- Strategic Workforce planning;
- Council’s evaluation of its performance.

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

AUDIT COMMITTEE

The Audit Committee assists Council and the Director-General by independently reviewing the Library’s operations, its risk management framework and the integrity of its financial accounts.

The Library’s Audit Committee follows the best practice guidelines issued by the Australian National Audit Office (ANAO) and reviews all internal and external reports relating to the Library. External observers at Audit Committee meetings included representatives from the ANAO and the Library’s internal auditor.

Details of Audit Committee members, meeting attendance and Terms of Reference can be found at Appendix A.
CORPORATE GOVERNANCE COMMITTEE
The Corporate Governance Committee comprises three non-executive Council members (the Chair, the Deputy Chair and the Chair of the Audit Committee) and has the authority to co-opt other non-executive Council members.

Appendix A lists the Corporate Governance Committee members. In February 2016, the Corporate Governance Committee met to consider the results of the 2015 Council Self-Evaluation Survey and, in June 2016, it met to discuss the Director-General’s performance and remuneration.

CORPORATE MANAGEMENT GROUP
The Corporate Management Group (CMG), consisting of the Director-General and the six Senior Executive Service 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. CMG meets weekly.

A number of cross-organisational committees advise CMG in areas such as workforce planning; asset management; building works; emergency planning; collection development and management; events and education; exhibitions; and publications.

CORPORATE PLANNING FRAMEWORK
The passage of the PGPA Act brought with it a new framework for public governance, performance and accountability of Commonwealth entities, including corporate Commonwealth entities such as the Library.

During 2015–16, the Library completed a major review of its performance indicators and commenced work on developing a new reporting framework. The performance indicators move the Library beyond the traditional measurement of transactions, activity and output to indicators that measure impact, value and effectiveness. This is a fundamental shift in the Library’s performance management framework and completes a significant milestone for the Library over the last two years.

RISK MANAGEMENT FRAMEWORK
The Library is committed to the prevention of fraud and promotes a culture that encourages rigorous risk assessment and informed risk taking, and that anticipates risk in achieving objectives.

Fraud prevention, detection, investigation, reporting and data collection procedures are in place. These, along with the Fraud Risk Assessment and Fraud Control Plan, meet the Library’s needs and comply with Commonwealth Fraud Control Guidelines.

Risk management within the Library is overseen by the Emergency Planning Committee, which is chaired by the Assistant Director-General, Corporate Services, and includes Senior Executive Service staff representing all business areas. The committee provides a clear control structure to identify, monitor, respond to and mitigate risks that may affect the Library.

Council, the Audit Committee and CMG actively engage with emerging risks and manage identified strategic risks. The Audit Committee provides independent advice and assurance to Council and the Director-General on our control frameworks.

Every 6 to 12 months, the Library reviews risks at a strategic and operational level, including Work, Health and Safety, Information Technology and Fraud.

The Library is required to examine and update its Fraud Risk Assessment and Fraud Control Plan every two years; this review was completed in 2014–15. In accordance with the Library’s Fraud Management Policy, staff must be aware of their responsibilities in relation to fraud against the Commonwealth. Fraud awareness training is required to be undertaken by all Library staff and, during 2015–16, training sessions were made available through an online program to new staff and to staff who had not attended such training in the past four years.

INTERNAL AUDIT
In 2015–16, the Library’s contracted internal auditor reviewed the Library’s risks and proposed to the Audit Committee a strategic internal audit plan for the three years beginning on 1 July 2016.

The internal auditor reported to the Audit Committee on six audits in 2015–16 with a further two audits under way at the end of the reporting period. The reports were a mix of compliance and performance audits. The implementation of recommendations was tracked and reported to the Audit Committee.

PARLIAMENTARY COMMITTEES AND GOVERNMENT INQUIRIES
During 2015–16, the Library made no submissions to Parliamentary Committees or Government Inquiries.
MINISTERIAL DIRECTIONS
Under subsection 22(1) of the PGPA Act, the Minister for Finance (Finance Minister) may make a government policy order that specifies a policy of the Australian Government that is to apply in relation to any or all corporate Commonwealth entities, including the Library, provided the Finance Minister is satisfied that the Minister responsible for the policy has consulted the entity on the application of the policy.

On 24 February, the Finance Secretary, under subsection 36(3) of the PGPA Act, issued a Direction setting out minimum mandatory requirements for reporting performance information in the Portfolio Budget Statements from 2016–17.

NON-COMPLIANCE
In 2015–16, there were no significant issues relating to non-compliance with the financial law relating to the Library.

LEGAL ACTION
There were no legal claims made against or by the Library in 2015–16.

OMBUDSMAN
During 2015–16, the Commonwealth Ombudsman did not advise referral of any issues relating to the Library.

PRIVACY
The Library responded to one request for access to information under the Privacy Act 1988 in 2015–16.

PUBLIC INTEREST DISCLOSURE
During 2015–16, one public interest disclosure was received.

INFORMATION PUBLICATION SCHEME
The Library received seven Freedom of Information (FOI) requests in 2015–16.

Agencies subject to the Freedom of Information Act 1982 (FOI Act) are required to publish information to the public as part of the Information Publication Scheme (IPS). This requirement is in Part II of the FOI Act and has replaced the former requirement to publish a section 8 statement in the annual report. Each agency must display a plan on its website showing what information it publishes in accordance with the IPS requirements.

The Library’s IPS plan is on the Library website at www.nla.gov.au.

INDEMNITIES AND INSURANCE PREMIUMS
Premiums under the Library’s insurance coverage with Comcover encompass general liability, directors’ and officers’ indemnity, property loss, damage or destruction, business interruption and consequential loss, motor vehicles, personal accidents and official overseas travel.

The Library was once again a high-performing agency in the 2015 Comcover risk management benchmarking survey. It rated higher than the average result across the total population, and higher than the 21 like agencies across the nine risk elements identified by Comcover. Under the terms of the insurance schedule of cover, the Library may not disclose its insurance premium price.

The Library participated in the Insurance and Risk Management Corporate Insurance Forum of cultural agencies, which holds regular meetings with Comcover to discuss insurance issues.

ETHICAL STANDARDS
The Library promotes and endorses the ethical behaviour of its employees by informing staff of their responsibilities. The Library utilises a mandatory online training module on fraud and ethics, which includes details of Australian Public Service (APS) employee responsibilities as well as ethical scenarios and examples of workplace fraud. All new staff are required to complete the module on commencement and existing staff complete the program at regular intervals.

Awareness of APS Values and the APS Code of Conduct is also achieved through:

- regular review and feedback under the Library’s Performance Management Framework;
- provision of information about the Australian Public Service Commission’s Ethics Advisory Service;
- support of policies and procedures, such as the fraud awareness policies and the Public Interest Disclosure procedure;
- clearly identified channels and support networks through which employees can raise matters of concern.
WORK HEALTH AND SAFETY

The Library implemented a Rehabilitation Management System Policy and an Early Intervention and Rehabilitation Procedure in consultation with Comcare. Management and staff discussed work health and safety management arrangements at quarterly meetings of the Work Health and Safety and First Aid committees.

The Australian Public Service Commission provides the Library with data from the 2015 State of the Service employee survey, which received a 56 per cent response rate. Library employees’ views on safety culture rated positively when compared against the APS average. Staff either agreed or strongly agreed with the following statements: the people in my work group are committed to workplace safety (90 per cent); my supervisor is committed to workplace safety (91 per cent); my agency genuinely cares about employees being healthy and safe at work (79 per cent); and my agency supports employees who are injured or become ill due to work (82 per cent).

Under the Work Health and Safety Act 2011, as at 30 June 2016, there were no notifications, directions or notices issued to the Library during the reporting period.

During 2015–16, there were four claims lodged for workers’ compensation, and of these three were accepted and one was disallowed. The Library’s premium rates for injuries over the past three years are shown in Table 2.1.

Table 2.1: Premiums for Injuries Suffered, 2013–17
(as a percentage of wages and salaries)

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<tbody>
<tr>
<td>Latest premium rates</td>
<td>0.66</td>
<td>0.82</td>
<td>0.68</td>
<td>0.76</td>
</tr>
<tr>
<td>for the Library</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Premium rates for all</td>
<td>1.65</td>
<td>1.93</td>
<td>1.85</td>
<td>1.72</td>
</tr>
<tr>
<td>agencies combined</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(for comparison)</td>
<td>1.85</td>
<td>1.95</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Library premium rates</td>
<td>40</td>
<td>42.49</td>
<td>36.76</td>
<td>44.18</td>
</tr>
<tr>
<td>as a percentage of all</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>agencies (%)</td>
<td></td>
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</tr>
</tbody>
</table>

*Including as amended retrospectively by Comcare.

ADVERTISING AND MARKET RESEARCH

Advertising and market research in excess of $12,700 for non-recruitment and non-tender services amounted to $142,266 (inclusive of GST).

Table 2.2 summarises expenditure in 2015–16.

Table 2.2: Library Expenditure on Advertising and Market Research, 2015–16

<table>
<thead>
<tr>
<th>Business</th>
<th>Activity</th>
<th>Value ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mitchell &amp; Partners</td>
<td>Media advertising in The Canberra Times</td>
<td>65,518</td>
</tr>
<tr>
<td>iSENTIA</td>
<td>Media monitoring services</td>
<td>33,188</td>
</tr>
<tr>
<td>Gundabluey Research</td>
<td>Evaluation of Celestial Empire exhibition</td>
<td>43,560</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>142,266</strong></td>
</tr>
</tbody>
</table>
STATEMENT BY ACCOUNTABLE AUTHORITIES:
CHAIR AND DIRECTOR-GENERAL

In our opinion, as the accountable authorities of the National Library of Australia, we present the 2015–16 annual performance statements of the National Library of Australia, as required under paragraph 39(1)(a) of the Public Governance, Performance and Accountability Act 2013 (PGPA Act) and [other applicable legislation]. In our opinion, these annual performance statements are based on properly maintained records, accurately reflect the performance of the entity and comply with subsection 39(2) of the PGPA Act.

R. Stokes
CHAIR

A. Schwirtich AM
DIRECTOR-GENERAL

5 August 2016  5 August 2016
3.1 2015–16 SNAPSHOT

**Visitor reach***
Onsite visitors to Library events, learning and school education programs and the Bookshop.

**Research and information inquiries reach***
Online research and information inquiries received via the Library's 'Ask a Librarian' service and Trove.

*Based on postcodes voluntarily supplied and grouped by Australian Bureau of Statistics Remoteness Area Codes.
3.2 STRATEGIC PRIORITY ONE
BUILD THE NATION’S MEMORY

In 2015–16, the Library's priorities were:

- to continue building the Library's innovative digital library platform to ensure that Australia's documentary heritage, in all forms, can be acquired, managed for long-term access, and delivered to and used by the public;
- when passed, to ensure the successful implementation of legal deposit legislation for digital publications through establishment of appropriate policies, systems and workflows;
- to issue and implement a revised Collection Development Policy reflecting the Library's aims for its collections in the digital environment.

RESULTS ACHIEVED

- to continue building the Library's innovative digital library platform to ensure that Australia's documentary heritage, in all forms, can be acquired, managed for long-term access, and delivered to and used by the public.

The successful completion of milestones within Stage 4 of the Digital Library Infrastructure Replacement (DLIR) program provided a much-needed boost to the Library's capacity to manage its digital collections.

A significant milestone was achieved in December 2015 with the release of a new Digital Library Content Management System providing workflows to collect, manage and preserve Australian ebooks, websites, maps, digital pictures, manuscripts and oral history recordings. Successful migration saw over 300,000 digitised items in all these formats moved from older systems to the new Digital Library Content Management System. At that point, the DLIR program shifted focus from replacing end-of-life systems to building new digital collecting capabilities, with the successful launch of an edeposit service supporting new legislation for the deposit of electronic publications. Automated workflows and processes were developed to enable newly received econtent to be automatically managed and preserved, the last and most significant step in ensuring the preservation of digital collections for long-term access.

The Library's edeposit service provides a web-based publisher portal enabling publishers to quickly and simply upload ebook and periodical publications, thereby meeting their deposit requirements with the Library. Launched on 17 February 2016, the first day of the new legislation, the portal was readily adopted by publishers. An important part of the system design was simplicity and ease of use for publishers, but also the realisation of end-to-end system workflows enabling the automated re-use of publisher metadata for incoming ebooks and ejournals. This minimises the need for manual intervention, saving staff time.

The DLIR program also built faster and simpler harvesting mechanisms to improve web collecting capability. This has significantly improved the ease and speed with which the Library can collect news and simple social media, responding to emerging topics of interest. New interfaces also mean that seed-list harvesting around a particular topic or theme, previously needing IT support, can now be run easily by collecting staff, dramatically expanding the Library's harvesting capability. New technology to collect content that was previously unobtainable has expanded the range of content captured.

For unpublished digital collections, such as pictures and manuscripts, workflow automation has minimised repetitive data entry tasks and enabled re-use of metadata across related systems. Images are presented on screen in higher resolution and with zooming functionality, so that the user experience is much improved, and there is less need for staff to retrieve fragile, at-risk materials for inspection. The system's capacity to apply access conditions and metadata at greater levels of granularity has enhanced rights management procedures.

For oral history materials, the Digital Library Content Management System has more efficient end-to-end business processes, from commissioning and recording content through to accessing existing Oral History and Folklore recordings. More coherent, efficient and flexible delivery of materials that have complex relationships has streamlined access to audio recordings and their time-coded summaries and transcripts. The system has significantly shortened the timeframes required to upload materials for delivery and increased the quantity of materials available online, now approximately 8,000 hours.

In developing systems to collect, describe and make accessible digital content, there was a focus on ensuring minimal handling and data entry. As a consequence, acquiring digital material is faster and easier than print collecting. For example, the deposit and delivery of new serial issues occurs with no intervention from Library staff. In contrast, the Library manually processes print serial issues, with approximately eight full-time equivalent staff employed in acquiring 100,000 serial issues. This opens up opportunities for the Library to pursue further efficiencies in transitioning from print to digital collecting.

The Trove digital library was enhanced to deliver new and existing digitised special collections to users, online and for free. Any member of the public can now view these collections in their web browser at home; use deep zoom to closely examine the images; easily download, print or order high-resolution copies; and share them with social networks. Evidence shows that the up-to-date interface is encouraging researchers and businesses alike to incorporate the Library’s collection items into their work, from a real estate agency's coffee table book showcasing images of local suburbs to prospective...
Feedback from serial publishers has also been pleasing, with recognition from several that there are benefits in terms of time and money in depositing serial issues online rather than posting print equivalents to the Library.

The first Australian web domain harvest completed under the new legislative provisions also started on 17 February and collected 53 terabytes of data, including 890 million files.

The successful implementation of an expanded legal deposit scheme has resulted in the preservation of Australia's digital heritage for current and future generations, as well as a new efficient and cost-effective way for publishers to meet their obligations. By the end of June, the Library had collected 812 ebooks, 35 digital sheet music publications and 121 ejournal titles.

First use of edeposit service
The first publisher to deposit a book under the new scheme was Penguin Random House Australia, sending an ecopy of Napoleon's Last Island by Tom Keneally quickly and easily through the Library's edeposit service. Filmed as it happened, the seemingly effortless appearance of Napoleon's Last Island in the Library's system seconds after it was deposited brought a spontaneous round of applause from both the assembled Library staff and the excited team at Penguin Random House.

In the first months post implementation, the Library worked directly with online distributors and large publishers to facilitate streamlined deposit of publications from a cross-section of Australia's leading publishing houses, including Penguin Random House, Black Inc., Text Publishing and Harlequin.

Publishers have responded positively to the new requirements and way of depositing. Several have also deposited their backlists.

The Library commenced collecting digital publications under the newly expanded legal deposit provisions in the Copyright Act 1968 on 17 February 2016. At launch, a simple deposit interface was offered to publishers, allowing a new publication to be deposited from anywhere in less than five minutes.

The Library's revised Collection Development Policy was released in June 2016. It sets out the key principles from which the Library's decisions to acquire materials flow: why, what, when and how to collect. The Library’s collecting policy has been revised regularly since its inception in 1960. This version departs from previous formats in recognition of the increasing diversity of publishing in both print and digital form and the growing complexity of collection-building choices. It outlines a principles-based approach to collecting, integrating collection of offline and online formats, and providing guidance for allocation of the Library's acquisition resources.

By clearly identifying priorities for collecting activity, the policy allows flexibility within different resourcing situations.

The revised policy sets a new priority to collect more proactively materials created by Aboriginal and Torres Strait Islander peoples, as well as to document cultural and social issues of concern to Indigenous Australians, from Indigenous perspectives.

The Oral History project, Seven Years on: Continuing Life Histories of Aboriginal Leaders re-interviewed several leaders, including psychologist Carmen Cubillo, former politician Aden Ridgeway and educator Linda Ford. Other recordings focused on performing artists in the Kimberley region. The records of the Aboriginal Artists Agency were acquired for the Manuscripts Collection and a notable acquisition for the Pictures Collection was Albert Namatjira’s watercolour of Glen Helen homestead where his family lived and worked. The Library was delighted to receive a gift of 15 carved boab nuts cast in white aluminium, commissioned by Wesfarmers from Kimberley Aboriginal artists to mark the company’s centenary.

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By clearly identifying priorities for collecting activity, the policy allows flexibility within different resourcing situations.

The revised policy sets a new priority to collect more proactively materials created by Aboriginal and Torres Strait Islander peoples, as well as to document cultural and social issues of concern to Indigenous Australians, from Indigenous perspectives.

The Oral History project, Seven Years on: Continuing Life Histories of Aboriginal Leaders re-interviewed several leaders, including psychologist Carmen Cubillo, former politician Aden Ridgeway and educator Linda Ford. Other recordings focused on performing artists in the Kimberley region. The records of the Aboriginal Artists Agency were acquired for the Manuscripts Collection and a notable acquisition for the Pictures Collection was Albert Namatjira’s watercolour of Glen Helen homestead where his family lived and worked. The Library was delighted to receive a gift of 15 carved boab nuts cast in white aluminium, commissioned by Wesfarmers from Kimberley Aboriginal artists to mark the company's centenary.
Materials relating to Indigenous land and community life were acquired from individuals working on projects with remote communities: for example, Matthew Abbott’s photographs of Western Arnhem Land as part of the Mirarr Rock Art Survey, and Hamish Cairns’ photographs of the community on Palm Island in Queensland.

Two other notable acquisition publications in the Australian language of Yan-nhangu—Murrunggabu yitjiwalaguy dhanguny yiitibu: nhangu dhanguny Murrunggabu Yan-nhangu yan and Murrunggabu yitjiwalaguy dhanguny garambakabu: nhangu dhanguny Murrunggabu Yan-nhangu yan—by Laurie Baymamwana, Laurie Milindili and Tom Horniblow, were acquired on legal deposit. These books come with a special pen connected to a CD that reads the text aloud. Critically endangered, Yan-nhangu is the traditional language of Murrungga Island in the Crocodile Islands, North East Arnhem Land.

‘Old TI’: Reaching Torres Strait Islander communities

When John Morseu, the Library’s 2015 Indigenous Graduate, created the Library’s first research guide for Torres Strait Islanders to explore their history in the collections, he had little expectation of its scope, impact or transformative power. His ‘Old TI’ project uncovered hundreds of pictures, manuscripts, family letters, oral histories, early forms of Islander writing in English, three regional languages, and old gazettes and newspapers dating from the 1890s to the 1980s. These documented various facets of the Torres Strait, from historical expeditions to a vibrant peasting industry, wartime defence of Australian borders, distinctive Torres Strait Islander forms of Christian worship, and people, places and culture expressed through art, music, dance and stories.

As a Torres Strait Islander whose family heritage is from Darnley Island and a former Thursday Island (TI) resident, John described ‘unravelling these collection gems’ as revelatory.

We know and share our own stories and traditions, orally. But, like most Islanders, I didn’t know these kinds of original materials existed in national cultural institutions. They have changed my thinking, and helped me understand and respect both ‘Old TI’ and contemporary Islander culture as a living fusion of Torres Strait traditions and external influences, with their own integrity and history.

John’s story grabbed national and international attention. Through Facebook, blogs and sharing sites, the Library’s social media outreach spiked and generated online feedback and collection use from Torres Strait Islanders, with 5,000 members signing in to the TI page in the first month. Media reached far into Torres Strait communities through the Torres Strait Regional Council, the Torres Strait Regional Authority and the local Torres News, and nationally through ABC News, national newspapers and online forums. John, through kinship relationships, shared knowledge about collection material with Torres Strait communities in Cairns and on TI, hosted a visit for people from Saibai Island to view collections, and represented the Library at the National Indigenous Languages and Technology Forum in October 2015, maximising the outreach from what started life as a small graduate project.

3.3 STRATEGIC PRIORITY TWO

MAKE ACCESS HAPPEN

In 2015–16, the Library’s priorities were:

• to complete the Reading Room Integration Project to transform Library services to onsite users and better meet the needs of twenty-first century Library users;

• to collaborate with partners and the public to increase the volume and variety of digital content accessible via Trove;

• to work with partners to expand and enrich the Library’s world-leading newspaper digitisation program;

• to complete the evaluation of engagement with Trove by Australians from culturally and linguistically diverse backgrounds and by students and teachers, and prioritise recommendations to improve digital service to these communities.

RESULTS ACHIEVED

• to complete the Reading Room Integration Project to transform Library services to onsite users and better meet the needs of twenty-first century Library users

With the transformation of the National Library’s reading rooms completed, in November 2015 the Library conducted a user satisfaction survey of the 1,000 people who had used the integrated Special Collections Reading Room since it opened in January.

The results were positive across all criteria with researchers clearly appreciating the general ambience, ability to use different collection formats concurrently and improved facilities. Notable findings include:

• 81 per cent rated their overall experience as 8/10 or higher and 33 per cent gave their experience a 10/10 score;

• 52 per cent used the reading room after 5 pm and 63 per cent on a Saturday; 35 per cent of these were researchers who live outside the Canberra region;

• 74 per cent used multiple collection formats concurrently;

• 94 per cent considered staff courteous and welcoming and 93 per cent viewed staff as consistently helpful.

Working at the Special Collections Reading Room was one of the most pleasant research experiences I’ve ever had.

The staff at the NLA are consistently excellent—the best library staff I have experienced worldwide (I have also used a large number of libraries and archives in Britain and the US).

Staff and policies are wonderful. I hadn’t realised just how good until I used other MS collections elsewhere.
The results strongly endorse the decision to bring together the individual reading rooms into a larger, combined space conducive to intensive scholarly research and access. The public response to the new Newspapers and Family History zone in the expanded Main Reading Room was equally positive.

