

ANNUAL REPORT  
2014-2015

NATIONAL LIBRARY OF AUSTRALIA

*"My Daddy bought me a*

**WAR LOAN BONDS**

# ANNUAL REPORT 2014–2015

NATIONAL LIBRARY OF AUSTRALIA

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N A T I O N A L   L I B R A R Y   O F   A U S T R A L I A

23 September 2015

Senator the Hon Mitch Fifield  
Minister for the Arts  
Parliament House  
CANBERRA ACT 2600

Dear Minister

**National Library of Australia Annual Report 2014–2015**

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 2014 to 30 June 2015.

The report is submitted to you in accordance with sections 7AB and 7AC of the Public Governance Performance and Accountability (Consequential and Transitional Provisions) Rule 2014. This rule continues the application of the Commonwealth Authorities (Annual Reporting) Orders 2011 for the 2014–15 reporting period.

The report has been prepared with select regard to the *Requirements for Departmental Annual Reports*, approved by the Joint Committee of Public Accounts and Audit under subsections 63(2) and 70(2) of the *Public Service Act 1999* and made available by the Department of the Prime Minister and Cabinet on 25 June 2015.

We commend the Annual Report to you.

Yours sincerely



Mr Ryan Stokes  
Chair of Council



Ms Anne-Marie Schwirtlich AM  
Director-General

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# INTRODUCTION

# A CALL FROM THE DARDANELLES



Issued by Authority of THE DEFENCE DEPARTMENT OF THE COMMONWEALTH. — S.T. LEIGH & CO. LTD. LITHOGRAPHIC PRINTERS, SYDNEY.

H.M. Burton  
A Call from the Dardanelles: Coo-ee—Won't You Come? Enlist Now  
Sydney; Defence Department of the Commonwealth, c. 1915  
Pictures Collection  
[nla.gov.au/nla.pic-an7697011-1](http://nla.gov.au/nla.pic-an7697011-1)

## 1.1 CHAIR'S REPORT



It is my pleasure to report that over the past year the National Library of Australia has continued to engage, inspire and delight Australians and to build and preserve its collection. The Library's significant achievements are set out in this report.

For over two decades, the Library has sought extension of the legal deposit provisions of the *Copyright Act 1968* (Copyright Act). Including electronic materials in these provisions will ensure that the national collection of material published in Australia is as comprehensive as possible to support research and study. The date 25 June 2015 was notable in the collecting life of the Library as, on that day, the Civil Law and Justice Legislation Amendment Bill 2014 (which contains the amended Copyright Act legal deposit provisions) received its second and third readings in the House of Representatives and was passed into law, completing a journey that began on 29 October 2014 when the Attorney-General introduced the Bill to the Senate for its first reading.

The Library's ambitious, innovative and complex project to develop the digital infrastructure that will enable it to collect, deliver, preserve and provide long-term access to digital collections continued apace. Given the centrality of the project to the Library's work and success, Council takes a close interest in its progress and governance. An external quality assurance review in January found that the project was essential and well positioned to continue delivering successfully. The recommendations of the review are being implemented. Council recognises the strong progress made over the year and appreciates the technical, professional and organisational complexity of the project.

On the access front, three things stand out as highlights of the year: the opening of the Special Collections Reading Room and of the expanded Main Reading Room; the continuing growth and success of Trove; and the display of the *Rothschild Prayer Book*.

On 5 January, the Library welcomed Petherick Readers and researchers working on manuscripts, pictures, oral history, maps and rare printed materials to the new Special Collections Reading Room. On 4 May, a new area within the Main Reading Room was opened, which accommodates researchers using newspapers and microforms and studying family history. Readers expressed their elation with the improved amenity, functionality and aesthetic. The lower ground and ground floors are now the focus as building works refurbish and modernise elements of these areas.

Australians continue to engage deeply with Trove, and to volunteer their own time and knowledge to improve its content. New user registrations, tags and comments increased by 25 per cent, and Trove users curated 30 per cent more content lists than last year. Newspaper text correction continues to be extremely popular, increasing by 25 per cent, in line with the increase in Trove's newspaper content. This community work is estimated to exceed \$27 million in value. The Library is grateful for this valuable contribution from our active Trove users and supporters.

The 2013 evaluation of Trove customer satisfaction revealed that Trove's reach extended to Australians in regional, rural and remote areas in proportion to population distribution. The Library continues to increase the digital material available on Trove and expects to see this further enhanced with the Digital Library Infrastructure Replacement (DLIR) project.

In May, the Library welcomed to the Treasures Gallery the exquisite *Rothschild Prayer Book*. Purchased last year by Mr Kerry Stokes AC, the prayer book has rarely been on public display and never in the Southern Hemisphere. We are very grateful to Kerry Stokes for choosing to introduce the prayer book to Australians at the National Library, especially as this has enabled a selection of the Library's recently conserved medieval and Renaissance manuscripts to be exhibited with it.

Council continued to take a keen interest in the Public Management Reform Agenda and in the proposals for corporate planning for entities such as the Library. Development and discussion of the Library's Corporate Plan 2015–2019, which was approved at Council's June meeting, was of particular interest to Council. The Library has also reviewed its approach to measuring its impact, efficiency and effectiveness in order to identify key performance indicators that will best enable it to report on delivery against its new plan and to reflect the requirements of the new reporting agenda.

The 2014–15 Budget introduced the measure, 'Smaller Government—collection agencies—consolidation of back office functions'. The Library is one of seven collecting agencies affected by this measure, which returns savings to the budget by consolidating payroll, accounts receivable and payable, records management, information technology corporate systems support, and common goods and services purchasing. The implications of shared services are of significant concern to Council given their potential impact on Council's ability to control the quality and cost of the services, and on the Library's efficiency and corporate knowledge.