The Library received many grateful responses in relation to its improved family history services, where the expertise and helpfulness of reference staff have touched many hearts and inspired confidence in the Library’s collections and services.

**Reuniting families**

Christie and her family had been looking for 30 years for her lost grandfather, a Polish refugee, who they believed had died destitute after his divorce and was buried in an unmarked grave. Christie had searched tirelessly to find records of his life and death, and engaged international and local family tracing services and genealogists, all without success. Finally, she contacted the National Library’s online ‘Ask a Librarian’ service. By conducting a wildcard search, a senior reference librarian solved this family mystery. A simple typographical error in the NSW death records had hidden him: his name was Frank Kosciak but his death was registered as ‘Frank Koscaq’. Christie wrote about her experience:

“This has been completely amazing, especially for my Uncle, Frank’s son. We now have his death certificate, have located the grave, and we are all off to Poland for a reunion with his surviving family in a small village where only the children like Frank escaped the Nazis during the Second World War. I cannot thank the Library enough.”

- to collaborate with partners and the public to increase the volume and variety of digital content accessible via Trove

In addition to providing access to the Library’s own digital collections, Trove brings together and showcases unique Australian documents and artefacts through a series of strategic partnerships with collection holders. These content partners range from tiny local museums—started by volunteers—through to large research, government and cultural organisations with significant digital collections they wish to share with the widest possible audience. This year saw a focus on museums, in recognition of the vital role that they play in fostering community memory and a sense of identity.

Feedback from Trove users consistently emphasises the desire for more content of every kind, with many specifying that they want to see more museum and archival content in Trove. Trove makes an important contribution to moving these collections out from behind the walls of museums and connecting them with people who wish to learn, create and share.

Trove established a further 39 new contributor partnerships in 2015–16, including the addition of eight new museum collections, three from Museum Victoria. The Library has now forged partnerships with 203 such partners, representing a range of sectors. This is in addition to the collections of the 1,200 Libraries Australia members.

Twenty-six partnerships, some two-thirds of those established this year, resulted from a cross-jurisdictional strategic partnership with Victorian Collections, a service that provides a central portal to cultural treasures held by museums, galleries and small collecting organisations throughout Victoria. Trove and Victorian Collections now share more than 26,000 records describing digital objects from 45 different organisations. This partnership provides a pathway for small non-mainstream collecting organisations, such as RSLs, school archives, sporting clubs and multicultural groups, to make their distinctive collections accessible through Trove.

The material in these small collections provides a fascinating counterpart to that found in the collections of larger institutions. This may be through their specialist focus, such as the collection of the Victorian Aboriginal Corporation for Languages Library (a repository of specialist language materials for Indigenous communities) and the RAN Naval Heritage Collection (one of the largest online collections of historical naval objects), or through a local or regional focus, such as the City of Vincent’s image collection, with its 3,000 photographs depicting the life, times and landscape of Vincent, Western Australia, from 1860 through to the present day.

These unique and previously hard-to-find collections are of tremendous interest to professional and recreational researchers, commercial organisations and government. Heritage architects Lovell Chen have noted that Trove is an unparalleled resource for research supporting their professional practice, particularly in regional Victoria, and that collections of very small museums and historical societies are particularly valuable. In 2016, business development consultant Jan Bimrose shared her story of using Trove as a vital resource in her work with rural and regional centres. Ms Bimrose explained that Trove newspapers and collections help in gaining...
How one record from a small museum changed lives

In December 2015, American designer Ivan Owen contacted the Library and shared the story of a chance finding in Trove that helped change the life of Liam, a young boy born without fingers—and thousands more people with similar special needs around the world. Mr Owen used Trove in his research into the construction of the world’s first 3D-printed, body-powered partial hand prosthesis for Liam. He uncovered, via Trove, the Health Museum of South Australia’s records about the Coles Hand, a prosthetic hand made for one Corporal Coles in 1845 out of whalebone and metal pulleys.

Mr Owen told the Library that his research in Trove led him to find crucial details about the pulley mechanism needed for Liam’s prosthetic hand. He then generously made his designs freely available as open source, so they can be used and adapted by anyone. A large community has built up around his initial work; his design has spread internationally and led to the creation of more than 1,600 prosthetics for children. This is just one demonstration of the power that can be unleashed through the digitisation of cultural collections—and of the remarkable social, health and economic benefits that result.

In September 2015, the Library was approached by the Japanese Government’s Division for the Recovery and Repatriation of the Remains of War Dead (funded by the Ministry of Health, Labour and Welfare) to supply copies of a large quantity of Second World War military maps. After the Library had copied approximately 450 maps, the Japanese Ministry of Health, Labour and Welfare offered to fund the digitisation of approximately 3,000 Southwest Pacific theatre maps held by the Library. The Ministry will use these maps with relevant unit diaries held by the Australian War Memorial, together with maps and documentation supplied by the Government of the United States of America, to pinpoint military engagements and possible burial sites. These maps are publicly accessible through Trove.

Trove 7 was released—the most significant upgrade to Trove since its launch in 2009. Trove 7 incorporated an upgrade of the underlying infrastructure used to deliver its services, as well as a revised interface for digitised newspapers and the New South Wales Government Gazette.

The newspaper digitisation program delivered 3.5 million pages in 2015–16, bringing the total number of pages delivered online to 21.75 million. The first Dutch-Australian newspapers were digitised, to mark the 400th anniversary of the Hartog landing in 2016.

In February, the newspaper digitisation program reached another milestone with the processing and delivery of the 20 millionth newspaper page. This was the Friday 31 August 1928 edition of The Northern Sportsman from Innisfail in Queensland, ‘North Queensland’s only All-Sport newspaper’. It also proved to be previously completely unknown, as it was the only issue of this newspaper microfilmed and was ‘hidden’ within a reel of a differently named newspaper title.

The Library continued to work successfully with partner organisations, including libraries, historical societies, local councils and others, who funded the digitisation and delivery of 283,000 newspaper pages, or 6.8 per cent of the output this year. The State Library of New South Wales, through its Digital Excellence Program, was again the biggest partner, funding the digitisation of a further 1.23 million newspaper pages from New South Wales.

Historical government gazettes are another rich research resource that complement early newspapers. With the State Library of New South Wales’ support, the Library embarked on digitising the New South Wales Government Gazette from 1832 to 2001. The first 100,000 pages were delivered on Trove at the end of February and immediately proved popular. By June, this title had become the third most used New South Wales publication on Trove, demonstrating the value that the State Library has brought to the Trove enterprise. All 950,000 pages of the Gazette will be delivered by late 2016.

This year, the Library also consolidated its new journal digitisation program through modest internal programs, as well as working with funding partners. The well-known Inside Indonesia magazine was digitised with sponsorship by the publisher, and most volumes of Building magazine were delivered online, funded by the State Library of New South Wales. The program has started to attract interest from various sectors and organisations.
In 2015, the Library conducted an independent evaluation of three Trove audiences: students, teachers and those from culturally and linguistically diverse backgrounds. These groups were found to recognise the value and usefulness of Trove, but had low levels of service awareness and some usability issues. The evaluation made a number of recommendations, which focused primarily on marketing solutions. The Library has used these to identify a range of short-, medium- and long-term actions.

A Trove Facebook page was launched in January 2016 to reach and engage with all three audiences, who have a much larger presence on that social media platform than on others previously used by the Library. Within four months, the page amassed 4,000 followers, with most posts reaching between 1,000 and 6,000 people. Trove Facebook is a particularly effective platform for reaching and sharing resources with teachers: for example, sharing curated lists of resources on Australian prime ministers and a video explaining how to create curated lists. This video had been viewed 1,800 times through the Facebook page as at 30 June 2016.

A number of teacher support and train-the-trainer materials have been developed that are suitable for both teachers and public librarians working with people from culturally and linguistically diverse backgrounds. These resources comprise six information sheets supporting different features in Trove, in addition to other branded products: notebooks, teaching bags and bookmarks. The information sheets were trialled at a college teacher professional development day in January and received a very strong response. One teacher commented that many teachers already encourage students to use Trove in their research, and that these types of resources provide an additional layer of support directly to the student.

The Library is also focusing on creating connections with Australian teacher associations and building teacher champions. There is a growing relationship with the History Teachers’ Association of Australia, which has seen members of the organisation provide advice regarding teacher training resources, and an invitation to participate in their annual conference.

**I was using Trove this morning with my year 10 history class for primary research. They were in awe!**

Teaching first year in a number of disciplines, Trove is a revelation to many of them, it fosters a love of research.

Most kids grow up without school librarians in their schools to teach them how to research, which is why Trove is so important.

Trove is essential for me as a historian, manager of archives and as a teacher.

3.4 STRATEGIC PRIORITY THREE
LEAD, PARTNER, CONNECT AND EXCEL

In 2015–16, the Library's priorities were:

- to develop national infrastructure by exploring and transforming provisioning and business models for Libraries Australia in a cloud-dominated library systems environment;
- to participate in international collaborations that focus on standards and practices that make it easy for people everywhere to find, use and build on its collections;
- to sustain, with the assistance of the Library's Council and Foundation Board, the Library's giving community and develop new approaches to attract personal, philanthropic and commercial giving;
- to build on sound governance arrangements and effective resource management so that the Australian Government, partners and the community are assured that their investment is well managed;
- to continue reducing the Library's energy and waste footprint, carefully assessing the return on investment for each improvement project.

RESULTS ACHieved

- to develop national infrastructure by exploring and transforming provisioning and business models for Libraries Australia in a cloud-dominated library systems environment

Libraries Australia is a membership-based collaboration that supports the cataloguing and document-delivery workflows of more than 1,200 member libraries. The service operates on a full cost-recovery basis, and the Library continues to find ways to ensure the sustainable delivery of this national service in a rapidly evolving technological environment.

In October 2015, the Library successfully transitioned the Virtual Document eXchange system operating the Libraries Australia Document Delivery service to an environment hosted by the system vendor. This transition enabled Library staff to focus on service delivery to members, while creating a pathway for robust support and more timely system improvements via the platform vendor.
The Library is closely watching the experiences of three international services providing support similar to Libraries Australia as they transition to cloud-based platforms. Scrutiny of outcomes for those services will inform the Library’s deliberations as it considers optimal strategies for future Libraries Australia service delivery.

The development of cloud-based library systems and their implementation in Australian libraries has provided opportunities to improve the coverage and currency of the Australian National Bibliographic Database by facilitating better collection management and exposure by smaller libraries. The Library has worked with two major international library system vendors (OCLC and Ex Libris) to develop a seamless data contribution mechanism that allows Australian libraries using cloud-based library systems to contribute data for their library collections to the Australian National Bibliographic Database.

Through this process, 35 university, public, research and special Australian libraries have refreshed information about their collections on Libraries Australia. This has enabled accurate information to be syndicated to Trove, and also to WorldCat, the world’s largest aggregator of bibliographic records.

- to participate in international collaborations that focus on standards and practices that make it easy for people everywhere to find, use and build on its collections

One of the most important international standards used in the Library’s work every day is the set of cataloguing guidelines and instructions known as Resource Description and Access (RDA), which guides the creation of bibliographic metadata for library materials. The Library is a member of the RDA Board, an international governing body of English-speaking countries that sets strategic directions for the standard. The Library chairs the Australian Committee on Cataloguing and is also a member of the RDA Steering Committee, which is responsible for the development and content of the standard.

This year saw a significant change in the management of the RDA standard as the Board introduced a new internationally oriented governance structure, enabling participation and representation from all countries and all sectors. The benefit of doing this became apparent as RDA developed. As more organisations develop rich and compatible data sets about their holdings, the adoption and promotion of RDA can enable these data to be actively shared across borders and increase the discoverability of collections for the benefit of users everywhere.

The Library is a founding member of the International Internet Preservation Consortium (IIPC), an international organisation established to improve the tools, standards and best practices of web archiving while promoting international collaboration. Some of the innovative work being done by the Library on web archiving technology through the DLIR program has already attracted the interest of the IIPC community. This led to the offer of funding for the Library’s Web Archiving Manager, Dr Paul Koerbin, to travel to Iceland and present on the Library’s work to a large and influential professional community at the IIPC’s annual conference.

Oral History collections grew through partnerships with universities, mostly via Australian Research Council (ARC) linkage grants, and with other organisations. During 2015, the following multi-year ARC linkage projects drew to a close: New Beats: Mass Redundancies and Career Change in Australian Journalism (60 interviews, led by La Trobe University); the History of Press Photography in Australia (57 interviews, led by the University of Melbourne); Trailblazing Women and the Law (45 interviews, led by the Australian National University); The Past in the Present: Australian Lesbian and Gay Life Stories (60 interviews, led by Macquarie University); and Australian Generations (300 interviews, led by Monash University).

National and State Libraries Australasia—leading collaboration

The National Library, Australia’s state and territory libraries and the National Library of New Zealand collaborate closely, under the aegis of National and State Libraries Australasia (NSLA), to share solutions, to represent the rights of library users and to remove barriers that hamper collecting and providing access. NSLA collaborates to build a comprehensive national collection, to make it accessible to all Australians and to do so in ways that deliver value, share benefits and strengthen relationships. NSLA’s strategic direction is set by the chief executives of member libraries who meet three times a year. NSLA achieves its ambitions through project groups and communities of practice, whose members are drawn from the staff of NSLA libraries.

Over the year, project groups focus on advancing collective thinking and approaches to copyright; building capabilities in the preservation of digital collections; strengthening the skills required to operate in the digital world; evaluating and purchasing published eresources; effectively managing heritage collections; serving Indigenous people and stewarding Indigenous collections; and developing approaches to improving literacy and learning.

Communities of practice focus on benchmarking and exploring areas of common concern in areas such as Communications and Marketing, Corporate Services, Funding and Sponsorship, Public Libraries, Storage, Trove and Visitor Experience. While the Library is an active participant in most, and leads several, of these groups, it has been deeply involved in NSLAs investigation of the feasibility of shared digital infrastructure for all published Australian digital material: digital books, journals, newspapers, maps, music and Australian websites. Our collective goal is to achieve simplicity and certainty for publishers, a more comprehensive collection available through all NSLA members to Australians and significant efficiencies across NSLA libraries.
Australian generations

The Australian Generations Oral History Project has been the largest, most innovative and most complex of the Library’s Oral History collaborations. It addressed intergenerational dynamics and the impact of dramatic social, technological and environmental changes on the experiences and attitudes of successive generations. The project encompassed 300 life history audio interviews (1,221 hours) across generations from 1920 to 1989, now securely archived at the Library and subject to shared rights and access conditions as agreed by each participant and institution. The project has shaped the creation, preservation and use of historical evidence; highlighted how digital technologies are transforming the interaction between historians and their sources and audiences; and tested the methodological and ethical responsibilities negotiated by partners across archives, radio and academia.

From inception, the project was designed to transform, test and use, as well as test governance of, the Library’s online audio delivery system. Through shared access to its data and Content Management System, researchers have been able to mine content in new ways. In March 2016, Australian Historical Studies devoted a special themed issue to examining the methodological and technical innovations of the project. The forthcoming book from the project will use the interview data to explore a range of themes in Australian social and cultural history and will enable online readers to listen to extracts directly from the Library’s website.

These collaborations have enabled the Library to collect contemporary social history interviews on a scale otherwise impossible from within Library resources. They have harnessed academic knowledge and institutional expertise and created audio collections of enduring research value. The Library trained interviewers in its leading-edge digital collecting and archiving methodologies to ensure long-term preservation of recordings and facilitate online access to the funded research.

Privileged access to the Library’s digital management and audio delivery systems has enabled researchers to mine, synthesise and analyse content in new ways across large numbers of interviews. The Library’s infrastructure and tools helped researchers create new knowledge and research outcomes much faster than was previously possible: for example, in the rapid publication of a book by Macquarie University academics arising from the interviews recording the life experiences of gay men and lesbians.

In 2015, the Library expanded, refreshed and relaunched its program of fellowships and scholarships, replacing the former Harold White Fellowships, which had supported over 150 research fellows since 1983. This philanthropy enabled the Library to broaden the scope of the fellowships, offer increased levels of financial assistance to fellows and revise guidelines to better address issues of equity, access and merit. Six funded National Library of Australia Fellowships for sustained advanced research were created, each supported by individuals, consortia or trust funding. Two Creative Arts Fellowships, one funded by the Friends of the National Library of Australia Inc., the second by a bequest, were established to assist artists and writers to create new work, creatively using or inspired by the collections. The inaugural round for the 2016 National Library of Australia Fellowships attracted a remarkable field of 147 high-quality applicants, from which seven fellows were selected (including two Honorary Fellowships and one funded by the Library). The Creative Arts Fellowships attracted 82 applicants, with the panel noting the exceptionally high quality of applicants and the range, originality and depth of projects across disparate art forms.

The 2016 fellows have fulfilled expectations of outstanding research, creation of new knowledge from and about the collections, inspirational public events and strong media presence, as well as deep engagement with the Library, including Council, donors and staff. In reporting to Council and through media, fellows have become outstanding ambassadors and advocates for the Library’s collections and services.

The Library’s infrastructure and tools are changing paradigms for the use of oral history sources, akin to the transformations in research achieved through newspaper digitisation.

Advancing understanding and knowledge

In a challenging budgetary environment, the NLA has delivered one of the most significant turnarounds I’ve ever seen and positioned Australia well for advancing our understanding of Australia and knowledge more generally.

The response from the researcher community has been overwhelming, with applications tripling for the new program and the quality among the best in Australia and the world … It was an exhausting but rewarding job knowing that, even beyond the superlative scholars selected, we’ve exposed hundreds to the wealth of the collection. We have no doubt many of them will by hook or by crook find their way to being able to access this national asset. We can expect some of the most significant research coming out of Australia in the next couple of years will have been seeded by this program. I cannot congratulate—and thank—the NLA and its staff enough for what they’ve done for Australian knowledge with this turnaround.

Professor Kent Anderson, Deputy Vice-Chancellor, University of Western Australia, and a member of the Fellowships Advisory Committee, August 2015
The Library has continued to refine governance arrangements and corporate structures to gain efficiencies and best meet corporate objectives and accountability requirements. Consultative mechanisms include, for example, a Corporate Management Forum, which consists of senior executives from agencies in the Arts portfolio and representatives from a small number of non-portfolio agencies. The forum considers a range of corporate issues, including human resource management, financial management, procurement, risk, and IT and facilities management, with a view to achieving economies of scale, sharing experiences and encouraging better practice. The forum met four times during 2015–16.

Major long-term initiatives, such as the Celestial Empire exhibition and Reading Room Integration Project, have been successfully completed and the DLIR program is on track for completion in 2016–17. Efficiency targets set by government for 2015–16 have been met and the Library has in train initiatives to meet the targets for 2016–17. Consistent with previous years, no compliance issues of any significance were identified for 2015–16.

In December 2015, work was completed on the Reading Room Integration Project. This milestone marks the culmination of a significant project for the Library and completes an important component of the Library’s Strategic Building Master Plan. The project has improved and modernised the public spaces in keeping with a twenty-first-century national library, and builds on the achievement of the Treasures and Exhibition galleries and improvements to the Main Reading Room completed in 2012.

During 2015–16, a range of other capital expenditure building projects was undertaken, including installation of new energy-efficient lighting and controls in the Treasures and Exhibition galleries, fire corridors, plant rooms and lift lobbies.

The Library has a dedicated workforce plan that identifies people priorities and workforce development initiatives. A new plan took effect from 1 July 2015, developed to support initiatives in the Library’s Corporate Plan 2015–2019 and to build on leadership capability, digital confidence and career sustainability.

In 2015–16, in line with the government’s Protective Security Policy Framework and Information Security Manual, a three-point IT security strategy of People, Policy and Enforcement was implemented. To address this, the Library released updated IT security policies and conducted IT security awareness seminars to inform staff of the updates to these policies. Security assessments for new IT systems and major system updates were successfully completed.

As more staff use mobile devices to assist in their work, Mobile Device Management was implemented to allow secure access to corporate resources from these devices.

As a result of implementing the three-point strategy, over the course of 2015–16 there were no cyber security incidents of any consequence.

The review of climate control parameters for collection storage areas to ensure the building plant and equipment operate at optimal efficiency has continued. Further seasonal trials were conducted throughout the year to test our ability to continue to reduce energy usage in collection storage areas while maintaining appropriate conditions.

The sustainability program at the Library has been very successful in reducing energy and water usage, and waste to landfill. It has also garnered a great deal of staff engagement and support, and entrenched systems, processes and thinking are now in place to ensure energy usage is minimised and sustainable practices are adopted.

### 3.5 CROSS-AGENCY KEY PERFORMANCE INDICATORS

With only two exceptions, the Library fully met or exceeded its performance targets for the cross-agency key performance indicators. The targets for indicators reporting the number of visits to the website and the number of onsite visits by students were not met. In 2015–16, the Library continued to focus on developing and delivering more online educational programs for a national audience, with particular emphasis on secondary education in both the development of digital resources and in marketing. The Digital Classroom education platform provided activities to engage students with significant items from the Library’s collections.

Table 3.1 lists the Library’s results against the cross-cultural agency key performance indicators.
### Table 3.1: Cross-cultural Agency Key Performance Indicators, 2015–16

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<tr>
<td><strong>Visitor interactions</strong></td>
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<tr>
<td>Total number of visits to the organisation</td>
<td>1,234,200</td>
<td>1,175,564</td>
<td>1,104,000</td>
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<td>Total number of visits to the organisation’s website in millions</td>
<td>28</td>
<td>27.8</td>
<td>30</td>
<td>32</td>
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<tr>
<td>Total number of onsite visits by students as part of an organised educational group</td>
<td>7,340</td>
<td>6,699</td>
<td>8,694</td>
<td>8,640</td>
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<tr>
<td><strong>Participation in public and school programs</strong></td>
<td></td>
<td></td>
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<tr>
<td>Number of people participating in public programs</td>
<td>517</td>
<td>501</td>
<td>380</td>
<td>370</td>
<td>360</td>
<td>360</td>
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<tr>
<td>Number of students participating in school programs</td>
<td>56,588</td>
<td>49,113</td>
<td>44,690</td>
<td>48,640</td>
<td>50,640</td>
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<td><strong>Quantity of school learning programs delivered</strong></td>
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<td></td>
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<td>Number of organised programs delivered onsite</td>
<td>180</td>
<td>195</td>
<td>173</td>
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<td>Number of program packages available online</td>
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<td>8</td>
<td>10</td>
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<tr>
<td>Number of educational institutions participating in organised school learning programs</td>
<td>143</td>
<td>150</td>
<td>133</td>
<td>133</td>
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<td>133</td>
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<td><strong>Visitor satisfaction</strong></td>
<td></td>
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<tr>
<td>% of visitors that were satisfied or very satisfied with their visit</td>
<td>97</td>
<td>92.4</td>
<td>90</td>
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<tr>
<td><strong>Expenditure mix</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expenditure on collection development (as a % of total expenditure)</td>
<td>28.3</td>
<td>28.64</td>
<td>27.2</td>
<td>27.9</td>
<td>28.4</td>
<td>29.4</td>
</tr>
<tr>
<td>Expenditure on other capital items (as a % of total expenditure)</td>
<td>12.9</td>
<td>12.15</td>
<td>13.9</td>
<td>13.2</td>
<td>11.7</td>
<td>8.4</td>
</tr>
<tr>
<td><strong>Other expenditure (i.e. non-collection development)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Labour costs (as a % of total expenditure)</td>
<td>25.6</td>
<td>26.14</td>
<td>25.4</td>
<td>25.2</td>
<td>25.6</td>
<td>26.5</td>
</tr>
<tr>
<td>Other expenses (as a % of total expenditure)</td>
<td>33.3</td>
<td>33.06</td>
<td>34.4</td>
<td>33.7</td>
<td>34.3</td>
<td>35.7</td>
</tr>
<tr>
<td><strong>Collection management and access</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of acquisitions (made in the reporting period)</td>
<td>137,170</td>
<td>188,213</td>
<td>51,000</td>
<td>51,000</td>
<td>51,000</td>
<td>51,000</td>
</tr>
<tr>
<td>Total number of objects accessioned (in the reporting period)</td>
<td>42,667</td>
<td>46,170</td>
<td>43,000</td>
<td>43,000</td>
<td>43,000</td>
<td>43,000</td>
</tr>
<tr>
<td>% of the total collection available to the public</td>
<td>93</td>
<td>92.9</td>
<td>93</td>
<td>93</td>
<td>93</td>
<td>94</td>
</tr>
<tr>
<td>% of the total collection available to the public online</td>
<td>5.3</td>
<td>5.5</td>
<td>4.4</td>
<td>4.30</td>
<td>4.40</td>
<td>4.50</td>
</tr>
<tr>
<td>% of the total collection digitised</td>
<td>3.73</td>
<td>3.8</td>
<td>3.7</td>
<td>3.95</td>
<td>4</td>
<td>4</td>
</tr>
</tbody>
</table>

*The national arts and cultural agencies have progressively implemented a range of cross-agency key performance indicators to facilitate standardised reporting and enable aggregation of data across the agencies.*
FINANCIAL STATEMENTS
4. AUDITED FINANCIAL STATEMENTS

Independent Auditor’s Report 68
Statement by Accountable Authorities, Director-General and Chief Financial Officer 70
Consolidated Statement of Comprehensive Income 71
Consolidated Statement of Financial Position 73
Consolidated Statement of Changes in Equity 75
Consolidated Cash Flow Statement 77
Notes to the Financial Statements 79
INDEPENDENT AUDITOR’S REPORT

To the Minister for the Arts

I have audited the accompanying annual financial statements of the National Library of Australia for the year ended 30 June 2016, which comprise the following for the consolidated entity:

- Statement by Accountable Authorities, Director-General and Chief Financial Officer;
- Consolidated Statement of Comprehensive Income;
- Consolidated Statement of Financial Position;
- Consolidated Statement of Changes in Equity;
- Consolidated Cash Flow Statement; and
- Notes to the Financial Statements.

The consolidated entity comprises the National Library of Australia and the entities it controlled at the year’s end or from time to time during the year.

Opinion

In my opinion, the financial statements of the National Library of Australia:

(a) comply with Australian Accounting Standards and the Public Governance, Performance and Accountability (Financial Reporting) Rule 2015; and

(b) present fairly the financial position of the consolidated entity as at 30 June 2016 and its financial performance and cash flows for the year then ended.

Accountable Authority’s Responsibility for the Financial Statements

The Council Members of the National Library of Australia are responsible under the Public Governance, Performance and Accountability Act 2013 for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards and the rules made under that Act and is also responsible for such internal control as the Council Members determines is necessary to ensure the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor’s Responsibility

My responsibility is to express an opinion on the financial statements based on my audit. I have conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. These auditing standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor’s judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity’s preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by the Accountable Authority of the entity, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Independence

In conducting my audit, I have followed the independence requirements of the Australian National Audit Office, which incorporate the requirements of the Australian accounting profession.

Australian National Audit Office

Kristian Gage
Acting Executive Director

Delegate of the Auditor-General

Canberra
5 August 2016
Statement by Accountable Authorities, Director-General and Chief Financial Officer

In our opinion, the attached financial statements for the year ended 30 June 2016 comply with subsection 42(2) of the Public Governance, Performance and Accountability Act 2013 (PGPA Act) and are based on properly maintained financial records, as per subsection 41(2) of the PGPA Act.

In our opinion, at the date of this statement, there are reasonable grounds to believe that the National Library of Australia will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the Council of the National Library of Australia.

Original Budget

<table>
<thead>
<tr>
<th>Notes</th>
<th>2016</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>NET COST OF SERVICES</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee benefits</td>
<td>3.1A</td>
<td>37,824</td>
<td>38,347</td>
</tr>
<tr>
<td>Suppliers</td>
<td>3.1B</td>
<td>16,990</td>
<td>16,195</td>
</tr>
<tr>
<td>Grants</td>
<td>3.1C</td>
<td>767</td>
<td>528</td>
</tr>
<tr>
<td>Depreciation and amortisation</td>
<td>4.2A</td>
<td>16,268</td>
<td>20,251</td>
</tr>
<tr>
<td>Write-down and impairment of assets</td>
<td>3.1D</td>
<td>203</td>
<td>297</td>
</tr>
<tr>
<td>(Non-remuneration)</td>
<td></td>
<td>45</td>
<td>25</td>
</tr>
<tr>
<td>Total expenses</td>
<td></td>
<td>75,597</td>
<td>75,643</td>
</tr>
<tr>
<td>Own-Source Income</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Own-source revenue</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sale of goods and rendering of services</td>
<td>3.2A</td>
<td>10,948</td>
<td>10,102</td>
</tr>
<tr>
<td>Deposit interest</td>
<td></td>
<td>1,468</td>
<td>1,877</td>
</tr>
<tr>
<td>Royalties</td>
<td></td>
<td>139</td>
<td>115</td>
</tr>
<tr>
<td>Other revenue</td>
<td>3.2B</td>
<td>4,748</td>
<td>4,054</td>
</tr>
<tr>
<td>Total own-source revenue</td>
<td></td>
<td>17,301</td>
<td>16,148</td>
</tr>
<tr>
<td>Gains</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gain from sale of assets</td>
<td></td>
<td>3</td>
<td>33</td>
</tr>
<tr>
<td>Other gains</td>
<td></td>
<td>10</td>
<td>9</td>
</tr>
<tr>
<td>Total gains</td>
<td></td>
<td>13</td>
<td>42</td>
</tr>
<tr>
<td>Total own-source income</td>
<td></td>
<td>17,314</td>
<td>16,190</td>
</tr>
<tr>
<td>Net cost of services</td>
<td></td>
<td>77,783</td>
<td>59,453</td>
</tr>
<tr>
<td>Revenue from Government</td>
<td></td>
<td>48,740</td>
<td>50,368</td>
</tr>
<tr>
<td>Deficit</td>
<td>(9,043)</td>
<td>(9,085)</td>
<td>(11,667)</td>
</tr>
<tr>
<td>OTHER COMPREHENSIVE INCOME from not subject to subsequent reclassification to net cost of services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Changes in asset revaluation surplus</td>
<td>4.2</td>
<td>6,020</td>
<td>(150,513)</td>
</tr>
<tr>
<td>Total comprehensive loss</td>
<td>(3,023)</td>
<td>(159,598)</td>
<td>(11,667)</td>
</tr>
</tbody>
</table>

The above statement should be read in conjunction with the accompanying notes.

1 The Library’s original budgeted financial statement was first presented to Parliament in respect of the reporting period (i.e. from the 2015-16 Portfolio Budget Statements).
Budget Variance Commentary

Consolidated Budget Variance Commentary

Explanation of major variances | Affected line items
--- | ---
Depreciation and amortisation expenses are lower than the original budget, with a variation of -$2,130,000 or -10.0%. Of the variation $1,371,000 is as a consequence of the decline in value of the NLA’s heritage and cultural assets following revaluation as at 30 June 2015, which was after the original budget was approved. The balance of the variation which is across all non-current assets and relates to a number of factors including variances in the timing of the commissioning of new assets compared to the budget assumptions and other assumptions relating to the value of the asset base and estimated useful lives. | Depreciation and amortisation expense
Sales of goods and rendering of services revenue is higher than the original budget with a variation of $791,000 or 7.8%. The variation is as consequence of revenue from the Library Bookshop exceeding the original budget by $275,000 or 29.2% largely as a consequence of additional patronage related to the success of the Celestial Empire Exhibition; additional revenue of $1,195,000 or 60.4% being generated through the digitisation of other libraries collections; and is offset by a reduction of -$575,000 or -53.2% in corporate sponsorship being received; and a reduction of -$95,000 or -13.6% in revenue generated from document supply, which is dependent on demand from other libraries, businesses and individuals. | Sale of goods and rendering of services
Other revenue is higher than the original budget with a variation of $983,000 or 26.1%. The variation is primarily as a consequence of an increase of $975,000 or 54.5% in the value of collection material received by the Library at no cost. Such material is received under legal deposit arrangements and through the Cultural Gifts Program. | Other revenue
Revenue from Government is lower than the original budget with a variation of $1,485,000 or 3.0% as a consequence of a savings measure to achieve an additional 3% efficiency savings target. The savings measure was introduced as part of the 2015-16 Mid-Year Economic and Fiscal Outlook. | Revenue from Government

Revenue from Government is lower than the original budget with a variation of $1,371,000 or -10.0%. Of the variation $1,371,000 is as a consequence of the decline in value of the NLA’s heritage and cultural assets following revaluation as at 30 June 2015, which was after the original budget was approved. The balance of the variation which is across all non-current assets and relates to a number of factors including variances in the timing of the commissioning of new assets compared to the budget assumptions and other assumptions relating to the value of the asset base and estimated useful lives.

Revenue from Government is lower than the original budget with a variation of $983,000 or 26.1%. The variation is primarily as a consequence of an increase of $975,000 or 54.5% in the value of collection material received by the Library at no cost. Such material is received under legal deposit arrangements and through the Cultural Gifts Program.

Revenue from Government is lower than the original budget with a variation of $1,485,000 or 3.0% as a consequence of a savings measure to achieve an additional 3% efficiency savings target. The savings measure was introduced as part of the 2015-16 Mid-Year Economic and Fiscal Outlook.
Budget Variance Commentary

Consolidated Statement of Financial Position

Please note that the 2015-16 original budget was prepared and approved prior to the completion of 2014-15 financial year and as a consequence there may be variations in the actual opening balances when compared to the original budget. Where there have been material variations they are identified in the following table.

<table>
<thead>
<tr>
<th>Explanation of major variances</th>
<th>Affected line items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents are lower than the original budget with a variation of -$888,000 or -17.4%. Cash and cash equivalent are difficult to accurately estimate and are dependent on several factors including the phasing of supplier, capital and revenue budgets and the consequent cash flow.</td>
<td>Cash and cash equivalents</td>
</tr>
<tr>
<td>Other investments are higher than the original budget with a variation of $5,503,000 or 15.3% and this is primarily reflective of the variation of the opening balance, where there is a $4,787,000 or 11.2% variation when compared to the original budget.</td>
<td>Other investments</td>
</tr>
<tr>
<td>Buildings are higher than the original budget with a variation of $6,272,000 or 2.9%. The variance is primarily due to two revaluations which were not provided for in the original budget: 30 June 2015 ($2,183,000) and 30 June 2016 ($3,587,000). Revaluation movements are not budgeted for, as they are unknown in advance.</td>
<td>Buildings</td>
</tr>
<tr>
<td>Heritage and cultural assets are lower than the original budget with a variation of -$144,493,000 or -40.0% and is a consequence of the budget not incorporating revaluations which were undertaken in June 2015 and June 2016 as identified above.</td>
<td>Heritage and cultural assets</td>
</tr>
<tr>
<td>Reserves are lower than the original budget with a variation of -$2,183,000 or -11.4% and is attributable to the phasing of supplier, capital and revenue budgets and the consequent cash flow.</td>
<td>Equity - Reserves</td>
</tr>
</tbody>
</table>

Consolidated Statement of Changes in Equity as at 30 June 2016

<table>
<thead>
<tr>
<th>Original Budget</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>CONTRIBUTED EQUITY</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Opening balance</td>
<td>79,755</td>
<td>69,963</td>
</tr>
<tr>
<td>Adjusted opening balance</td>
<td>79,755</td>
<td>69,963</td>
</tr>
<tr>
<td>Transactions with owners</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions by owners</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equity injection</td>
<td>9,679</td>
<td>9,792</td>
</tr>
<tr>
<td>Total transactions with owners</td>
<td>9,679</td>
<td>9,792</td>
</tr>
<tr>
<td>Closing balance as at 30 June</td>
<td>89,434</td>
<td>79,755</td>
</tr>
</tbody>
</table>

RETIRED EARNINGS

Opening balance
Balance carried forward from previous period 1,383,171 1,392,256 1,380,150
Adjusted opening balance 1,383,171 1,392,256 1,380,150

Comprehensive income
Deficit for the period (9,043) (9,085) (11,667)
Total Comprehensive income (9,043) (9,085) (11,667)
Closing balance as at 30 June 1,374,128 1,383,171 1,368,483

ASSET REVALUATION RESERVE

Opening balance
Balance carried forward from previous period 211,129 361,642 361,642
Adjusted opening balance 211,129 361,642 361,642
Other comprehensive income 6,020 (150,513) -
Total Comprehensive income 6,020 (150,513) -
Closing balance as at 30 June 217,149 211,129 361,642

TOTAL EQUITY

Opening balance
Balance carried forward from previous period 1,874,055 1,823,861 1,821,547
Adjusted opening balance 1,874,055 1,823,861 1,821,547

Comprehensive income
Deficit for the period (9,043) (9,085) (11,667)
Other comprehensive income 6,020 (150,513) -
Total Comprehensive income (3,023) (159,598) (11,667)
Closing balance as at 30 June 1,871,032 1,664,263 1,809,880

Transactions with owners
Contributions by owners
Equity injection 9,679 9,792 9,679
Total transactions with owners 9,679 9,792 9,679
Closing balance as at 30 June 1,880,711 1,874,055 1,819,559

The above statements should be read in conjunction with the accompanying notes.

1 The Library’s original budgeted financial statement was first presented to Parliament in respect of the reporting period (i.e. from the 2015-16 Portfolio Budget Statements).
**Consolidated Equity Injections**

**Accounting Policy**

**Equity Injections**: Amounts that are designated as equity injections for a year are recognised directly in contributed equity in that year.

**Budget Variance Commentary**

**Consolidated Statement of Changes in Equity**

<table>
<thead>
<tr>
<th>Explanation of major variances</th>
<th>Affected line items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retained earnings – Deficit for the period is lower than the original budget with a variation of -$2,624,300 or -22.5% as a consequence of a reduction in operating expenses when compared to the budget of -$2,151,000 or -2.8%; higher than budgeted own source income of $1,958,000 or 12.8%; and a reduction in revenue from Government of -$1,485,000 or 3.0%; Further details are provided in the budget variance commentary for the Consolidated Statement of Comprehensive Income.</td>
<td>Retained earnings – Deficit for the period</td>
</tr>
<tr>
<td>The Library does not budget for asset revaluation adjustments, as this information is unknown at the time the budget is being developed and approved.</td>
<td>Asset Revaluation Reserve – Other comprehensive income</td>
</tr>
<tr>
<td>Reserves are lower than the original budget with a variation of -$144,405,000 or -40.0% and this is a consequence of the budget not incorporating revaluations which were undertaken in June 2015 and June 2016 as identified above.</td>
<td>Equity – Reserves – Closing balance</td>
</tr>
</tbody>
</table>

**Explanation of variance commentary for the Consolidated Statement of Comprehensive Income**

- **2016 $’000**
- **2015 $’000**
- **2016 $’000**

**OPERATING ACTIVITIES**

<table>
<thead>
<tr>
<th>Cash received</th>
</tr>
</thead>
<tbody>
<tr>
<td>Receipts from Government</td>
</tr>
<tr>
<td>Sales of goods and rendering of services</td>
</tr>
<tr>
<td>Interest</td>
</tr>
<tr>
<td>Net GST received</td>
</tr>
<tr>
<td>Other</td>
</tr>
<tr>
<td>Cash received on behalf of others</td>
</tr>
<tr>
<td><strong>Total cash received</strong></td>
</tr>
</tbody>
</table>

**Cash used**

| Employees | (38,413) | (37,825) | (38,573) |
| Suppliers | (19,980) | (18,568) | (19,811) |
| **Total cash used** | **(58,393)** | **(56,393)** | **(58,391)** |

**Net cash from operating activities** | 5,362 |

**INVESTING ACTIVITIES**

<table>
<thead>
<tr>
<th>Cash received</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proceeds from sales of property, plant and equipment</td>
</tr>
<tr>
<td>Investments</td>
</tr>
<tr>
<td><strong>Total cash received</strong></td>
</tr>
</tbody>
</table>

**Cash used**

| Purchase of property, plant and equipment | (14,349) | (15,086) | (14,633) |
| Purchase of intangibles | (6,633) | (7,410) | (9,378) |
| Investments | (25,962) | (12,319) | (2,000) |
| **Total cash used** | **(46,944)** | **(35,815)** | **(26,011)** |

**Net cash used by investing activities** | (17,063) |

**FINANCING ACTIVITIES**

<table>
<thead>
<tr>
<th>Cash received</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributed equity</td>
</tr>
<tr>
<td><strong>Total cash received</strong></td>
</tr>
</tbody>
</table>

**Net cash from financing activities** | 9,679 |

**Net increase (decrease) in cash held** | (735) |

The above statement should be read in conjunction with the accompanying notes.

1 The Library’s original budgeted financial statement was first presented to Parliament in respect of the reporting period (i.e. from the 2015-16 Portfolio Budget Statements).

2 As shown in the Statement of Financial Position.
**Budget Variance Commentary**

**Consolidated Cash Flow Statement**

<table>
<thead>
<tr>
<th>Explanation of major variances</th>
<th>Affected line items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Receipts from Government is lower than the original budget with a variation of -$1,485,000 or 3.0% as a consequence of a savings measure to achieve an additional 3% efficiency savings target. The savings measure was introduced as part of the 2015-16 Mid-Year Economic and Fiscal Outlook.</td>
<td>Receipts from Government</td>
</tr>
<tr>
<td>Interest receipts are higher than the original budget with a variation of $335,000 or 24.3%. This variation relates to the timing of when fixed interest bearing deposits mature. At the time the budget is prepared the maturity date of future investments are unknown.</td>
<td>Cash received - Interest</td>
</tr>
<tr>
<td>Cash received for investments are higher than the original budget with a variation of $23,247,000 and cash used for investments are higher than the original budget with a variation of $23,962,000. The original budget reflected the net cash received from investments rather than budget for both the inflow and the outflow. It is difficult in advance to estimate the flow of investment funds across the financial institutions, as at the time when an investment matures the Library will place the funds to achieve the best rate of return consistent with the Library’s investment objectives.</td>
<td>Cash received – Investments and Cash used - Investments</td>
</tr>
</tbody>
</table>

**Notes to the Financial Statements**

1. **Overview**  
2. **Events After the Reporting Period**  
3. **Financial Performance**  
   3.1. Expenses  
   3.2. Own Source Income  
4. **Financial Position**  
   4.1. Financial Assets  
   4.2. Non-financial Assets  
   4.3. Payables  
   4.4. Other Provisions  
5. **Funding**  
   5.1. Revenue from Government  
   5.2. Net Cash Appropriation Arrangements  
   5.3. Cash Flow Reconciliation  
6. **People and Relationships**  
   6.1. Employee Provisions  
   6.2. Senior Management Personnel Remuneration  
   6.3. Related Party Disclosures  
   6.4. Supplementary Information for the Parent Entity  
   6.5. Remuneration of Auditors  
7. **Managing Uncertainties**  
   7.1. Contingent Assets and Liabilities  
   7.2. Financial Instruments  
   7.3. Fair Value Measurements  
8. **Other Information**  
   8.1. Trusts Money Controlled by the Library  
   8.2. Reporting of Outcomes
1.1 Objective of the National Library of Australia

The National Library of Australia (NLA) is an Australian Government controlled entity. It is a not-for-profit entity. The objective of the NLA is to ensure Australians have access to a national collection of library material to enhance learning, knowledge creation, enjoyment and understanding of Australian life and society.

The NLA is structured to meet a single outcome:

Outcome 1: Enhanced learning, knowledge creation, enjoyment and understanding of Australian life and society by providing access to a national collection of library material

1.2 Basis of Preparation of the Financial Statements

The financial statements are general purpose financial statements and required by section 42 of the Public Governance, Performance and Accountability Act 2013.

The financial statements have been prepared in accordance with:

- Public Governance, Performance and Accountability (Financial Reporting) Rule 2015 (FRR) for reporting periods ending on or after 1 July 2015; and
- Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The Consolidated financial statements have been prepared on an accrual basis and in accordance with the historical cost convention, except for certain assets and liabilities at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position. The financial statements are prepared in Australian dollars and values are rounded to the nearest thousand dollars unless otherwise specified.

1.3 Principles of Consolidation

The consolidated financial statements are those of the economic entity, comprising the NLA (parent entity) and the Library’s Trust Accounts. The Library’s Trust Accounts comprise of funds originally received by way of gifts, devises, bequests and assignments. These Trusts have no beneficiaries with equitable interests. The NLA derives benefit in the use of these Trust assets consistent with the purposes of the individual trusts and objectives of the NLA and enables the NLA to meet its objectives of providing services within its functions prescribed by the National Library of Australia Act 1960. Details of the Trust Accounts may be found at Note 8.1. The accounts of the Library’s Trust Accounts are prepared for the period 1 July 2015 to 30 June 2016 using accounting policies consistent with those of the NLA. The effects of transactions and balances between entities are eliminated in full.

1.4 New Australian Accounting Standards

Adoption of New Australian Accounting Standard Requirements

No accounting standard has been adopted earlier than the application date as stated in the standard. Of the new standards, amendments to standards and interpretations issued by the Australian Accounting Standards Board that are applicable to the current reporting period, none has had a material financial impact on the NLA.

All other new or revised or amended standards and/or interpretations that were issued prior to the sign-off date and are applicable to the current reporting period did not have a material effect and are not expected to have a future material effect on the NLA’s financial statements.

Future Australian Accounting Standards Requirements

The following new, revised or amended standards and interpretations were issued by the Australian Accounting Standards Board prior to the signing of the statement by the Director-General and Chief Financial Officer, which are not expected to have a material impact on the NLA’s financial statements for future reporting periods, but will affect additional disclosure:

<table>
<thead>
<tr>
<th>Standard / Interpretation</th>
<th>Application date for the NLA</th>
<th>Nature of the impending change(s) in accounting policy and likely impact on initial application</th>
</tr>
</thead>
<tbody>
<tr>
<td>AASB 9 Financial Instruments</td>
<td>1 July 2018</td>
<td>The standard incorporates the classification and measurement requirements for financial liabilities, and the recognition and de-recognition requirements for financial instruments, in addition to the classification and measurement requirements for financial assets.</td>
</tr>
<tr>
<td>AASB 15 Revenue from Contracts with Customers</td>
<td>1 July 2018</td>
<td>The standard establishes principles for reporting information about the nature, amount, timing and uncertainty of revenue and cash flows arising from an entity’s contracts with customers. The core principle of AASB 15 is that an entity recognises revenue to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services.</td>
</tr>
<tr>
<td>AASB 16 Leases</td>
<td>1 July 2019</td>
<td>The new standard requires lessees to recognise a right-of-use asset and a lease liability for all leases with a term of more than 12 months, unless the underlying asset is of low value.</td>
</tr>
</tbody>
</table>

1. The NLA’s expected initial application date is when the accounting standard becomes operative at the beginning of the entity’s reporting period.

All other new, revised, amending standards and interpretations that were issued prior to the sign-off date and are applicable to future reporting periods are not expected to have a future material impact on the NLA.

1.5 Taxation

The NLA is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST).

Note 2: Events After the Reporting Period

There are no events after the reporting date that will materially affect the financial statements.
Financial Performance
This section analyses the financial performance of the Library for the year ended 30 June 2016.

Note 3.1: Expenses

<table>
<thead>
<tr>
<th>Item</th>
<th>2016 $'000</th>
<th>2015 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and wages</td>
<td>27,444</td>
<td>28,226</td>
</tr>
<tr>
<td>Superannuation</td>
<td>3,338</td>
<td>2,255</td>
</tr>
<tr>
<td>Defined contribution plans</td>
<td>3,431</td>
<td>3,717</td>
</tr>
<tr>
<td>Leave and other entitlements</td>
<td>4,140</td>
<td>3,891</td>
</tr>
<tr>
<td>Separation and redundancies</td>
<td>280</td>
<td>79</td>
</tr>
<tr>
<td>Other employee benefits</td>
<td>193</td>
<td>179</td>
</tr>
<tr>
<td><strong>Total employee benefits</strong></td>
<td><strong>37,824</strong></td>
<td><strong>38,347</strong></td>
</tr>
</tbody>
</table>

Accounting policy
Accounting policies for employee related expenses is contained in the People and Relationships section.

Note 3.1A - Employee Benefits

<table>
<thead>
<tr>
<th>Item</th>
<th>2016 $'000</th>
<th>2015 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and wages</td>
<td>8,499</td>
<td>7,921</td>
</tr>
<tr>
<td>Superannuation</td>
<td>3,338</td>
<td>2,255</td>
</tr>
<tr>
<td>Defined contribution plans</td>
<td>3,431</td>
<td>3,717</td>
</tr>
<tr>
<td>Leave and other entitlements</td>
<td>3,640</td>
<td>3,315</td>
</tr>
<tr>
<td>Separation and redundancies</td>
<td>280</td>
<td>79</td>
</tr>
<tr>
<td>Other employee benefits</td>
<td>193</td>
<td>179</td>
</tr>
<tr>
<td><strong>Total employee benefits</strong></td>
<td><strong>20,522</strong></td>
<td><strong>18,140</strong></td>
</tr>
</tbody>
</table>

Leasing commitments
The Library in its capacity as lessee has operating leases for a warehouse for housing of the Library collection, which expires in May 2019; a lease of office space within the Australian Embassy in Jakarta; and an agreement for the provision of a motor vehicle.

<table>
<thead>
<tr>
<th>Item</th>
<th>2016 $'000</th>
<th>2015 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commitments for minimum lease payments in relation to non-cancelable operating lease commitments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Within 1 year</td>
<td>865</td>
<td>822</td>
</tr>
<tr>
<td>Between 1 to 5 years</td>
<td>1,797</td>
<td>2,493</td>
</tr>
<tr>
<td>More than 5 years</td>
<td>54</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total operating lease commitments</strong></td>
<td><strong>2,716</strong></td>
<td><strong>3,315</strong></td>
</tr>
</tbody>
</table>

Accounting policy
Operating lease payments are expensed on a straight line basis, which is representative of the pattern of benefits derived from the leased assets.

Note 3.1C - Grants

<table>
<thead>
<tr>
<th>Item</th>
<th>2016 $'000</th>
<th>2015 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private sector</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-profit organisations</td>
<td>571</td>
<td>473</td>
</tr>
<tr>
<td>Individuals</td>
<td>199</td>
<td>55</td>
</tr>
<tr>
<td><strong>Total grants</strong></td>
<td>767</td>
<td>528</td>
</tr>
</tbody>
</table>

Grants to non-profit organisations support Australian community organisations to preserve significant documentary heritage collections. Grants to individuals are provided to scholars and writers to work on materials held in the National Collection.

Note 3.1D - Write-Down and Impairment of Assets

<table>
<thead>
<tr>
<th>Item</th>
<th>2016 $'000</th>
<th>2015 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Write-down - Inventory</td>
<td>202</td>
<td>251</td>
</tr>
<tr>
<td>Bad and doubtful debt expense - Receivables for goods and services</td>
<td>1</td>
<td>39</td>
</tr>
<tr>
<td>Write-offs - Plant and equipment</td>
<td>-</td>
<td>7</td>
</tr>
<tr>
<td><strong>Total write-down and impairment of assets</strong></td>
<td><strong>203</strong></td>
<td><strong>297</strong></td>
</tr>
</tbody>
</table>
Accounting Policy

Revenue from the sale of goods is recognised when:

- the risks and rewards of ownership have been transferred to the buyer;
- the NL A retains no managerial involvement or effective control over the goods;
- the revenue and transaction costs incurred can be reliably measured; and
- it is probable that the economic benefits associated with the transaction will flow to the NL A.

Revenue from the sale of goods is reported on a net sale basis, which is calculated by deducting from gross sales the amount of actual product return received and where material, an amount estimated for anticipated products returns.

Revenue from rendering of services is recognised by reference to the stage of completion of contracts at the reporting date. The revenue is recognised when:

- the amount of revenue, stage of completion and transaction costs incurred can be reliably measured; and
- the probable economic benefits associated with the transaction will flow to the NL A.

The stage of completion of contracts at the reporting date is determined by reference to the proportion of services performed to date as a percentage of the total services to be performed.

 Receivables for goods and services, which have 30 day terms, are recognised at the nominal amount. Allowances for impairment are made when collectability of the debt is no longer probable.

Interest revenue
Interest revenue is recognised using the effective interest method.

Note 3.2A – Sale of Goods and Rendering of Services

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sale of goods</td>
<td>1,889</td>
<td>1,731</td>
</tr>
<tr>
<td>Rendering of services</td>
<td>9,057</td>
<td>8,371</td>
</tr>
<tr>
<td><strong>Total sale of goods and rendering of services</strong></td>
<td><strong>10,946</strong></td>
<td><strong>10,102</strong></td>
</tr>
</tbody>
</table>

Note 3.2B – Other Revenue

| Resources received free of charge - Collection material | 2,785 | 2,310 |
| Resources received free of charge - Other | 4 | 24 |
| Grants and other non-reciprocal payments by other entities | 1,189 | 867 |
| Donations | 748 | 731 |
| Other revenue | 46 | 122 |
| **Total other revenue** | **4,748** | **4,054** |

Note 3.2: Own-Source Income

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Own-Source Revenue</td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td><strong>Total own-source income</strong></td>
<td><strong>$16,664</strong></td>
<td><strong>$15,554</strong></td>
</tr>
</tbody>
</table>

**Accounting Policy**

**Other Revenue - Resources received free of charge**

Resources received free of charge are recognised as revenue when, and only when, a fair value can be reliably determined and the services would have been purchased if they had not been donated. Use of those resources is recognised as an expense.

Contributions of assets at no cost of acquisition or for nominal consideration received in the course of the ordinary activities of the NL A are recognised as revenue at their fair value when the asset qualifies for recognition, unless received from another Government agency or authority as a consequence of a restructuring of administrative arrangements.

During 2015-16 the Library received the following grants totalling $729,000 where the expenditure is specifically for a future financial year:

<table>
<thead>
<tr>
<th>Grantor</th>
<th>Purpose and conditions of the grant</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department of Communications and the Arts</td>
<td>Funds were provided to be used for the 2016 Community Heritage Grants Program. To assist in meeting both the costs of the grants and the administration of the program.</td>
<td>$490,000</td>
</tr>
<tr>
<td>Department of Communications and the Arts</td>
<td>Funds were under the Catalogus Program for the Treasures Gallery Access Program for financial year 2016-17.</td>
<td>$165,000</td>
</tr>
<tr>
<td>National Archives of Australia</td>
<td>Funds were provided to be used for the 2016 Community Heritage Grants Program to assist in meeting both the costs of the grants and the administration of the program.</td>
<td>$20,000</td>
</tr>
<tr>
<td>National Film and Sound Archive</td>
<td>Funds were provided to be used for the 2016 Community Heritage Grants Program to assist in meeting both the costs of the grants and the administration of the program.</td>
<td>$20,000</td>
</tr>
<tr>
<td>National Museum of Australia</td>
<td>Funds were provided to be used for the 2016 Community Heritage Grants Program to assist in meeting both the costs of the grants and the administration of the program.</td>
<td>$20,000</td>
</tr>
<tr>
<td>Old Parliament House</td>
<td>To conduct oral history interviews.</td>
<td>$14,000</td>
</tr>
</tbody>
</table>

Grants recognised as income in a previous reporting period and where the associated conditions were discharged in 2015-16 financial year total $624,301 (2014-15: $811,561). The Library also receives donations to its Trust Funds which are detailed at Note 6.1.

**Accounting Policy**

**Gains - Other resources received free of charge**

Resources received free of charge are recognised as gains when, and only when, a fair value can be reliably determined and the services would have been purchased if they had not been donated. Use of those resources is recognised as an expense.

Contributions of assets at no cost of acquisition or for nominal consideration received in the course of the ordinary activities of the NL A are recognised as gains at their fair value when the asset qualifies for recognition and they were not received in the course of the ordinary activities of the NL A, or from another Government agency or authority as a consequence of a restructuring of administrative arrangements.

**Sale of assets**

Gains from disposal of assets are recognised when control of the asset has passed to the buyer.
Credit terms are net 30 days (2015: 30 days)

Note 4.1: Financial Assets

Accounting policy
Cash
Cash is recognised at its nominal amount. Cash and cash equivalents includes cash on hand and deposits in bank accounts with an original maturity of 3 months or less that are readily convertible to known amounts of cash and subject to insignificant risk of changes in value.

Note 4.1A: Trade and Other Receivables

<table>
<thead>
<tr>
<th></th>
<th>2016 $'000</th>
<th>2015 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goods and services receivables</td>
<td>1,207</td>
<td>815</td>
</tr>
<tr>
<td>Total goods and services receivables</td>
<td>1,207</td>
<td>815</td>
</tr>
<tr>
<td>Other receivables</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GST receivable from Australian Taxation Office</td>
<td>320</td>
<td>394</td>
</tr>
<tr>
<td>Interest</td>
<td>471</td>
<td>688</td>
</tr>
<tr>
<td>Total other receivables</td>
<td>791</td>
<td>1,082</td>
</tr>
<tr>
<td>Total trade and other receivables (gross)</td>
<td>1,998</td>
<td>1,897</td>
</tr>
<tr>
<td>Loss impairment allowance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total trade and other receivables (net)</td>
<td>1,996</td>
<td>1,895</td>
</tr>
<tr>
<td>Trade and other receivables (net) expected to be recovered</td>
<td></td>
<td></td>
</tr>
<tr>
<td>No more than 12 months</td>
<td>1,996</td>
<td>1,895</td>
</tr>
<tr>
<td>Total trade and other receivables (net)</td>
<td>1,996</td>
<td>1,895</td>
</tr>
</tbody>
</table>

Trade and other receivables (gross) aged as follows

<table>
<thead>
<tr>
<th></th>
<th>2016 $'000</th>
<th>2015 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not overdue</td>
<td>1,400</td>
<td>1,683</td>
</tr>
<tr>
<td>Overdue by</td>
<td></td>
<td></td>
</tr>
<tr>
<td>0 to 30 days</td>
<td>98</td>
<td>156</td>
</tr>
<tr>
<td>31 to 60 days</td>
<td>55</td>
<td></td>
</tr>
<tr>
<td>61 to 90 days</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>More than 90 days</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>1,488</td>
<td>214</td>
</tr>
<tr>
<td>Total trade and other receivables (gross)</td>
<td>1,998</td>
<td>1,897</td>
</tr>
</tbody>
</table>

Impairment allowance aged as follows

<table>
<thead>
<tr>
<th></th>
<th>2016 $'000</th>
<th>2015 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overdue by</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not overdue</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>61 to 90 days</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>More than 90 days</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Total impairment allowance</td>
<td>2</td>
<td>2</td>
</tr>
</tbody>
</table>

Credit terms are net 30 days (2015: 30 days)

Reconciliation of the Impairment Allowance Account (Consolidated)

Movements in relation to 2016

<table>
<thead>
<tr>
<th></th>
<th>Goods and services $'000</th>
<th>Other receivables $'000</th>
<th>Total $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>As at 1 July 2015</td>
<td>(2)</td>
<td>-</td>
<td>(2)</td>
</tr>
<tr>
<td>Amounts written off</td>
<td>(1)</td>
<td>-</td>
<td>(1)</td>
</tr>
<tr>
<td>Amounts recovered and reversed</td>
<td>1</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>Total as at 30 June 2016</td>
<td>(4)</td>
<td>-</td>
<td>(4)</td>
</tr>
</tbody>
</table>

Movements in relation to 2015

<table>
<thead>
<tr>
<th></th>
<th>Goods and services $'000</th>
<th>Other receivables $'000</th>
<th>Total $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>As at 1 July 2014</td>
<td>(2)</td>
<td>-</td>
<td>(2)</td>
</tr>
<tr>
<td>Amounts written off</td>
<td>(39)</td>
<td>-</td>
<td>(39)</td>
</tr>
<tr>
<td>Amounts recovered and reversed</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Increases recognised in net surplus</td>
<td>39</td>
<td>-</td>
<td>39</td>
</tr>
<tr>
<td>Total as at 30 June 2015</td>
<td>(2)</td>
<td>-</td>
<td>(2)</td>
</tr>
</tbody>
</table>

Accounting Policy

Impairment of financial assets
Financial assets are assessed for impairment at the end of each reporting period.

Note 4.1B: Other Investments

Fixed term deposit with bank
Total other investments | 41,600 | 47,484 |

Other investments are expected to be recovered in less than 12 months.

Note 4.1C: Other Financial Assets

Accrued revenues | 827 | 586 |
Total other financial assets | 827 | 586 |

All other financial assets are expected to be recovered in less than 12 months.
Note 4.2: Non-Financial Assets

Note 4.2A - Reconciliation of the Opening and Closing Balances of Property, Plant and Equipment and Intangibles

Reconciliation of the opening and closing balances of property, plant and equipment for 2015-16

<table>
<thead>
<tr>
<th></th>
<th>Land</th>
<th>Buildings</th>
<th>Heritage and cultural</th>
<th>Plant and equipment</th>
<th>Computer software</th>
<th>Other intangibles</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>As at 1 July 2015</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gross book value</td>
<td>15,100</td>
<td>216,849</td>
<td>1,337,636</td>
<td>19,065</td>
<td>18,332</td>
<td>43,329</td>
<td>1,650,411</td>
</tr>
<tr>
<td>Accumulated depreciation / amortisation</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(5,071)</td>
<td>(11,383)</td>
<td>-</td>
<td>(16,444)</td>
</tr>
<tr>
<td>Net book value 1 July 2015</td>
<td>15,100</td>
<td>216,849</td>
<td>1,337,636</td>
<td>13,994</td>
<td>6,949</td>
<td>43,329</td>
<td>1,633,957</td>
</tr>
<tr>
<td>Additions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchased</td>
<td>-</td>
<td>5,302</td>
<td>5,142</td>
<td>3,905</td>
<td>246</td>
<td>354</td>
<td>14,849</td>
</tr>
<tr>
<td>Internally developed</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2,734</td>
<td>5,299</td>
<td>8,033</td>
</tr>
<tr>
<td>Donation/gifts/no cost</td>
<td>-</td>
<td>-</td>
<td>1,888</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,888</td>
</tr>
<tr>
<td>Revaluations and impairments recognised in other comprehensive income</td>
<td>250</td>
<td>3,587</td>
<td>2,183</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>6,020</td>
</tr>
<tr>
<td>Depreciation / amortisation expense</td>
<td>-</td>
<td>(4,241)</td>
<td>(11,129)</td>
<td>(2,496)</td>
<td>(1,402)</td>
<td>-</td>
<td>(19,288)</td>
</tr>
<tr>
<td>Capitalised depreciation / amortisation 1</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(49)</td>
<td>(2)</td>
<td>-</td>
<td>(51)</td>
</tr>
<tr>
<td>Disposals</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(31)</td>
<td>-</td>
<td>-</td>
<td>(31)</td>
</tr>
<tr>
<td>Net book value 30 June 2016</td>
<td>15,350</td>
<td>221,597</td>
<td>1,335,720</td>
<td>15,323</td>
<td>8,525</td>
<td>48,982</td>
<td>1,645,497</td>
</tr>
<tr>
<td>Net book value as of 30 June 2016</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gross book value</td>
<td>15,350</td>
<td>221,801</td>
<td>1,335,756</td>
<td>22,744</td>
<td>21,309</td>
<td>48,982</td>
<td>1,665,742</td>
</tr>
<tr>
<td>Accumulated depreciation / amortisation</td>
<td>-</td>
<td>(4)</td>
<td>(38)</td>
<td>(7,421)</td>
<td>(12,784)</td>
<td>-</td>
<td>(20,245)</td>
</tr>
<tr>
<td>Net book value 30 June 2016</td>
<td>15,350</td>
<td>221,597</td>
<td>1,335,720</td>
<td>15,323</td>
<td>8,525</td>
<td>48,982</td>
<td>1,645,497</td>
</tr>
</tbody>
</table>

Notes:

1 Capitalised depreciation and amortisation: Where the use of a non-current asset contributes towards the development of a new non-current asset, the associated depreciation or amortisation expense is capitalised and forms part of the carrying amount of the new asset.

2 The carrying amount of computer software totalling $8,525,000 includes purchased software $1,579,000 and internally generated software $6,946,000.

No indicators of impairment were found for land and buildings. The National Library building ($214,200,000) and land ($14,100,000) upon which it stands is a special purpose building, which may not be disposed of without prior Ministerial approval. No land or buildings are expected to be sold or disposed of within the next 12 months.

No indicators of impairment were found for National Collection, property, plant and equipment.

All revaluations were conducted in accordance with the revaluation policy. The effective date for all revaluations was 30 June 2016. The revaluation for the land and buildings was conducted by independent valuers from Herron Todd White (Canberra) Pty Ltd and the revaluation for the National Collection was undertaken by independent valuers from Australian Valuation Solutions Pty Ltd.

A revaluation increment of $3,587,000 for buildings (2014-15: increment of $2,183,000); a revaluation increment of $250,000 for land (2014-15: $0); and a revaluation increment of $2,183,000 for heritage and cultural assets (2014-15: decrement of $152,696,000) were passed to the asset revaluation reserve by class and included in the equity section of the Statement of Financial Position. Leasehold improvements were found to be at fair value (2014-15: $0).

No heritage and cultural material is expected to be sold or disposed of within the next 12 months, however immaterial amounts of plant and equipment are expected to be disposed as they reach their planned disposal date during the next 12 months.

No indicators of impairment were found for intangible assets.

No material intangible assets are expected to be sold or disposed of within the next 12 months.
## Contractual commitments for the acquisition of property, plant and intangible assets

<table>
<thead>
<tr>
<th></th>
<th>Less than 1 Year</th>
<th>Between 1 and 5 Years</th>
<th>More than 5 Years</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2016</td>
<td>2015</td>
<td>2016</td>
<td>2015</td>
</tr>
<tr>
<td>Buildings</td>
<td>$246,000</td>
<td>$2,788,000</td>
<td>-</td>
<td>$246,000</td>
</tr>
<tr>
<td>Heritage and cultural</td>
<td>-</td>
<td>-</td>
<td>$88,000</td>
<td>$88,000</td>
</tr>
<tr>
<td>Plant and equipment</td>
<td>-</td>
<td>-</td>
<td>$66,000</td>
<td>$88,000</td>
</tr>
<tr>
<td>Other intangibles</td>
<td>$500,000</td>
<td>$660,000</td>
<td>-</td>
<td>$500,000</td>
</tr>
<tr>
<td><strong>Total capital commitments</strong></td>
<td><strong>1,013,000</strong></td>
<td><strong>3,990,000</strong></td>
<td><strong>88,000</strong></td>
<td><strong>1,167,000</strong></td>
</tr>
</tbody>
</table>

### Reconciliation of the opening and closing balances of property, plant and equipment for 2014-15

<table>
<thead>
<tr>
<th></th>
<th>Land</th>
<th>Buildings</th>
<th>Heritage and cultural</th>
<th>Plant and equipment</th>
<th>Computer software</th>
<th>Other intangibles</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gross book value</strong></td>
<td>$15,100</td>
<td>$211,499</td>
<td>$1,496,714</td>
<td>$15,772</td>
<td>$16,628</td>
<td>$37,993</td>
<td>$1,793,706</td>
</tr>
<tr>
<td><strong>Accumulated depreciation/amortisation</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$12,870,706</td>
</tr>
<tr>
<td><strong>Net book value 1 July 2014</strong></td>
<td>$15,100</td>
<td>$211,499</td>
<td>$1,496,714</td>
<td>$15,772</td>
<td>$16,628</td>
<td>$37,993</td>
<td>$1,780,836</td>
</tr>
<tr>
<td><strong>Additions</strong></td>
<td>$7,379</td>
<td>$4,268</td>
<td>$3,395</td>
<td>$153</td>
<td>$348</td>
<td>$15,543</td>
<td></td>
</tr>
<tr>
<td><strong>Internally developed</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$1,921</td>
<td>$4,988</td>
<td>$6,909</td>
<td></td>
</tr>
<tr>
<td><strong>Donations/gifts/transfer in cost</strong></td>
<td>-</td>
<td>$1,523</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$1,523</td>
<td></td>
</tr>
<tr>
<td><strong>Revaluations and impairments recognised in other comprehensive income</strong></td>
<td>-</td>
<td>$2,183</td>
<td>($152,696)</td>
<td>-</td>
<td>($14)</td>
<td>-</td>
<td>($150,527)</td>
</tr>
<tr>
<td><strong>Depreciation/amortisation expense</strong></td>
<td>($4,112)</td>
<td>($12,173)</td>
<td>($2,564)</td>
<td>($1,402)</td>
<td>-</td>
<td>($20,251)</td>
<td></td>
</tr>
<tr>
<td><strong>Capitalised depreciation/amortisation</strong></td>
<td>-</td>
<td>-</td>
<td>($69)</td>
<td>-</td>
<td>-</td>
<td>($69)</td>
<td></td>
</tr>
<tr>
<td><strong>Disposals</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>Net book value 30 June 2015</strong></td>
<td>$15,100</td>
<td>$216,949</td>
<td>$1,337,636</td>
<td>$19,065</td>
<td>$18,332</td>
<td>$43,329</td>
<td>$1,633,957</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Land</th>
<th>Buildings</th>
<th>Heritage and cultural</th>
<th>Plant and equipment</th>
<th>Computer software</th>
<th>Other intangibles</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gross book value</strong></td>
<td>$15,100</td>
<td>$216,949</td>
<td>$1,337,636</td>
<td>$19,065</td>
<td>$18,332</td>
<td>$43,329</td>
<td>$1,650,411</td>
</tr>
<tr>
<td><strong>Accumulated depreciation/amortisation</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>($6,071)</td>
<td>($11,383)</td>
<td>-</td>
<td>($16,454)</td>
</tr>
<tr>
<td><strong>Net book value 30 June 2015</strong></td>
<td>$15,100</td>
<td>$216,949</td>
<td>$1,337,636</td>
<td>$13,994</td>
<td>$6,949</td>
<td>$43,329</td>
<td>$1,633,987</td>
</tr>
</tbody>
</table>
Accounting Policy

National Collection, plant and equipment

Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken. Financial assets are initially measured at their fair value plus transaction costs where appropriate.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and income at their fair value at the date of acquisition, unless acquired as a consequence of restructuring of administrative arrangements.

Asset recognition threshold

Purchases of property, plant and equipment are recognised initially at cost in the statement of financial position, except for purchases costing less than $1,500 (GST exclusive), which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total). The purchase of library material regardless of the amount, other than serials, is capitalised as part of the National Collection, which is a heritage and cultural asset.

Revaluations

Following initial recognition at cost, property, plant and equipment and the National Collection are carried at fair value less subsequent accumulated depreciation and accumulated impairment losses. It is the NLA’s policy to seek valuation advice annually to confirm all valuations remain current.

Revaluation adjustments were made on a class basis. Any revaluation increment was credited to equity under the heading of asset revaluation reserve except to the extent that it reversed a previous revaluation decrement of the same asset class that was previously recognised in the surplus/deficit. Revaluation decrements for a class of assets were recognised in the surplus/deficit except to the extent that they reversed a previous revaluation increment for that class. Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the asset restated to the revalued amount.

Depreciation and amortisation

Depreciable property, plant and equipment are written-off to their estimated residual values over their estimated useful lives to the NLA, using in all cases the straight-line method of depreciation. Leasehold improvements are amortised on a straight-line basis over the lesser of the estimated useful life of the improvements or the unexpired period of the lease.

Depreciation/amortisation rates (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future reporting periods, as appropriate.

Depreciation and amortisation rates applying to each class of depreciable asset are based on the following useful lives:

<table>
<thead>
<tr>
<th>Asset Type</th>
<th>Useful Life</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building and building improvements</td>
<td>10 to 200 years</td>
<td>10 to 200 years</td>
<td></td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>Lease term</td>
<td>Lease term</td>
<td></td>
</tr>
<tr>
<td>Plant and equipment</td>
<td>1 to 25 years</td>
<td>1 to 25 years</td>
<td></td>
</tr>
<tr>
<td>Non-heritage and cultural artwork</td>
<td>75 years</td>
<td>75 years</td>
<td></td>
</tr>
<tr>
<td>National Collection – tangible</td>
<td>50 to 825 years</td>
<td>50 to 825 years</td>
<td></td>
</tr>
</tbody>
</table>

Accounting Policy

Impairment

All assets were assessed for impairment at 30 June 2016. Where indications of impairment exist, the asset’s recoverable amount is estimated and an impairment adjustment is made if the asset’s recoverable amount is less than its carrying amount.

The recoverable amount of an asset is the higher of its fair value less costs of disposal and its value in use. Value in use is the present value of the future cash flows expected to be derived from the asset. Where the future economic benefit of an asset is not primarily dependent on the asset’s ability to generate future cash flows and the asset would be replaced if the NLA were deprived of the asset, its value in use is taken to be its depreciated replacement cost.

Derecognition

An item of property, plant and equipment is derecognised upon disposal or when no further economic benefits are expected from its use or disposal.

Heritage and cultural assets

The Library’s collection assets consist of a comprehensive range of materials relating to the history and culture of Australia and of selected overseas publications. The collections have been developed over the years since 1901 when the Library was established as the Commonwealth Parliamentary Library. The National Library Act 1960 provides the Library with a mandate to build a national collection of library material, including a comprehensive collection of Library material relating to Australia and the Australian people. Australian materials collected include print publications in the form of books, maps, sheet music, and ephemeral materials like posters and leaflets; and unpublished materials such as manuscripts, pictures and oral history and folklore recordings. The overseas collection of publications provides a strong base to support research especially in the fields of South East and East Asia studies and the social sciences and the humanities. The Australian and overseas print collections are augmented by extensive microform holdings and digital resources.


Intangibles

The Library’s intangibles comprise purchased software and internally developed software for internal use and heritage and cultural assets forming part of the National Collection in the form of digitised collections, archived web pages, oral history collections and digital photographs. The threshold for the recognition of software assets is $2,000 (GST exclusive). The purchase of intangible library material regardless of the amount, other than serials, is capitalised as part of the National Collection, which is a cultural and heritage asset.

Software assets are carried at cost less accumulated amortisation and accumulated impairment loss. As at 30 June 2016 intangible heritage and cultural assets are held at cost.

Software is amortised on a straight-line basis over its anticipated useful life. The useful lives of the Library’s software ranges between 2 and 15 years (2014-15: 2 to 15 years). The intangible Library collections are not amortised as their useful lives have been determined as indefinite. The useful lives of these collections are reviewed annually to determine whether events and circumstances continue to support an indefinite useful life assessment for that collection.

All intangible assets were assessed for indications of impairment as at 30 June 2016.
Accounting Judgements and Estimates

Fair value of the National Collection

The NLA obtains independent valuation advice annually of the National Collection. At the end of each reporting period the NLA updates the assessment of fair value for the National Collection based on the advice of the most recent independent valuation.

Due to the extent and diversity of the National Collection, a valuation of an appropriate sample is considered to be the only practicable and cost effective means of providing a reliable valuation. Consequently the valuation methodology involves a stratified random sampling of the collections. The statistical sampling methodology was developed by the University of Western Australia, Statistical Consulting Group. The aim of the stratification is to group items that are similar in nature; the way in which they are stored; and approximate value.

The valuation method adopted for the National Collection is by market based evidence where a market exists for items in the collection. Those collections for which market based evidence was adopted included: rare books; rare maps; atlases and globes; the general collection; music scores; and ephemera. Market based evidence was sought from a range of sources including dealers in antiquarian material, book sellers, specialist dealers and relevant sales databases. Actual acquisition costs over the past two years for the general collection and the music collection were used to provide a guide as to the purchase price for items. The remaining collections were valued using an average market based cost approach (second hand).

The valuation of the National Collection is subject to a high level of estimation uncertainty. This uncertainty arises from a number of factors including: many of the collection items are unique and there are few comparable transactions; there is a limited active market for most of the items in the collection; the Library does not sell assets and therefore has no history of testing the market price; and the National Collection comprises many items and the valuation process therefore depends on sampling, as explained above and this gives rise to the risks inherent in sampling.

These uncertainties mean that the valuation is an estimation process and that there may be significant variation in the overall valuation. Note 1.3 provides information on the valuation techniques and inputs used to value the National Collection.

<table>
<thead>
<tr>
<th>Note 4.2B - Inventories</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inventories held for sale</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work in progress</td>
<td>269</td>
<td>251</td>
</tr>
<tr>
<td>Finished goods</td>
<td>736</td>
<td>830</td>
</tr>
<tr>
<td>Total Inventories held for sale</td>
<td>1,005</td>
<td>1,081</td>
</tr>
<tr>
<td>Inventories held for distribution</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work in progress</td>
<td>1</td>
<td>21</td>
</tr>
<tr>
<td>Finished goods</td>
<td>38</td>
<td>51</td>
</tr>
<tr>
<td>Total Inventories held for distribution</td>
<td>39</td>
<td>72</td>
</tr>
<tr>
<td>Total Inventories</td>
<td>1,044</td>
<td>1,153</td>
</tr>
</tbody>
</table>

Inventories are categorised as follows

No more than 12 months | 575 | 552 |
More than 12 months | 469 | 601 |
Total Inventories | 1,044 | 1,153 |

During 2015-16 $1,035,000 (2014-15: $852,000) of inventory held for sale was recognised as an expense upon sale and $130,000 (2014-15: $102,000) of inventory held for distribution was recognised as an expense upon use. The value of inventory held at fair value less cost to sell is $261,000 (2014-15: $320,000).

Accounting Policy

Inventories

Inventories held for sale are valued at the lower of cost and net realisable value. Inventories held for distribution are valued at cost, adjusted for any loss of service potential.

Costs incurred in bringing each item of inventory to its present location and condition are assigned to that item. These costs are capable of being allocated on a reasonable basis.

Inventories acquired at no cost or nominal consideration are initially measured at current replacement cost as at the date of acquisition.

<table>
<thead>
<tr>
<th>Note 4.2C - Other Non-Financial Assets</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepayments</td>
<td>1,882</td>
<td>1,740</td>
</tr>
<tr>
<td>Total other non-financial assets</td>
<td>1,882</td>
<td>1,740</td>
</tr>
</tbody>
</table>

No indicators of impairment were found for other non-financial assets.

Note 4.3 - Payables

Note 4.3A – Suppliers

| Trade creditors and accruals | 3,052 | 3,756 |
| Operating lease rentals | 4 | 1 |
| Total suppliers | 3,056 | 3,757 |

All supplier payables are current and settlement is usually made net 30 days.

Note 4.3B – Grants

| Private sector - Individuals | 60 | 8 |
| Total grants | 60 | 8 |

All grants payables are current. The grant liability is recognised because grant recipients have met the conditions of the grants, but are yet to be paid.
### Note 4.3C – Other Payables

<table>
<thead>
<tr>
<th></th>
<th>2016 $'000</th>
<th>2015 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and wages</td>
<td>169</td>
<td>1,195</td>
</tr>
<tr>
<td>Superannuation</td>
<td>32</td>
<td>211</td>
</tr>
<tr>
<td>Separations and redundancies</td>
<td>76</td>
<td>-</td>
</tr>
<tr>
<td>Prepayments received/unearned income</td>
<td>277</td>
<td>416</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total other payables</strong></td>
<td><strong>644</strong></td>
<td><strong>1,829</strong></td>
</tr>
</tbody>
</table>

All other payables are expected to be settled within the next 12 months.

### Accounting Policy

**Supplier and other payables**

Supplier and other payables are recognised at amortised cost. Liabilities are recognised to the extent that goods or services have been received and irrespective of having been invoiced. Supplier and other payables are derecognised on payment.

### Note 4.4: Other Provisions

#### Note 4.4A – Other Provisions

<table>
<thead>
<tr>
<th></th>
<th>2016 $'000</th>
<th>2015 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provision for sales returns</td>
<td>74</td>
<td>60</td>
</tr>
<tr>
<td><strong>Total other provisions</strong></td>
<td><strong>74</strong></td>
<td><strong>60</strong></td>
</tr>
</tbody>
</table>

Other provisions are expected to be settled within the next 12 months.

<table>
<thead>
<tr>
<th></th>
<th>Provision for sales returns</th>
<th>Total</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
<td></td>
</tr>
<tr>
<td><strong>As at 1 July 2015</strong></td>
<td>60</td>
<td>60</td>
<td></td>
</tr>
<tr>
<td>Additional provisions made</td>
<td>87</td>
<td>87</td>
<td></td>
</tr>
<tr>
<td>Amounts used</td>
<td>(73)</td>
<td>(73)</td>
<td></td>
</tr>
<tr>
<td>Amounts reversed</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>Total asset as at 30 June 2016</strong></td>
<td>74</td>
<td>74</td>
<td></td>
</tr>
</tbody>
</table>

### Funding

This section analyses the Library’s funding structure.

#### Note 5.1: Revenue from Government

<table>
<thead>
<tr>
<th></th>
<th>2016 $'000</th>
<th>2015 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attorney General’s Department</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corporate Commonwealth entity payment item</td>
<td>20,925</td>
<td>50,368</td>
</tr>
<tr>
<td>Department of Communications and the Arts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corporate Commonwealth entity payment item</td>
<td>27,816</td>
<td></td>
</tr>
<tr>
<td><strong>Total revenue from Government</strong></td>
<td><strong>48,741</strong></td>
<td><strong>50,368</strong></td>
</tr>
</tbody>
</table>

Note the NLA also receives funding for additions to the National Collection through a separate Collection Development Acquisition Budget provided through an equity appropriation. The Consolidated Statement of Changes in Equity and Note 5.2 refers.

#### Accounting Policy

Funding received or receivable from the Department of Communications and the Arts (appropriated to the Department as a corporate Commonwealth entity payment item for payment to the National Library) and previously from the Attorney General’s Department is recognised as Revenue from Government, unless the funding is in the nature of an equity injection. Grants received from Government entities are included in Other Revenue, Note 3.2B.

#### Note 5.2: Net Cash Appropriation Arrangements

<table>
<thead>
<tr>
<th></th>
<th>2016 $'000</th>
<th>2015 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total comprehensive income / (loss) less depreciation / amortisation expenses previously funded through revenue appropriations 1</td>
<td>8,108</td>
<td>(147,425)</td>
</tr>
<tr>
<td>Plus: depreciation/amortisation expenses previously funded through revenue appropriation</td>
<td>11,129</td>
<td>12,173</td>
</tr>
<tr>
<td><strong>Total comprehensive income / (loss) - as per the Statement of Comprehensive Income</strong></td>
<td><strong>(3,023)</strong></td>
<td><strong>(159,598)</strong></td>
</tr>
</tbody>
</table>

1. From 2010-11, the Government introduced net cash appropriation arrangements and in respect of the NLA as a collection institution, revenue appropriations for depreciation expenses for the National Collection were ceased. The NLA instead receives a separate Collection Development Acquisition Budget provided through an equity appropriation to fund additions to the National Collection.
Note 5.3: Cash Flow Reconciliation

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Note 5.3: Cash Flow Reconciliation</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Revenue from Government</strong></td>
<td>(57,783)</td>
<td>(59,453)</td>
</tr>
<tr>
<td><strong>Cash flows from operating activities</strong></td>
<td>49,740</td>
<td>50,368</td>
</tr>
<tr>
<td><strong>Net cost of services</strong></td>
<td>(57,783)</td>
<td>(59,453)</td>
</tr>
<tr>
<td><strong>Adjustments for non-cash items</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation / amortisation</td>
<td>19,268</td>
<td>20,251</td>
</tr>
<tr>
<td>Gain on disposal of assets</td>
<td>(3)</td>
<td>(26)</td>
</tr>
<tr>
<td>Resources received free of charge - goods</td>
<td>(2,765)</td>
<td>(2,334)</td>
</tr>
<tr>
<td>Notional expenditure</td>
<td>927</td>
<td>938</td>
</tr>
<tr>
<td><strong>Movement in assets and liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase in net receivables</td>
<td>(342)</td>
<td>(181)</td>
</tr>
<tr>
<td>Decrease in inventories</td>
<td>109</td>
<td>30</td>
</tr>
<tr>
<td>Increase in prepayments</td>
<td>(142)</td>
<td>(171)</td>
</tr>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase (decrease) in prepayments received</td>
<td>(139)</td>
<td>218</td>
</tr>
<tr>
<td>Increase in employee provisions</td>
<td>562</td>
<td>328</td>
</tr>
<tr>
<td>Increase (decrease) in suppliers payables</td>
<td>(701)</td>
<td>263</td>
</tr>
<tr>
<td>Increase (decrease) in other payables</td>
<td>(1,142)</td>
<td>114</td>
</tr>
<tr>
<td>Increase (decrease) in grant payables</td>
<td>52</td>
<td>(38)</td>
</tr>
<tr>
<td>Increase (decrease) in other provisions</td>
<td>14</td>
<td>(22)</td>
</tr>
<tr>
<td><strong>Net cash from operating activities</strong></td>
<td>6,545</td>
<td>10,285</td>
</tr>
<tr>
<td>Non-cash financing and investing activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Collection material and other non-current assets received free of charge</td>
<td>1,888</td>
<td>1,479</td>
</tr>
<tr>
<td><strong>Total Non-cash Financing and Investing</strong></td>
<td>1,888</td>
<td>1,479</td>
</tr>
</tbody>
</table>

People and Relationships

The section describes a range of employment and post-employment benefits provided to our people; our relationship with other key people; and supplementary information for the parent entity.

Note 6.1: Employee Provisions

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Employee provisions expected to be settled</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No more than 12 months</td>
<td>3,028</td>
<td>3,083</td>
</tr>
<tr>
<td>More than 12 months</td>
<td>9,803</td>
<td>8,996</td>
</tr>
<tr>
<td><strong>Total employee provisions</strong></td>
<td>12,831</td>
<td>12,079</td>
</tr>
</tbody>
</table>

Accounting Policy

**Employee Benefits**

Liabilities for ‘short-term employee benefits’ (as defined in AASB 119 Employee Benefits) and termination benefits due within 12 months of the end of the reporting period are measured at their nominal amounts. The nominal amount is calculated with regard to the rates expected to be paid on settlement of the liability.

**Leaves**

The liability for employee benefits includes provision for annual leave and long service leave. No provision has been made for sick leave, as all sick leave is non-vesting and the average sick leave taken in the future years by employees of the NLA is estimated to be less than the annual entitlement for sick leave.

The leave liabilities are calculated on the basis of employees’ remuneration at the estimated salary rates that will be applied at the time the leave is taken, including the NLA’s employer superannuation contribution rates to the extent that the leave is likely to be taken during service rather than paid out on termination.

The liability for long service leave has been determined by reference to the work of an actuary. The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation.

**Separation and Redundancy**

Provision is made for separation and redundancy benefit payments. The NLA recognises a provision for termination when it has developed a detailed formal plan for the terminations and has informed those employees affected that it will carry out the terminations.

**Superannuation**

Employees of the NLA are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), the PSS accumulation plan (PSSap) or a superannuation fund compliant with the Superannuation Industry (Supervision) Act 1993 nominated by the employee. The CSS and PSS are defined benefit schemes for the Australian Government. The PSSap is a defined contribution scheme. The liability for the defined benefit schemes is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported by the Department of Finance’s administered schedules and notes.
Accounting Policy

Superannuation (continued)
The NLA makes employer contributions to the CSS, PSS and PSSap superannuation schemes at rates determined by an actuary to be sufficient to meet the current cost to the Government. Employer contributions to superannuation funds nominated by the employee are made at the same rate as those of the PSSap. The NLA accounts for the contributions as if they were contributions to defined contribution plans. The liability for superannuation recognised as at 30 June represents outstanding contributions.

Accounting Judgements and Estimates
The NLA relies on a methodology developed by the Australian Government Actuary to estimate the present value of a provision for annual and long service leave. The methodology for estimating the present value of the long service leave uses probability factors for NLA employees reaching unconditional entitlement and a discount factor which provides for both interest effects and salary increases, both in terms of promotional salary advancement and salary inflation.

Note 6.2: Senior Management Personnel Remuneration

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Post-employment benefits</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Superannuation</td>
<td>225,623</td>
<td>226,540</td>
</tr>
<tr>
<td>18,177</td>
<td></td>
<td>19,618</td>
</tr>
<tr>
<td>Total post-employment benefits</td>
<td>225,623</td>
<td>226,540</td>
</tr>
<tr>
<td></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Total comprehensive income (loss)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Equity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributed equity</td>
<td>89,434</td>
<td>79,755</td>
</tr>
<tr>
<td>Reserves</td>
<td>217,149</td>
<td>211,129</td>
</tr>
<tr>
<td>Retained surplus</td>
<td>1,384,682</td>
<td>1,374,861</td>
</tr>
<tr>
<td>Total equity</td>
<td>1,607,135</td>
<td>1,665,745</td>
</tr>
</tbody>
</table>

The number of senior management personnel that are included in the above table total 8 (2015: 7) and the number of paid directors total 12 (2015: 9). Senior management personnel remuneration for the economic entity and the parent entity are the same.

Note 6.3: Related Party Disclosures

Transactions with Council members or Council member related entities
Other than identified in the following table, no members of the Council have, since the end of the previous financial year, received or become entitled to receive a benefit (other than a benefit included in the aggregate amount of remuneration received or due and receivable by Council members shown in the financial statements) by reason of a contract made by the Library with the Council member or an entity in which she/he has a substantial financial interest. The Library does not make any loans to members of Council or their related entities.

Contracts with entity in which a Council member has a substantial financial interest:

<table>
<thead>
<tr>
<th>Name</th>
<th>Entity</th>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>R. Stokes</td>
<td>Australian Capital</td>
<td>Purchase of publication for re-sale.</td>
<td>$12,190.75</td>
</tr>
<tr>
<td></td>
<td>Equity Pty Ltd</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Controlled Entities – Library Trust Accounts
The Library provides administrative support services to the Library’s trust accounts during the year free of charge. The activities funded by the trust accounts support the functions of the Library.

Note 6.4: Supplementary Information for the Parent Entity

Statement of Financial Position

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$’000</td>
<td>$’000</td>
</tr>
<tr>
<td>Total current assets</td>
<td>42,400</td>
<td>48,908</td>
</tr>
<tr>
<td>Total assets</td>
<td>1,688,366</td>
<td>1,663,466</td>
</tr>
<tr>
<td>Total current liabilities</td>
<td>13,886</td>
<td>15,238</td>
</tr>
<tr>
<td>Total liabilities</td>
<td>15,301</td>
<td>17,721</td>
</tr>
<tr>
<td>Equity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributed equity</td>
<td>89,434</td>
<td>79,755</td>
</tr>
<tr>
<td>Reserves</td>
<td>217,149</td>
<td>211,129</td>
</tr>
<tr>
<td>Retained surplus</td>
<td>1,384,682</td>
<td>1,374,861</td>
</tr>
<tr>
<td>Total equity</td>
<td>1,607,135</td>
<td>1,665,745</td>
</tr>
</tbody>
</table>

The disclosures at Note 7.1 Contingent Assets and Liabilities and Note 4.2 for Contractual commitments for the acquisition of property, plant and intangible assets are those of the parent entity.

Note 6.5: Remuneration of Auditors

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$’000</td>
<td>$’000</td>
</tr>
<tr>
<td>Financial statement audit services</td>
<td>76</td>
<td>76</td>
</tr>
<tr>
<td>Total fair value of services received</td>
<td>76</td>
<td>76</td>
</tr>
</tbody>
</table>

No other services were provided by the Auditor-General.
Managing Uncertainties

This section analyses how the Library manages financial risks within its operating environment.

Note 7.1: Contingent Assets and Liabilities

---

<table>
<thead>
<tr>
<th>Claims for damages or costs</th>
<th>Guarantees</th>
<th>Indemnities</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2016 $’000</td>
<td>2015 $’000</td>
<td>2016 $’000</td>
</tr>
<tr>
<td>Contingent liabilities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance from previous period</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Re-measurement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total contingent liabilities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net contingent assets (liabilities)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Quantifiable Contingencies

The Library has no significant quantifiable contingencies.

Unquantifiable Contingencies

The Library has no significant unquantifiable contingencies.

Accounting Policy

Contingent assets and liabilities

Contingent assets are disclosed when settlement is probable, but not virtually certain and contingent liabilities are disclosed when settlement is greater than remote.

---

Note 7.2: Financial Instruments

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$’000</td>
<td>$’000</td>
</tr>
<tr>
<td>Loans and receivables:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash on hand or deposit</td>
<td>4,230</td>
<td>4,969</td>
</tr>
<tr>
<td>Receivables for goods and services</td>
<td>1,205</td>
<td>813</td>
</tr>
<tr>
<td>Interest receivable</td>
<td>471</td>
<td>688</td>
</tr>
<tr>
<td>Fixed term deposit with a bank</td>
<td>41,600</td>
<td>47,484</td>
</tr>
<tr>
<td>Accrued revenue</td>
<td>827</td>
<td>586</td>
</tr>
<tr>
<td>Total loans and receivables</td>
<td>45,333</td>
<td>54,540</td>
</tr>
<tr>
<td>Total financial assets</td>
<td>45,333</td>
<td>54,540</td>
</tr>
</tbody>
</table>

Financial Liabilities

Financial liabilities measured at amortised cost

| Supplier payables | 3,056 | 3,757 |
| Grants payable    | 60    | 6     |
| Other             |       | 3     |
| Total financial liabilities measured at amortised cost | 3,116 | 3,766 |
| Total financial liabilities | 3,116 | 3,766 |

---

Note 7.2B – Net Gains and Losses from Financial Assets

| Loans and receivables | 1,468 | 1,877 |
| Interest revenue      |       |       |
| Net gain loans and receivables | 1,468 | 1,877 |
| Net gain on financial assets | 1,468 | 1,877 |

---

Note 7.2C – Fair Values of Financial Instruments

The net fair value of each class of the Library’s financial assets and liabilities equal the carrying amount for both current and preceding reporting periods.

Financial assets

The net fair values of cash, deposits on call, interest bearing deposits and non-interest-bearing monetary financial assets approximate their carrying amounts. None of the classes of financial assets are readily traded on organised markets in standardised form.

Financial liabilities

The net fair values for trade creditors and grant liabilities, which are short term in nature, are approximated by their carrying amounts. None of the classes of financial liabilities are readily traded on organised markets in standardised form.

Note 7.2D - Credit Risk

The Library is exposed to minimal credit risk as the majority of loans and receivables are cash. The maximum exposure to credit risk is the risk that arises from potential default of a debtor. This amount is equal to the total amount of trade receivables and accrued revenue (2015-16: $2,034,000 and 2014-15: $1,401,000). The Library has assessed the risk of default on payment and has allocated $2,000 in 2015-16 (2014-15: $2,000) to an impairment account.
The Library manages its credit risks by limiting the provision of credit to qualifying organisations. In addition, the Library has policies and procedures in place to guide and monitor the recovery of overdue debt.

The Library holds no collateral to mitigate against credit risk.

Credit quality of financial assets (consolidated only) not past due or individually determined as impaired

<table>
<thead>
<tr>
<th>Not past due</th>
<th>Not past due nor impaired</th>
<th>Past due or impaired</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>0'000</td>
<td>0'000</td>
</tr>
</tbody>
</table>

Cash and cash equivalents  4,230  4,969  -  -
Receivables for goods and services  609  601  598  214
Interest receivable  471  688  -  -
Fixed term deposit with bank  41,600  47,484  -  -
Accrued revenue  827  586  -  -
Total  47,757  54,328  598  214

Ageing of financial assets that were past due but not impaired in 2016

<table>
<thead>
<tr>
<th>0 to 30 days</th>
<th>31 to 60 days</th>
<th>61 to 90 days</th>
<th>90+ days</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>Receivables for goods and services</td>
<td>598</td>
<td>-</td>
<td>-</td>
<td>598</td>
</tr>
<tr>
<td>Total</td>
<td>598</td>
<td>-</td>
<td>-</td>
<td>598</td>
</tr>
</tbody>
</table>

Ageing of financial assets that were past due but not impaired in 2015

<table>
<thead>
<tr>
<th>0 to 30 days</th>
<th>31 to 60 days</th>
<th>61 to 90 days</th>
<th>90+ days</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>Receivables for goods and services</td>
<td>156</td>
<td>55</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td>156</td>
<td>55</td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

Note 7.3E – Liquidity Risk

The Library’s financial liabilities are payables. The exposure to liquidity risk is based on the notion that the Library will encounter difficulties in meeting obligations associated with financial liabilities. This is highly unlikely due to government funding and mechanisms available to the Library and internal policies and procedures that have been put into place to ensure that there are appropriate resources to meet its financial obligations.

All non-derivative financial liabilities consisting of trade payables, grant payables and other payables mature within 1 year – 2016 $3,112,000 (2015: $3,768,000).

Note 7.2F – Market Risk

The Library holds basic financial instruments that do not expose it to certain market risks. The Library is exposed to minimal ‘currency risk’ and is not exposed to ‘other price risk’ or ‘interest rate risk’.

---

The significant unobservable input used in the fair measurement of the NLA's financial liabilities consisting of trade payables, grant payables and other payables

<table>
<thead>
<tr>
<th>Category</th>
<th>Fair Value Measurement</th>
<th>Valuation Technique</th>
<th>Sensitivity of the Level 3 fair value measurements to changes in unobservable inputs</th>
</tr>
</thead>
</table>
| Land - Industrial               | 1,385                  | Market comparable sales price of comparable and similar land          | Significant increase or decrease in the NLA’s realisable value of comparable land
| Building - Work in progress     | 2,227                  | Market comparable sales price of comparable and similar land          | Significant increase or decrease in the NLA’s realisable value of comparable land
| Building - National Library     | 5,432                  | Market comparable sales price of comparable and similar land          | Significant increase or decrease in the NLA’s realisable value of comparable land
| Buildings, leasehold improvements | 172                   | Market comparable sales price of comparable and similar land          | Significant increase or decrease in the NLA’s realisable value of comparable land
| Heritage and cultural           | 5,914                  | Market comparable sales price of comparable and similar land          | Significant increase or decrease in the NLA’s realisable value of comparable land

---

Note 7.3A – Fair Value Measurement

Fair Value measurements at the end of the reporting period

<table>
<thead>
<tr>
<th>Category</th>
<th>Fair Value measurements (All financial assets)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land - National Library</td>
<td>$1,587,693</td>
</tr>
<tr>
<td>Buildings, leasehold improvements</td>
<td>$360,000</td>
</tr>
<tr>
<td>Buildings - National Library</td>
<td>$750,000</td>
</tr>
<tr>
<td>Heritage and cultural</td>
<td>$596,968</td>
</tr>
<tr>
<td>Total</td>
<td>$3,787,957</td>
</tr>
</tbody>
</table>

---

FINANCIAL STATEMENTS 105104 NATIONAL LIBRARY OF AUSTRALIA ANNUAL REPORT 2015–2016
Table 7.3A provides an analysis of assets that are measured at fair value. The remaining assets and liabilities do not apply the fair value hierarchy.

The different levels of fair value are:

- Level 1 Quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at measurement date.
- Level 2 Input other than quoted prices included within Level 1 that are observable for the asset or liability either directly or indirectly.
- Level 3 Unobservable inputs for the asset or liability.

### Accounting Policy

Recurring Level 3 fair value measurements – valuation processes

On an annual basis the NLA engages professional independent valuers with appropriate skills and experience to ensure that assets held at fair value are held at current fair value. For the 30 June 2016 valuation the NLA engaged the following valuers:

- Land, building and leasehold improvements: Herron Todd White (Canberra) Pty Ltd.
- Tangible heritage and cultural assets (i.e. National Collection): Australian Valuation Solutions Pty Ltd.
- Other property, plant and equipment: Pickles Valuation Services were engaged to confirm that current values did not materially differ to fair value.

The NLA relies on the valuation models provided by the valuers and it is the NLA’s policy to seek valuation advice annually to confirm that all valuations remain current. All contracted valuers are required to provide written assurance that the valuation models used are in compliance with AASB 13 Fair Value Measurement.

### Transfers between fair value hierarchy levels

It is the NLA’s policy to recognise transfers into and out of the fair value hierarchy levels as at the end of the reporting period.

There have not been any changes to the valuation techniques during 2015-16.

The NLA did not measure any non-financial assets at fair value on a non-recurring basis as at 30 June 2016.

### Fair value measurements – highest and best use differs from current use for non-financial assets (NFAs)

The NLA’s assets are held for the purposes of maintaining and disseminating Australia’s cultural heritage and are not held for the purposes of deriving a profit. The current use of the NLA’s assets is considered to be their highest and best use.

### Level 1 and Level 2 transfers for recurring fair value measurements

There have been no transfers between levels 1 and 2 of the valuation hierarchy during the year.
Other Information

The Library operates a number of trust funds to account for donations and income from the application of donated funds. These funds operate under formal trust arrangements; are only able to be used in accordance with the terms of trusts, which are for the purposes of the Library; and these moneys are also recognised in the primary financial statements. The following is a brief comment on each fund currently in operation:

(a) The Morris West Trust Fund was funded by the author Morris West. The fund is used for the publication of material owned by the Library.

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance carried forward from previous year</td>
<td>540</td>
<td>514</td>
</tr>
<tr>
<td>Receipts during the year</td>
<td>4</td>
<td>7</td>
</tr>
<tr>
<td>Interest received</td>
<td>17</td>
<td>19</td>
</tr>
<tr>
<td>Available for payments</td>
<td>561</td>
<td>540</td>
</tr>
<tr>
<td>Payments made</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Balance carried forward to next year</td>
<td>561</td>
<td>540</td>
</tr>
</tbody>
</table>

(b) The General Trust Fund comprises donations received for general purposes or where no purpose is specified by the donor.

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance carried forward from previous year</td>
<td>4,287</td>
<td>3,893</td>
</tr>
<tr>
<td>Receipts during the year</td>
<td>687</td>
<td>672</td>
</tr>
<tr>
<td>Interest received</td>
<td>133</td>
<td>139</td>
</tr>
<tr>
<td>Available for payments</td>
<td>5,107</td>
<td>4,704</td>
</tr>
<tr>
<td>Payments made</td>
<td>(466)</td>
<td>(417)</td>
</tr>
<tr>
<td>Balance carried forward to next year</td>
<td>4,641</td>
<td>4,287</td>
</tr>
</tbody>
</table>

(c) The Kenneth Baillieu Myer Trust is a bequest from the late Kenneth Baillieu Myer for the purposes of the Kenneth Myer Annual Oration as held by the Library and for such other purpose as may be considered appropriate by the Director-General.

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance carried forward from previous year</td>
<td>26</td>
<td>24</td>
</tr>
<tr>
<td>Receipts during the year</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Interest received</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Available for payments</td>
<td>47</td>
<td>45</td>
</tr>
<tr>
<td>Payments made</td>
<td>(13)</td>
<td>(19)</td>
</tr>
<tr>
<td>Balance carried forward to next year</td>
<td>34</td>
<td>26</td>
</tr>
</tbody>
</table>

(d) The E.A. & V.I. Crome Trust is a bequest by the late E.A. Crome for the maintenance of and addition to the E.A. & V.I. Crome collection.

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance carried forward from previous year</td>
<td>92</td>
<td>89</td>
</tr>
<tr>
<td>Receipts during the year</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Interest received</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Available for payments</td>
<td>95</td>
<td>92</td>
</tr>
<tr>
<td>Payments made</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Balance carried forward to next year</td>
<td>95</td>
<td>92</td>
</tr>
</tbody>
</table>

(e) The Acquisition Trust Fund comprises donations received specifically for the acquisition of library material.

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance carried forward from previous year</td>
<td>1,334</td>
<td>1,325</td>
</tr>
<tr>
<td>Receipts during the year</td>
<td>-</td>
<td>5</td>
</tr>
<tr>
<td>Interest received</td>
<td>42</td>
<td>48</td>
</tr>
<tr>
<td>Available for payments</td>
<td>1,376</td>
<td>1,375</td>
</tr>
<tr>
<td>Payments made</td>
<td>(44)</td>
<td>(44)</td>
</tr>
<tr>
<td>Balance carried forward to next year</td>
<td>1,376</td>
<td>1,334</td>
</tr>
</tbody>
</table>

(f) The H.S. Williams Trust is a bequest from the late Harold S. Williams for the maintenance of and addition to the H.S. Williams collection.

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance carried forward from previous year</td>
<td>434</td>
<td>373</td>
</tr>
<tr>
<td>Receipts during the year</td>
<td>69</td>
<td>67</td>
</tr>
<tr>
<td>Interest received</td>
<td>11</td>
<td>12</td>
</tr>
<tr>
<td>Available for payments</td>
<td>514</td>
<td>452</td>
</tr>
<tr>
<td>Payments made</td>
<td>(127)</td>
<td>(18)</td>
</tr>
<tr>
<td>Balance carried forward to next year</td>
<td>387</td>
<td>434</td>
</tr>
</tbody>
</table>

(g) The Dame Mary Gilmore Trust is a bequest from the late Dame Mary Gilmore for the maintenance, preservation and protection of the Dame Mary Gilmore diaries.

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance carried forward from previous year</td>
<td>19</td>
<td>18</td>
</tr>
<tr>
<td>Receipts during the year</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Interest received</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Available for payments</td>
<td>18</td>
<td>19</td>
</tr>
<tr>
<td>Payments made</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Balance carried forward to next year</td>
<td>19</td>
<td>19</td>
</tr>
</tbody>
</table>

(h) The Nora Heysen Trust Account is a specific bequest from the late Nora Heysen for the provision of scholarships for the study of aspects of the art of Hans Heysen or his contribution to the artistic culture of Australia; or to further the study of the art of Hans Heysen; or to promote and perpetuate the standing of Hans Heysen.

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance carried forward from previous year</td>
<td>248</td>
<td>238</td>
</tr>
<tr>
<td>Receipts during the year</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Interest received</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td>Available for payments</td>
<td>259</td>
<td>248</td>
</tr>
<tr>
<td>Payments made</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Balance carried forward to next year</td>
<td>259</td>
<td>248</td>
</tr>
</tbody>
</table>

(i) The Ray Mathew and Eva Kollsman Trust is a bequest from the late Eva Kollsman to encourage Australian writers to work on or with the National Collection; for the acquisition and indexing of the works and papers of Australian writers as part of the National Collection; or to promote Australian writing through publications, exhibitions and public events.

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance carried forward from previous year</td>
<td>1,264</td>
<td>1,241</td>
</tr>
<tr>
<td>Receipts during the year</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Interest received</td>
<td>40</td>
<td>45</td>
</tr>
<tr>
<td>Available for payments</td>
<td>1,304</td>
<td>1,286</td>
</tr>
<tr>
<td>Payments made</td>
<td>(28)</td>
<td>(22)</td>
</tr>
<tr>
<td>Balance carried forward to next year</td>
<td>1,276</td>
<td>1,264</td>
</tr>
</tbody>
</table>
Note 8.2: Reporting of Outcomes

The Library is structured to meet one outcome:

Outcome 1: Australians have access to a national collection of library material to enhance learning, knowledge creation, enjoyment and understanding of Australian life and society.

Note 8.2A – Net Cost of Outcome Delivery

<table>
<thead>
<tr>
<th></th>
<th>Outcome 1</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2016</td>
<td>2015</td>
</tr>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>Expenses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee benefits</td>
<td>37,824</td>
<td>38,347</td>
</tr>
<tr>
<td>Suppliers</td>
<td>16,890</td>
<td>16,195</td>
</tr>
<tr>
<td>Grants</td>
<td>767</td>
<td>528</td>
</tr>
<tr>
<td>Depreciation and amortisation</td>
<td>19,268</td>
<td>20,251</td>
</tr>
<tr>
<td>Other</td>
<td>248</td>
<td>322</td>
</tr>
<tr>
<td>Total expenses</td>
<td>75,097</td>
<td>75,643</td>
</tr>
</tbody>
</table>

Own Source Income

<table>
<thead>
<tr>
<th></th>
<th>Outcome 1</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2016</td>
<td>2015</td>
</tr>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>Sale of goods and rendering of services</td>
<td>10,946</td>
<td>10,102</td>
</tr>
<tr>
<td>Deposit interest</td>
<td>1,468</td>
<td>1,877</td>
</tr>
<tr>
<td>Other</td>
<td>4,800</td>
<td>4,211</td>
</tr>
<tr>
<td>Total own-source income</td>
<td>17,314</td>
<td>16,190</td>
</tr>
</tbody>
</table>

Net cost of outcome delivery

<table>
<thead>
<tr>
<th></th>
<th>Outcome 1</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2016</td>
<td>2015</td>
</tr>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>Net cost of outcome delivery</td>
<td>57,783</td>
<td>59,453</td>
</tr>
</tbody>
</table>
5.1 APPENDIX A
THE COUNCIL OF THE NATIONAL LIBRARY OF AUSTRALIA AND ITS COMMITTEES

COUNCIL

Chair

Mr Ryan Stokes BCom (Curtin)
Non-executive member, New South Wales
Managing Director and Chief Executive Officer, Seven Group Holdings Pty Ltd
Chief Executive Officer, Australian Capital Equity
Director, Seven West Media Pty Ltd
Director, WesTrac Pty Ltd
Director, Coates Hire Pty Ltd
Committee member, InnovationXchange (within the Department of Foreign Affairs and Trade)
Member, Prime Ministerial Advisory Council on Veterans’ Mental Health
Member, IOC Olympic Education Commission
Reappointed on 9 July 2015 for a second three-year term until 8 July 2018
Attended six of six meetings

Deputy Chair

Ms Deborah Thomas Dip Fine Art (Monash/Caulfield), MAICD
Non-executive member, New South Wales
Chief Executive Officer and Managing Director, Ardent Leisure Ltd
Chair, Woollahra Public Art Trust
Councillor, Woollahra Council, New South Wales
Reappointed on 11 April 2013 for a third three-year term until 10 April 2016
Elected Deputy Chair on 7 June 2013
Attended five of five eligible meetings
Term expired

Members

Professor Kent Anderson BA (Middlebury), MA, JD (Washington), MJur (Oxford)
Non-executive member, Western Australia
Member, International Education Association of Australia Board
Member, New Colombo Plan Reference Group
Appointed on 5 May 2016 for a three-year term until 4 May 2019
Attended none of one eligible meeting
Mr Thomas Bradley QC, LLB (Queensland), FRNS
Non-executive member, Queensland
Barrister, North Quarter Lane Chambers
Vice-Patron, Queensland Art Gallery/Gallery of Modern Art Foundation
Member, QAGOMA Foundation Committee
President, Access Arts Inc.
Appointed on 11 December 2014 for a three-year term until 10 December 2017
Attended six of six meetings

The Hon Mary Delahunty BA (Hons) (La Trobe), MAICD
Non-executive member, Victoria
Executive Director, Luminosity Australia Pty Ltd
Deputy Chair, McClelland Gallery and Sculpture Park
Advisory Board member, Centre for Advancing Journalism, University of Melbourne
Foundation member, Emily’s List Australia
Advisory Board member, Harold Mitchell Foundation
Appointed on 11 April 2013 for a three-year term until 10 April 2016
Attended five of five eligible meetings
Term expired

Mr Laurie Ferguson MR MA, BEc (Sydney)
Non-executive member, New South Wales
Federal Member for Werriwa
Elected by the House of Representatives on 16 June 2015 for a three-year term
until 15 June 2018
House of Representatives term ended on 8 May 2016; Council resignation
effective from that date
Attended four of five eligible meetings

Mr John M. Green BJuris, LLB (UNSW)
Non-executive member, New South Wales
Company director, writer and publisher
Co-founder and Director, Pantera Press
Deputy Chairman, QBE Insurance
Non-executive Director, Centre for Independent Studies
Non-executive Director, WorleyParsons
Appointed on 25 July 2013 for a three-year term until 24 July 2016
Attended five of six meetings

Dr Nonja Peters BA (Hons) (UWA), PhD (Distinction UWA), RON
Non-executive member, Western Australia
Director, History Of Migration Experiences (HOME) Research Unit,
Curtin University Sustainability Policy (CUSP) Institute
Vice-Chair, Advisory Committee, Western Australian Maritime Museum
Vice-Chair, Associated Netherlands Societies of Western Australia
Member, WA Advisory Committee, National Archives of Australia
Councillor, Council of the Royal Western Australian Historical Society
Reappointed on 25 July 2013 for a second three-year term until 24 July 2016
Attended six of six meetings

Ms Jane Hemstritch BSc (Hons) (London), FCA, FAICD
Non-executive member, Victoria
Chair, Victorian Opera
Director, Walter and Eliza Hall Institute of Medical Research
Non-executive member, Global Council of Herbert Smith Freehills
Non-executive Director, Lendlease Corporation Ltd
Non-executive Director, Tabcorp Holdings Ltd
Reappointed on 5 May 2016 for a third term until 23 July 2019
Attended four of six meetings

Ms Janet Hirst BA (ANU)
Non-executive member, Victoria
Appointed on 5 May 2016 for a three-year term until 4 May 2019
Attended one of one eligible meeting.

Ms Anne-Marie Schwirtlich AM, BA (Hons) (Macquarie),
Dip Information Management (UNSW)
Director-General and executive member, Australian Capital Territory
Director, Art Exhibitions Australia Board
Member, Australian Academic and Research Libraries Editorial Panel
Member, National Cultural Heritage Committee
Member, University of Canberra Course Advisory Committees
Member, Australia–China Council
Reappointed on 9 February 2016 until 1 March 2017
Attended six of six meetings
APPENDICES

Senator Zed Seselja  
BA, LLB, Grad Dip Legal Practice (ANU), Grad Cert Public Administration (Canberra)  
Non-executive member, Australian Capital Territory  
Senator for the Australian Capital Territory  
Elected by the Senate on 11 December 2013 for a three-year term until 10 December 2016  
Attended two of six meetings

Mr Douglas Snedden  
Non-executive member, New South Wales  
Chairman, Chris O'Brien Lifehouse Pty Ltd  
Chairman, Odyssey House McGrath Foundation Pty Ltd  
Non-executive Director, Ozforex Limited  
Appointed on 5 May 2016 for a three-year term until 4 May 2019  
Attended one of one eligible meeting

Ms Alice Wong  
Non-executive member, Victoria  
Chair, International House University of Melbourne, Advancement Advisory Committee  
Council member, International House University of Melbourne  
Member, Australian Institute of Public Administration, Asia Century Committee  
Member, International House University of Melbourne, Risk Management Committee  
Member, Swinburne University of Technology, Faculty of Business and Law, Course Advisory Committee  
Patron, Chinese Cancer Society of Victoria  
Appointed on 5 May 2016 for a three-year term until 4 May 2019  
Attended one of one eligible meeting

Meetings
Council met on:
- 7 August 2015;  
- 2 October 2015;  
- 4 December 2015;  
- 5 February 2016;  
- 1 April 2016;  
- 3 June 2016.

AUDIT COMMITTEE

Chair
Ms Jane Hemstritch  
Non-executive member of Council  
Attended two of three meetings

Members
Mr John M. Green  
Non-executive member of Council  
Attended two of three meetings

Mr Geoff Knuckey  
External member  
Attended three of three meetings

Ms Deborah Thomas  
Deputy Chair of Council  
Attended three of three meetings  
Term expired

Other Council members attended meetings as follows:
- Mr Thomas Bradley QC (one);  
- The Hon Mary Delahunty (one);  
- Mr Laurie Ferguson (one);  
- Dr Nonja Peters (three);  
- Ms Anne-Marie Schwartlich AM (three);  
- Mr Ryan Stokes (three).

Terms of Reference
The Audit Committee’s terms of reference are to:

a. on behalf of the members of the Council of the Library, oversee compliance by the Library and Council with obligations under the Public Governance, Performance and Accountability Act 2013;

b. provide a forum for communication between the members of Council, senior managers of the Library and the Library’s internal and external auditors;

c. ensure that there is an appropriate ethical climate in the Library; consider the appropriateness, adequacy, efficiency and effectiveness of the internal control system and system of risk oversight and management; and oversee compliance by the Library with those systems and procedures;

d. consider the appropriateness of the Library’s accounting policies;

e. consider the appropriateness of the annual financial report of the Library and recommend its adoption to Council;

f. consider the appropriateness of the external performance reporting.

Meetings
The Audit Committee met on:
- 7 August 2015;  
- 4 December 2015;  
- 1 April 2016.
CORPORATE GOVERNANCE COMMITTEE

Chair
Ms Deborah Thomas
Deputy Chair of Council
Attended one of one eligible meeting
Term expired

Members
The Hon Mary Delahunty
Non-executive member of Council
Attended one of one eligible meeting
Term expired
Ms Jane Hemstritch
Non-executive member of Council
Attended two of two meetings
Mr Ryan Stokes
Chair of Council
Attended two of two meetings

Terms of Reference
The Corporate Governance Committee’s terms of reference are to:

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

Meetings
The Corporate Governance Committee met on:
- 5 February 2016;
- 3 June 2016.

5.2 APPENDIX B
NATIONAL LIBRARY OF AUSTRALIA FOUNDATION BOARD

Chair
Mr Kevin McCann AM

Members
The Lady Ebury
Ms Kathryn Favelle
National Library of Australia
The Hon Martin Ferguson
Mr David Kenyon
Mr Simon Moore
Ms Cathy Pilgrim
National Library of Australia
Ms Anne-Marie Schwirtlich AM
National Library of Australia
Mr Doug Snedden
Council of the National Library of Australia
Ms Deborah Thomas
(u til 10 April 2016)
Council of the National Library of Australia

Secretariat
Development Office
National Library of Australia

Terms of Reference
The National Library of Australia Foundation Board’s terms of reference are to:
a. provide advice on Library fundraising targets;
b. provide assistance and advice on major fundraising campaigns, events and associated activities;
c. assist in obtaining funds from a variety of sources, including the business and philanthropic sectors;
d. encourage individual members to personally contribute or actively secure amounts required for nominated Library fundraising appeals.
5.3 APPENDIX C
NATIONAL LIBRARY OF AUSTRALIA COMMITTEES

Three committees provide advice to the Library:

- Libraries Australia Advisory Committee;
- Fellowships Advisory Committee;
- Community Heritage Grants Steering Committee.

LIBRARIES AUSTRALIA ADVISORY COMMITTEE

Chair
Mr Geoff Strempel
Public Library Services (South Australia)

Members
Dr Craig Anderson
Deakin University
Ms Laurie Atkinson
(Law Library of Victoria)
Ms Robert Gerrity
University of Queensland
Ms Catherine Kelso
State Library of Western Australia
Ms Amelia McKenzie
National Library of Australia
Ms Alison Oliver
City of Rockingham Libraries
Ms Ann Ritchie
Barwon Health

Ms Anne-Marie Schwirtlich AM
National Library of Australia
Ms Rosa Serratore
(Until September 2015)
National Meteorological Library
Ms JoAnne Sparks
Macquarie University

Secretariat
National Collections Access Division
National Library of Australia

Terms of Reference
The Libraries Australia Advisory Committee provides advice on strategic and policy issues affecting the delivery of the Libraries Australia service, the broad direction of service development and changes occurring in the library community that are likely to affect services.

FELLOWSHIPS ADVISORY COMMITTEE

Chair
Ms Anne-Marie Schwirtlich AM
National Library of Australia

Members
Professor Kent Anderson
Asian Studies Association of Australia
Dr Patricia Clarke OAM, FAHA
Australian Society of Authors
Professor Joy Damousi FAHA, FASSA
Academy of the Social Sciences in Australia
Emeritus Professor Rod Home AM, FAHA
Australian Academy of Science
Professor Joyce Kirk FALIA
Australian Library and Information Association

Associate Professor Julie Marcus
Independent Scholars Association of Australia
Professor Elizabeth Minchin FAHA, SFHEA
Australian Academy of the Humanities

Secretariat
Australian Collections and Reader Services Division
National Library of Australia

Terms of Reference
The Fellowships Advisory Committee makes recommendations on the award and administration of fellowships and scholarships.

COMMUNITY HERITAGE GRANTS STEERING COMMITTEE

Chair
Ms Cathy Pilgrim
National Library of Australia

Members
Ms Vicki Humphrey
National Museum of Australia
Ms Trish Kirkland
National Archives of Australia
Ms Meg Labrum
National Film and Sound Archive
Ms Ruvani Panagoda
(From 7 December 2015)
Department of Communications and the Arts

Mr Stuart Ray
(Until 7 September 2015)
Ministry for the Arts
Ms Rosemary Turner
National Library of Australia

Secretariat
Executive and Public Programs Division
National Library of Australia

Terms of Reference
The Community Heritage Grants Steering Committee provides advice and direction on matters associated with the Community Heritage Grants program, including policy and administration. It also facilitates the exchange of information about the program between the Library and funding partners.
5.4 APPENDIX D

STAFFING OVERVIEW

With the exception of the Director-General, all Library staff are employed under the Public Service Act 1999. Conditions of employment for staff below the Senior Executive Service (SES) level are contained in the Library's Enterprise Agreement 2011–2014. Some staff received enhanced benefits through an Individual Flexibility Arrangement. Table D.1 shows the salary ranges for classifications below SES level and the number of employees at each level.

SALARY RANGES

Table D.1: Salary Ranges below SES Level and Number of Employees, 30 June 2016

<table>
<thead>
<tr>
<th>Classification</th>
<th>Salary Range ($)</th>
<th>Employees (no.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>EL 2</td>
<td>117,622–144,037</td>
<td>27</td>
</tr>
<tr>
<td>EL 1</td>
<td>95,467–120,198</td>
<td>70</td>
</tr>
<tr>
<td>APS 6</td>
<td>76,173–87,601</td>
<td>75</td>
</tr>
<tr>
<td>APS 5</td>
<td>67,489–73,911</td>
<td>66</td>
</tr>
<tr>
<td>APS 4</td>
<td>60,648–68,340</td>
<td>79</td>
</tr>
<tr>
<td>Graduate</td>
<td>55,216–65,486</td>
<td>4</td>
</tr>
<tr>
<td>APS 3</td>
<td>55,216–59,640</td>
<td>51</td>
</tr>
<tr>
<td>APS 2</td>
<td>47,685–54,065</td>
<td>21</td>
</tr>
<tr>
<td>APS 1</td>
<td>41,491–45,859</td>
<td>0</td>
</tr>
<tr>
<td>Cadet</td>
<td>14,189–41,491</td>
<td>0</td>
</tr>
</tbody>
</table>

STAFF DISTRIBUTION

At 30 June 2016, the Library had 367 full-time and part-time ongoing staff, 18 full-time and part-time non-ongoing staff and 15 casual staff. Table D.2 shows staff distribution by division. The average full-time equivalent staffing for 2015–16 was 414, compared with 420 in 2014–15.

Table D.2: Staff Distribution by Division, 30 June 2016

<table>
<thead>
<tr>
<th>Division</th>
<th>Ongoing</th>
<th>Non-ongoing</th>
<th>June 2015 Total</th>
<th>June 2016 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Full-time</td>
<td>Part-time</td>
<td>Full-time</td>
<td>Part-time</td>
</tr>
<tr>
<td>Collections Management</td>
<td>99</td>
<td>23</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Australian Collections and Reader Services</td>
<td>80</td>
<td>20</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>National Collections Access</td>
<td>22</td>
<td>6</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Information Technology</td>
<td>40</td>
<td>4</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Executive and Public Programs</td>
<td>35</td>
<td>7</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Corporate Services</td>
<td>24</td>
<td>7</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>300</strong></td>
<td><strong>67</strong></td>
<td><strong>11</strong></td>
<td><strong>7</strong></td>
</tr>
</tbody>
</table>
STAFF CLASSIFICATION

Table D.3: Ongoing and Non-ongoing Full-time and Part-time Staff by Classification and Gender, 30 June 2016

<table>
<thead>
<tr>
<th>Classification</th>
<th>Ongoing</th>
<th></th>
<th></th>
<th>June</th>
<th>June</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Full-time</td>
<td>Part-time</td>
<td>Total</td>
<td>2016</td>
<td>2015</td>
</tr>
<tr>
<td></td>
<td>M</td>
<td>F</td>
<td>M</td>
<td>F</td>
<td>M</td>
</tr>
<tr>
<td>Statutory office holder</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>SES Band 1</td>
<td>1</td>
<td>4</td>
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<td>201</td>
<td>9</td>
<td>58</td>
<td>5</td>
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Note: Table D.3 is based on paid employees. Employees on long-term leave for more than 12 weeks are not included.

SES STAFF MOVEMENTS

Mr Mark Corbould, Assistant Director-General, Information Technology, retired on 19 November 2015. Mr David Wong was promoted to this position on 21 December 2015.

EQUAL EMPLOYMENT OPPORTUNITY

Table D.4: Staff by Equal Employment Opportunity Group and APS Classification, 30 June 2016

<table>
<thead>
<tr>
<th>Classification</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
<th>Indigenous people</th>
<th>People with disability</th>
<th>People from a CALD background</th>
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</thead>
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<td>2</td>
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</tr>
<tr>
<td>APS 2</td>
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<td>Total</td>
<td>121</td>
<td>279</td>
<td>400</td>
<td>8</td>
<td>25</td>
<td>87</td>
</tr>
</tbody>
</table>

Note: Data for equal employment opportunity groups is based on information supplied voluntarily by staff.

STAFF TRAINING

The Library’s annual Corporate Training Plan is based on workforce capabilities outlined in the Strategic Workforce Plan. The 2015–16 training calendar focused on the capabilities needed across the Library’s workforce in technical and business skills, behavioural capabilities and to embed the Library’s Leadership Capability Model. The calendar recognises the 70:20:10 development model where development comprises on-the-job experience (70 per cent), coaching (20 per cent) and facilitated learning (10 per cent).

Development opportunities for staff included internal and external programs, seminars, workshops, on-the-job training and placements. A significant portion of the opportunities offered by the Library in 2015–16 focused on learning through relationships. This included a cross-cultural institution mentor program, and reflective leadership and career sustainability
forums. The Library also continued its Focus on Leadership seminar series, in which senior leaders from public service agencies and private sector organisations were invited to give presentations to staff on leadership. Experts in digital capability were also invited to address staff on the relationship between digital confidence and the Library’s core business.

The Library customised and launched an online learning management system (LMS), providing central access to both internal and APS development opportunities; improved methods of recording learning and development data; and individual learning histories. With the introduction of the LMS, staff now have access to a library of over 4,500 online courses.

The Library participated in the Australian Public Service Commission’s core skills program and offered the performance management module to staff in this reporting period.

The total training and development expenditure, excluding staff time, was $355,021. The number of training days undertaken by staff, including face to face and online, is set out in Table D.5.

### Table D.5: Staff Training Days, 2015–16

<table>
<thead>
<tr>
<th>Classification</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
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<td>SES</td>
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<td>269</td>
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<tr>
<td>Total</td>
<td>236</td>
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</tbody>
</table>

### DIGITAL SKILLS TRAINING

The Library continues to partner with other state and territory libraries to develop training programs to address digital capability gaps in specific library professions, such as digital preservation.

As part of the National and State Libraries Australasia digital skills strategy, select Library staff participated in the Library of Congress Digital Outreach and Education Program. This baseline program focuses on the principles and practices of preserving digital materials. The participants of this workshop were then able to share their newly acquired knowledge through National Library information sessions, which over 90 staff attended. Select Library staff also participated in an extended and comprehensive workshop on digital forensics.

### 5.5 APPENDIX E

#### GIFTS, GRANTS AND SPONSORSHIPS

##### SUBSTANTIAL COLLECTION MATERIAL DONATIONS

- Ms Brit Andresen
- Professor Peter Beilharz
- Professor Anne Boyd AM
- Mrs Patricia Braga
- Dr Bob Brown
- Dr Brian Timothy Carey
- Ms Moira Claux
- Ms Denise Clyne
- Mrs Roseann Dale Dengate
- Department of Foreign Affairs and Trade
- Department of Veterans’ Affairs
- Ms Mem Fox AM
- Ms Mara Francis
- Ms Kate Grenville
- Mr Walter Hamilton
- Mr Harry Haythorne MBE and Ms Camilla Elia
- Mr John Hoyle
- Ms Christy Kelly
- Dr Isabel McBryde AO
- Mr Alistair McComas
- Ms Sarah Macneil and Mr Andrew Macneil
- Megalo Print Studio + Gallery
- Ms Christine Milne
- Mr Alan Moir CMG
- Mr John Moses
- Mr Robert Moutait
- Mr John Olsen AO, OBE
- Dr A. Barnie Pittock PSM
- Emeritus Professor Victor Prescott FASSA
- Mr Brian Reid
- Ms Emma Rutledge and Mr Thomas Rutledge
- Mr Alec Sandner
- Mr William Semple
- Mr Gerrit Stafford
- Mr Keith Storey
- Mrs Mareine Sweetser
- Ms Eva To
- Ms Brigitte Ward
- Wesfarmers Ltd
- Mr Tim Winton

##### GRANTS

- ACT Government Special Events Fund
  - (Exhibition—Celestial Empire: Life in China, 1644–1911)
- Attorney-General’s Department
  - (Community Heritage Grants)
- Australia–China Council (Exhibition—Celestial Empire: Life in China, 1644–1911)
- Australian Broadcasting Corporation
  - (Oral History Project)
- Australian Paralympic Committee
  - (Oral History Project)
- Brien Holden Vision Institute (Publication)
- Catalyst—Australian Arts and Culture Fund
  - (Treasures Gallery Access Program)
- City of Melbourne (Oral History Project)
- Embassy of the Kingdom of the Netherlands
  - (Digital Classroom module)
- Museum of Australian Democracy
  - (Oral History Project)
- National Archives of Australia
  - (Community Heritage Grants)
- National Collecting Institutions Touring and Outreach Program (Exhibitions)
- National Film and Sound Archive
  - (Community Heritage Grants)
- National Folk Festival (National Folk Fellowship)
- National Museum of Australia
  - (Community Heritage Grants)
During the reporting period, the Library operated one grant program.

**Community Heritage Grants**

The Library awarded 75 grants of up to $15,000 to assist community organisations to preserve and manage nationally significant cultural heritage collections. Financial support and assistance for this grant program was received from the Attorney-General’s Department, Ministry for the Arts (the program is now under the Department of Communications and the Arts); the National Archives of Australia; the National Film and Sound Archive; and the National Museum of Australia.

**National Library of Australia Fellowships**

In March 2015, a new scheme of National Library of Australia Fellowships was launched, to be offered from 2016, to support Australian and international researchers to make intensive use of the collections during a 12-week residency. 2016 fellowships were awarded to Associate Professor Michelle Arrow, Associate Professor Clinton Fernandes, Dr Amanda Harris, Emeritus Professor Lesley Johnson, Professor Klaus Neumann, Mr Michael Piggott and Dr Agnieszka Sobocinska.

**National Library Fellowship in Australian Literature**

Funded through the Eva Kollsman and Ray Mathew Trust, the 2016 fellowship was awarded to Dr Bridget Vincent.

**National Library Fellowship in Japan Studies**

Funded through the Harold S. Williams Trust, the 2016 fellowship was awarded to Dr Luke Gartlan.

**Friends of the National Library Creative Arts Fellowship**

Funded by the Friends, this fellowship supports a four-week residency for a practising artist to develop new work using the Library’s collections. The 2016 fellowship was awarded to Ms Michane Cloughley.
National Library Creative Arts Fellowship for Writing
Funded through the Eva Kollsman and Ray Mathew Trust, this fellowship supports a four-week residency for a writer to research the Library’s collections. The 2016 fellowship was awarded to Mr Paul Daley.

National Folk Fellowship
Funded jointly by the Library and the National Folk Festival, Mr Chris Sullivan was the 2016 recipient of this fellowship, which supports a four-week residency to research the Library’s collections to develop a performance at the festival.

Japan Study Grants
Funded through the Harold S. Williams Trust, these grants support scholars to undertake research using the Library’s Japanese collections for up to four weeks. Grants were awarded to Associate Professor Tomoko Aoyama, Dr Natsuko Akagawa, Dr Lucy Fraser, Ms Mayu Kanamori and Dr Helen Kilpatrick.

Norman McCann Summer Scholarships
Funded by Mrs Pat McCann, in 2016 the six-week scholarships to support postgraduate research by young Australians were awarded to Ms Meg Brayshaw, Ms Gretel Evans and Ms Talisha Goh.

Seymour Summer Scholarship
Funded by Dr John Seymour and Dr Heather Seymour AO, this six-week scholarship to support postgraduate research by a young Australian was awarded to Ms Morgan Burgess.

Kenneth Binns Travelling Fellowship
Funded by the descendants of Kenneth Binns, this fellowship supports travel for professional development by Library staff in the early stages of their career. The 2016 fellowship was awarded to Mr David Priddle.

Friends of the National Library Travelling Fellowship
Funded by the Friends, this fellowship provides a significant professional development opportunity for a Library staff member. The 2016 fellowship was awarded to Ms Monika Szunejko.

5.7 APPENDIX G
NATIONAL LIBRARY OF AUSTRALIA FUND

The National Library of Australia Fund helps the Library to manage, develop, preserve, digitise and deliver its documentary heritage collections to the widest possible audience, both online and onsite.

This year, specific campaigns have included the Chinese pith paintings preservation and digitisation project, and the preservation, digitisation and access project for the Library’s collection of material relating to women’s suffrage. The National Library of Australia Fund donors are acknowledged at the following gift levels:
- Principal Patron: gifts of $1,000,000 and above;
- Platinum Patron: gifts of $250,000 and above;
- Gold Patron: gifts of $100,000 and above;
- Silver Patron: gifts of $25,000 and above;
- Bronze Patron: gifts of $10,000 and above;
- Patron: gifts of $1,000 and above;
- Donor: gifts up to $1,000.

The Library gratefully acknowledges the generosity and support of Patrons and donors.

Listed below are Patrons who have given to the fund since its inception in 2009 and donors who have given during 2015–16. (An asterisk beside a name in the lists below indicates Patrons who donated during 2015–16.)

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Ms Simone Vinall*

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Three supporters donated anonymously.

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Miss Winsome Collingridge
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Dr Jennifer Strauss AM
Mrs Pat Stretton
Ms Susan Sutton
Ms B. Sweetnam
APPENDIX H

NOTABLE ACQUISITIONS

AUSTRALIAN AND OVERSEAS PUBLICATIONS

In 2015–16, notable acquisitions of Australian and Overseas Publications included:

- the earliest known and only surviving second edition copy of Cole’s *Funny Picture Book*, printed in 1882. There are no known copies of the 1879 first edition in existence. E.W. Cole was an early Australian bookseller, who built his bookshop in Bourke Street, Melbourne. The first *Cole’s Funny Picture Book* was issued with great fanfare on 24 December 1879 as the ‘cheapest child’s picture book ever published’, selling for one shilling;

- a previously unrecorded copy of *Thirteen Poems*, the first published compilation of Patrick White’s poetry, privately published in Sydney by his mother in 1930 for family and friends. The poems were sent by young ‘Paddy’ to his mother from boarding school in Cheltenham, England, and date from Christmas 1927 to 7 August 1929. The Library’s copy is inscribed ‘To Betty with apologies from Paddy’, and has two additional typescript poems inserted;

- an English printed calendar from the Northumberland Assizes dating from 1788, which records the crimes of three women—Eleanor Scott, Elizabeth Thompson and Mary Davison. All three were transported to Australia in 1790 aboard the *Lady Juliana*, the first convict vessel to arrive after the First Fleet. The document has manuscript additions and also records the details of two male convicts facing transportation. It is the oldest known calendar held by an Australian institution;

- two important pieces of early nautical Australiana: *Magnetism of Ships* (1812) by Matthew Flinders, a two-page letter printed by the Admiralty, probably as an internal ‘memo’ to Royal Navy officers, which records Captain Flinders’ observations and recommendations made on ‘the course of my voyage in H.M. Sloop Investigator, for completing the discovery of New Holland and New South Wales’; and *The Marco Polo Record*, issues one to eleven (Wednesday 23 February–Thursday 12 May 1859), a shipboard newspaper recording the voyage from England to Australia;

- 16 million records (2 terabytes of data) from more than 870 government web domains, harvested in October 2015 for the Australian Government Web Archive. In addition to this general collection of government websites, ministerial websites were collected to document the change of prime minister in September 2015 and subsequent ministerial changes;
perpetual access to the digitised version of The Japan Chronicle. The title ran from 1902 to 1940 and is regarded as the newspaper of record for Japan's engagement with modernity and its emergence onto the world stage in the first half of the twentieth century, through war, political and social upheaval, and social change in East Asia;

- a collection of over 300 miniature books, received as a donation from an ex-librarian from Flinders University Library, who was an avid collector of miniature books for many years. The collection includes a wide range of items in many different styles, both historic and contemporary, including some children's books. It significantly enhances the Library's collection of miniature books;

- six coloured woodblock prints showing the Sino-Japanese war in 1894–1895, with scenes of Chinese and Japanese troops engaged in battle at Yashan, Korea. The prints are the only known coloured versions in existence and were acquired from visitors to the Celestial Empire: Life in China, 1644–1911 exhibition.

MAPS

In 2015–16, notable map acquisitions included:

- a large untitled manuscript navigation chart of Australia and the Pacific, c. 1854, marked with voyage tracks and observations, for a commercial voyage from China to Melbourne that included 40 Chinese steerage passengers headed for the Victorian gold diggings;

- Military Operations against the Aboriginal Inhabitants of Van Diemen’s Land: Field Plan No. 9, a rare surviving attachment to the report of the ‘Black Line’ military operations in Southern Tasmania ordered by Governor Arthur in 1830;

- Mapa de America, a 1772 seminal map of the Pacific islands, and North and South America, by Spanish map-maker Tomas López de Vargas Machuca. The map is notable for its non-British perspective of Cook’s significance, asserting the charting of Hawaiian islands by Spanish expeditions 200 years before Cook is credited with their first survey;

- New Map of Asia, 1831, by John Cary of London, an enlarged and highly detailed map exhibiting Asia’s natural and political divisions, dissected and mounted on linen, trimmed with green silk and containing green marbled paper panels;

- Sedimentary City, a four-metre printed scroll mapping the built environment and natural landscape of Canberra, designed by Brit Andresen and Mara Francis in 2012 to look back at the history of Canberra as well as imagining its future.

PICTURES

Pictures strengthened its collections by acquiring lifetime visual archives of influential Australians, notably:

- documentary photographer Jeff Carter (1928–2010), capturing Australian social life and customs in 70,000+ black and white 35 mm negatives, 5,600 ‘curated’ colour 35 mm slides, 14,930 digital files, and 170 subject folders and travel notebooks;

- designer Kenneth Rowell (1920–1999), including theatrical designs, from sketches to final costume and set designs for Australian and European productions of opera and ballet from the 1940s to the 1990s;

- aviation collector Professor David Dawes, containing over 11,750 35 mm slides on Australian aviation.

Other notable collections included:

- 204 political cartoons by Alan Moir for The Sydney Morning Herald, 2000–2014, referencing political events, people and topics such as mining, carbon taxes, asylum seekers, federal budgets and prime ministers Kevin Rudd, Julia Gillard and Tony Abbott;

- three portraits of geologist and Antarctic explorer Sir Tannatt William Edgeworth David, who led the first expedition to reach the South Magnetic Pole and discovered the major Hunter Valley coalfield in New South Wales.

MANUSCRIPTS

In 2015–16, notable acquisitions of manuscript material included:

- 57 journals created by eminent Australian artist John Olsen AO, OBE, in the period 1966–2012, richly illustrated and recording Olsen’s observations and experiences;

- papers of a number of significant Australians associated with theatre and the performing arts, including theatre and opera director Neil Armfield; and theatre and opera designer, and children’s book illustrator, Desmond Digby (1933–2015);

- important collections of literary papers, including a substantial addition to the papers of author Tim Winton covering the period 1981–2013; and an archive from the estate of Catherine Eliza (Katie) Somerville Stow (1856–1940), who wrote as K. Langloh Parker, compiled with other research papers by Marcie Muir, who wrote a biography of Langloh Parker;

- a collection of letters written to his family by the Rev. Alexander Rowan Macneil, from Changi prison camp. Macneil was a decorated Gallipoli veteran who embraced pacifism upon his return to Australia and joined the Presbyterian ministry. He enlisted as a chaplain on the outbreak of the Second World War and served in Malaya;
personal papers of notable Australians, including the former senator and leader of the Australian Greens, Christine Milne; journalist, broadcaster and writer Anne Deveson; public servant and diplomat Peter Henderson; socialist activist John Percy; and organisational records of Sander & Sons, a family business founded in Bendigo in the nineteenth century that achieved national and international success in the production and sale of eucalyptus extract and other medicinal products;

substantial additions to existing collections from Ainsley Gotto and Bryan Keon-Cohen AM, QC.

ORAL HISTORY AND FOLKLORE

Oral History and Folklore acquisitions in 2015–16 included:

- interviews with notable Australians, including philanthropists Annie Fogarty AM, Stan Perron AM and John Kaldor AM; neuropathologist Byron Kakulas AO; performer Rhonda Burchmore OAM; artist George Davis; anthropologist Howard Murphy; author Di Morrisey; astronomer Ken Freeman; dancer, choreographer, musical theatre director and producer David Atkins OAM; geomorphologist Jim Bowler AM; physicist Brian J. O’Brien; and rural advocate Mary Salce AO;

- collaborations with partners:
  - Museum of Australian Democracy for the Old Parliament House Political and Parliamentary Oral History Project, including interviews with Peter Reith, Dick Adams, Ralph Willis AO, Peter Nixon AO and Wilson Tuckey, the 100th interview in this project;
  - Geoscience Australia with 40 interviews conducted to date, including with Public Service Medal recipient Ruth Dodd, geologist Marita Bradshaw and academic Chris von der Borch;

- social history interviews, including for the Australian Muslim Women oral history project with social worker Maha Abdo OAM and community activist Diana Abdel-Rahman; with one of the first Tibetan migrants to Australia, Sherap Dorjee; and with John ‘Bullfrog’ Smith, founder of the international God’s Squad Motorcycle Club;

- folklore recordings focusing on Indigenous performers, including interviews with singers Col Hardy OAM and Stephen Pigram from Broome.
GLOSSARY AND INDICES
<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>edeposit</td>
<td>Provision, by publishers, of copies of electronic publications to the Library; the Library is entitled to copies of electronic publications under legal deposit provisions in the Copyright Act, and also through Premiers Circulars and other government agreements</td>
</tr>
<tr>
<td>eresource</td>
<td>Electronic publication or database of electronic publications</td>
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<tr>
<td>granularity</td>
<td>Level of detail in a set of data; more granular collection data will describe individual items within a collection, for example, while less granular data will only provide a description of the collection as a whole</td>
</tr>
<tr>
<td>Libraries Australia</td>
<td>A service providing information about items held by Australian libraries, used by Australian libraries for automated cataloguing and inter-lending; see librariesaustralia.nla.gov.au</td>
</tr>
<tr>
<td>logarithmic scale</td>
<td>A scale of measurement in which equal distances on the scale represent equal ratios of increase: for example, with logarithmic scale to the base of 10, the numbers 10, 100 and 1,000 are shown as equal distances on the graph</td>
</tr>
<tr>
<td>mine content</td>
<td>The use of computer systems to identify patterns in large data sets</td>
</tr>
<tr>
<td>performance</td>
<td>The proficiency of an agency or authority in acquiring resources economically and using those resources efficiently and effectively in achieving planned outcomes</td>
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<tr>
<td>performance targets</td>
<td>Quantifiable performance levels or changes in level to be attained by a specific date</td>
</tr>
<tr>
<td>petabyte</td>
<td>1,000 terabytes</td>
</tr>
<tr>
<td>seed-list harvesting</td>
<td>The use of a large list of URLs to collect copies of many websites at once, rather than selecting websites individually</td>
</tr>
<tr>
<td>terabyte</td>
<td>1,000 gigabytes</td>
</tr>
<tr>
<td>Trove</td>
<td>A national discovery service implemented by the Library in November 2009, providing a single point of access to a wide range of traditional and digital content from Australian collections and global information sources</td>
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</tbody>
</table>
SHORTENED TERMS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABC</td>
<td>Australian Broadcasting Corporation</td>
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<tr>
<td>ABS</td>
<td>Australian Bureau of Statistics</td>
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<tr>
<td>ANAO</td>
<td>Australian National Audit Office</td>
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<tr>
<td>APS</td>
<td>Australian Public Service</td>
</tr>
<tr>
<td>ARC</td>
<td>Australian Research Council</td>
</tr>
<tr>
<td>CALD</td>
<td>culturally and linguistically diverse</td>
</tr>
<tr>
<td>CMG</td>
<td>Corporate Management Group</td>
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<tr>
<td>DLIR</td>
<td>Digital Library Infrastructure Replacement (program)</td>
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<tr>
<td>EL</td>
<td>Executive Level</td>
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<tr>
<td>FOI Act</td>
<td>Freedom of Information Act 1982</td>
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<tr>
<td>GST</td>
<td>goods and services tax</td>
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<tr>
<td>IIPC</td>
<td>International Internet Preservation Consortium</td>
</tr>
<tr>
<td>IPS</td>
<td>Information Publication Scheme</td>
</tr>
<tr>
<td>IT</td>
<td>information technology</td>
</tr>
<tr>
<td>LMS</td>
<td>learning management system</td>
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<tr>
<td>NLA</td>
<td>National Library of Australia</td>
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<tr>
<td>NSLA</td>
<td>National and State Libraries Australasia</td>
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<tr>
<td>PGPA Act</td>
<td>Public Governance, Performance and Accountability Act 2013</td>
</tr>
<tr>
<td>RDA</td>
<td>Resource Description and Access (standards)</td>
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<tr>
<td>RSL</td>
<td>Returned and Services League of Australia</td>
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<tr>
<td>SES</td>
<td>Senior Executive Service</td>
</tr>
</tbody>
</table>

COMPLIANCE INDEX

This report complies with section 17BE of the Public Governance Performance and Accountability Rule 2014.

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Letter of Transmittal</td>
<td>iii</td>
</tr>
<tr>
<td>Significant activities and changes affecting the authority</td>
<td>6–17</td>
</tr>
<tr>
<td>Responsible Minister</td>
<td>27</td>
</tr>
<tr>
<td>Enabling legislation</td>
<td>28</td>
</tr>
<tr>
<td>Purpose</td>
<td>28</td>
</tr>
<tr>
<td>Organisational structure</td>
<td>29</td>
</tr>
<tr>
<td>Statement on governance</td>
<td>30</td>
</tr>
<tr>
<td>Judicial decisions and reviews by outside bodies</td>
<td>33–34</td>
</tr>
<tr>
<td>Ministerial directions</td>
<td>34</td>
</tr>
<tr>
<td>Non-compliance</td>
<td>34</td>
</tr>
<tr>
<td>Indemnities and insurance premiums for officers</td>
<td>35</td>
</tr>
<tr>
<td>Work Health and Safety</td>
<td>36</td>
</tr>
<tr>
<td>Annual Performance Statements</td>
<td>39–63</td>
</tr>
<tr>
<td>Related Entity Payments</td>
<td>100–101</td>
</tr>
<tr>
<td>Information about members of the accountable authority</td>
<td>115–118</td>
</tr>
</tbody>
</table>
digital volunteering on Trove 12, 15, 43
digitation 16, 133
Australian newspapers 9, 10, 11, 49, 53
ejournals 53
maps 46
maps of Southwest Pacific theatres of war 52
partnerships 11, 53
percentage of collection digitised 63
Director-General 5, 32, 41
Director-General’s Review 6–17
Dik Hartog 1616: 400 Years of Dutch Australian Connection (education resource) 12
Division for the Recovery and Repatriation of Remains of War Dead (Japan) 52
document delivery 55
dodd, ruth, interview 144
doddson, prof. mick 12
donations of collection materials 129
donors and patrons 14, 133–140
dorjee, sherp, interview 144
doye, john 11
drew, robert 12
Early Intervention and Rehabilitation Procedure 36
ebooks 4, 46, 47
Ebony, the lady 121, 134
Eden Road Wines 130
edeposits 4, 7, 44–45, 46
Eden, Road Wines 130
electronic volunteering on Trove 12, 15, 43
A First Edition of the Heavenly Kingdom of Great Peace cover
education resources 12, 54, 62
efficiency dividend 4, 16, 20, 60
electricity consumption 61
embassy of the Kingdom of the Netherlands 12, 129
Emergency Planning Committee 33
End of Year Appeal 14
energy efficiency 20, 60, 61
Enterprise Agreement 16, 124
equity (financial) 21
eric Rolls Memorial Lecture 12
ethical standards 48
Eva Kollsman and Ray Mathew Trust 131, 132
ethical standards 35
Eric Rolls Memorial Lecture 12
expenditure 63
Facebook 48, 54
Fairfax, John 134
Fairfax, Libby 134
Fairfax, Tim 134
family history services 50
Favelle, Kathyn 121
fellowships 59, 123, 130, 131–132
Fellowships Advisory Committee 122–123
Fellowships, James 134
Ferguson, Laurie 5, 116, 119
Ferguson, the Hon monopoly 121, 130, 134
fernandes, prof. clinton 131
filed, the hon Mitch 5, 27
financial performance 18–23
First Aid Committee 36
finders, matthew, magnetism of ships (letter) 141
focus on leadership seminars 128
fogarty, annie, interview 144
talks see oral history and folklore
Ford, Linda 47
Forest Hotel & Apartments 12, 130
Foundation Board 13, 121
fraser, Dr lucy 132
fraud Management Policy 33
Fraud Risk Assessment and Fraud Control Plan 33
Freedom of Information Act 1982 34
Freedom of Information requests 34–35
freeman, prof. ken, interview 144
Friends of the National Library Creative Arts Fellowship 131
Friends of the National Library of Australia Inc. 15, 130, 132
Friends of the National Library Travelling Fellowship 132
fundraising 14, 121
Garland, Dr luke 131
geoscience Australia 144
genalty, Robert 122
gifts, grants and sponsorships 129–130
Glen Helen Homestead (Namatjira) 47
Global Metadata Advisory Group 14
Gobo, sir James 134
Goh, Talshe 132
Gordon, Catherine hope 134
gotto, Ainsley 144
government Gazette (NSW) 10, 53
government gazettes 11, 53
Government Inquiries 33
Gren, John M. 5, 116, 119, 130, 134
Gruen, Dr nicholas 116
Hales, claudia 134
Haiti, energy Efficiency 20, 60, 61
Habib, Tom 48
Houghton, Dr Ron 134
Houghton, Nanette 134
Huwe, uzi 12, 130
Humphrey, Vicki 123
Hylton, Murat 134
Indemnities 35
Indigenous language materials 48
individual flexibility Arrangements 124
information publication Scheme (IPS) 34–35
Information Security Manual 60
Inside Indonesia 53
Insurance and Risk Management Corporate Insurance Forum 35
insurance premiums 35, 36
internal audit 33
International Internet Preservation Consortium 56–57
Internet Archive 7
ISENTIA 37
James and Bettison Treasures Curatorship 130
The Japan Chronicle 142
Japan Study Grants 132
Johnson, Prof. Lesley 131
Jolly, Jane, tea and sugar Christmas 13
Jose, Prof. Nicholas 12
journal articles 46
Kakulas, Prof. Byron, interview 144
Kaldor, John, interview 144
Kanamori, Mayu 132
Kelso, Catherine 122
Kenneth Binns Traveling Fellowship 132
Kenneth Myer Lectures 12
Kenyon, David 130
Kenyon, ulf 144
Kerry Stokes Collection 132
Kilpatrick, Dr Helen 132
Kirk, Prof. Joyce 123, 130, 134
Kirkland, Trish 123
Kirsten, Geoff 119
Knock, Dr Paul 130
Knauf, Dr Paul 57
Kosck, frank 50
La Trobe University 57
Labram, Meg 123
lead, partner, connect and excel (strategic priority) 53
learning management system 128
legal action 34
leg depoosit 4, 6, 7, 16, 17, 44, 46
liabilities (financial) 22
Liberty Financial 134
Libraries Australia 14, 55–56
Libraries Australia Advisory Committee 122
lighting 9, 60
Lindenmayer, marjorie 130, 134
Lindsay, estate of Joan 130
Linehan, Greg 29
Linnaeus Estate Fellowship 130
Liu, Yuan Yuan 130
Long, Brian 130, 134
Long, Cathy 134
Lowell Chen Pty Ltd 134
machinery of government changes 5
machine, Rev. Alexander roman 134
Macquarie Group Foundation Ltd 130, 133
Macquarie University 57
magnetism of ships (flinders) (letter) 141
Magnificent Record of Longevity (Wang Yuenqiu, detail) 24, 26
making access happen (strategic priority) 49–54
manuscripts, notable acquisitions 143–144
Map of Earth (detail) 64, 66
Mapa de America 142
maps 52
downloading 7, 46
notable acquisitions 142
storage 8
Marco Polo Record 141
Marcus, Julie 123
market research 37
McCann, deidre 130, 133
McCann, Kevin 121, 130, 133
McCann, Pat 130, 132, 133
McDonald, Donald 134
McDonald, Janet 130, 134
McKenzie, Amelia 14, 29, 122
media monitoring 37
Melba, Dame Nellie 10
Menzies, Sir Robert 6, 9
Mid-Year Economic and Fiscal Outlook Statement 16, 19
Milindid, Laurie 48
Military Operations against the Aboriginal inhabitants of Van Diemen’s Land: Field Plan No. 9 (map) 142
Milne, Christine (personal papers) 144
State Library of New South Wales 11, 53
State Library Victoria 11
Stokes, Ryan 3, 115, 119, 120, 130, 133
Storage Master Plan 8
storage of collections 8, 43, 61
The Story of the Stone (Cao Xueqin, detail) 112, 114
Stow, Catherine Eliza Somerville (literary papers) 143
Strategic Workforce Plan 127
Strempel, Geoff 122
Strutt, William 11
Sullivan, Chris 132
sustainability 61
The Sydney Morning Herald 143
Szunejko, Monika 14, 132

Tax Time Appeal 14
Tea and Sugar Christmas (Jolly) 13
teaching resources 12, 54
Thirteen Poems (White) 141
Thomas, Deborah 5, 115, 119, 120, 121, 130, 134
Thomas, Della Keren 134
Thompson, Elizabeth 141
Thompson, Jack 11
Torres Strait Islander collections 48
see also Aboriginal and Torres Strait Islander collections
Torres Strait Regional Authority 48
Torres Strait Regional Council 48
Trailblazing Women and the Law oral history project 57
training 33, 127–128
The Transformations of Wenchang (detail) 38, 40
Treasuries Gallery 12
Trove 4–5, 9, 10, 11, 43, 46, 50–51, 52, 53, 54
access to newspapers 11
audience evaluations 9, 49, 54
collaborations to increase content 9–10, 51
daily visits 43
education support materials 54
Facebook page 54
growth in usage 10
journal articles 46
pivotal to research 7
public support and involvement 4, 11, 15
resources available 43
‘Trove’ 7 10, 53
Tuckey, Wilson, interview 144
Turnbull, The Hon Malcolm 3
Turner, Prof. David 130, 134
Turner, Prof. Linnett 130, 134
Turner, Rosemary 123

University of Melbourne 57
user satisfaction surveys 49, 50, 62
Victorian Aboriginal Corporation for Languages Library 51
Victorian Collections 51
Vinall, Simone 133
Vincent, Dr Bridget 131
Vincent (WA) 51
Vincent Fairfax Family Foundation 133
Virtual Document eXchange 55
Visit Canberra 12
visitor interactions 62
visits to the Library 3, 13, 42, 43, 62
online 42, 43, 62
volunteers 12, 15, 43
von der Borch, Prof. Chris, interview 144

Waller, Patricia 134
Wallis, Dr Elycia 51
Wanda Group 12, 130
Wang, Jun 14
waste to landfill 61
water usage 61
web archiving 7–8, 57
web domain harvests 47
web harvesting 45, 141
Wesfarmers Limited 134
White, A.G.D. 134
White, Patrick. Thirteen Poems 141
White, Sally 134
Williams, Estate of Mr Harold S. 130
Willis, Ralph, interview 144
Wilson, Hardy 12
Winton, Tim (literary papers) 143
women’s suffrage 133
Wong, Alice 5, 118
Wong, David 29, 126
woodblock prints 142
work health and safety 36
Work Health and Safety Act 2011 36
Work Health and Safety Committee 36
workers’ compensation 36
workflow automation 44–45
workplace safety 36
WorldCat 56

Xueqin, Cao and Gao E. The Story of the Stone (detail) 112, 114
Yan-nhangu language materials 48
Yarra Ranges Regional Museum 10
Yorke, Stephen 134
Yuanqui, Wang and Li Fu et al (eds) Magnificent Record of Longevity (detail) 24, 26