I would like to acknowledge the contribution of my fellow Council members: Mr Thomas Bradley QC, the Hon. Mary Delahunty, Mr John M. Green, Dr Nicholas Gruen, Mr Chris Hayes MP (who resigned from Council on 5 June), Ms Jane Hemstrich, Dr Nonja Peters, Professor Janice Reid AC (whom Council farewellled with much gratitude for her contribution), Senator Zed Seselja and Ms Deborah Thomas.

On behalf of Council, I would like to acknowledge and thank Director-General Anne-Marie Schwirlich, the Corporate Management Group (CMG) and all the dedicated Library team for their efforts. The continuing work of the Library ensures that all Australians can discover, enjoy, learn and create new knowledge based on a national collection that documents Australian life and society, and our place in the region and the world.

A handwritten signature in black ink, appearing to read 'Ryan Stokes', with a stylized, cursive script.

Ryan Stokes

## 1.2 DIRECTOR-GENERAL'S REVIEW



The Library has made notable progress in advancing its Strategic Directions, which focus on developing the national collection, promoting access and engaging audiences, collaboration and leadership, and achieving organisational excellence.

### **Developing the National Collection**

The National Library's Annual Report for 1993–94 noted that 'The Library has been reviewing present legal deposit provisions with a view to developing proposals for changes in the Commonwealth legal deposit provisions to cover a wider range of materials'. In the years since then, the Library has worked consistently to bring this about, with the growing volume and variety of digital publishing making it an ever more pressing need. The last two and a half years saw a renewed focus on the legal deposit legislation and this intensive period of drafting and regulatory scrutiny has resulted in a complete revision of the legal deposit provisions of the Copyright Act. As the Chair has indicated, the Bill was presented in the Senate in October 2014 and finally passed by the House of Representatives with bipartisan support in the last week of the winter sitting, June 2015. The revised legislation, once it receives royal assent and passes into the statute books, will provide the National Library with the right to collect electronic materials published in Australia rather than requiring the Library to seek the permission of publishers individually. This means that the national collection of Australian material published online can be acquired more efficiently and will be more comprehensive. Detailed work on policy, procedures, legal matters, advice and guidelines for publishers has been completed and is ready for the commencement of the new legal deposit provisions.

The Library's collections are a national asset available for use by the Australian people and they underpin the services and programs of the Library. The Library's collecting intentions and priorities are articulated in its Collection Development Policies. The Overseas Collection Development Policy was reviewed and published in 2013 and, this year, a review of the policy for Australian material commenced. Since 2008, when the policy was last published, there have been significant changes in the publishing environment; in the ways in which archives, maps, oral history and photographs are created; in the accessibility of material; and in the costs of acquisition. These and other considerations are reflected in the new policy, which will be issued in the first quarter of 2015–16. Other significant policy work included a comprehensive review of policies guiding preservation work on the collection and the development of a strategic framework for preservation.

Every year sees the collection grow as the Library receives the most current material—for example, the day's newspapers—as well as an astonishing range of new material bringing the past alive. Appendix I highlights a selection of the additions to the national collection.

The safe and efficient storage of the physical collection is both a priority and a complex logistical exercise. The Library strives to ensure the most efficient use of space and equipment in order to maximise storage capacity and defer the need for additional offsite storage. Growth and use, actual and projected, of the collection is audited carefully. The year saw the continuation of the repatriation of copies of selected local print newspapers outside the scope of the Collection Development Policy to the state and territory libraries in whose jurisdictions they were published. A major storage and asset replacement project began with the procurement of replacement compactus for maps and preparation for their more efficient housing. Units that are over 25 years old and house more than 700,000 paper maps and 800,000 aerial photographs will be replaced by mid-2016.

In Oral History and Folklore, the Library reached the milestone of preserving over 40,000 hours of analogue and born-digital original material. The Library produced the first born-digital recording for the Oral History Collection with the recording, on digital audio tape, of Bob Hogg's address to the National Press Club in April 1990. The Library now collects and preserves born-digital material at an average rate of 120 hours per month.

The development of outstanding collections can mean that over the years certain activities are accorded a priority over others—for example, acquisition over documentation. The Library's collection of photographs is very large and not all of the collection has been accessioned and catalogued to a standard that enables it to be found by researchers. The Library scoped and began a project to document over 400,000 photographic items. At the end of June, 373,188 items have been accessioned by the project team.

A detailed assessment was completed of the Integrated Library Management System (ILMS) products on the market to determine the availability of mature and comprehensive services to replace the Library's existing system. Following this assessment, the Library determined to replace the portion of its system that enables the public to search its holdings.

In a collection of renown, one item received special attention in this year of the Gallipoli centenary: 'The Gallipoli Letter' from Keith Murdoch to Prime Minister Andrew Fisher. Written in September 1915, following Murdoch's four-day visit to Gallipoli, the twenty-five page letter is an unflinching record of the Gallipoli campaign. In March, the letter was inscribed on the United Nations Educational, Scientific and Cultural Organization (UNESCO) Australian Memory of the World Register recognising its significance to Australia's documentary history. The letter also received international coverage on the History Channel and in *The New York Times*.

### **Promoting Access and Engaging Audiences**

The Library must work with purpose and skill to balance accessibility and engagement both onsite and online. Over the last five years, the Library has witnessed an increase in online access to collections, particularly newspapers, and a stable and solid increase in onsite use of

its rare and special collections. This explains why the project to integrate reading rooms, creating efficient and beautiful spaces for onsite access, is vital; we must continue to make available traditional research materials that are not in digital form. The Special Collections Reading Room opened in January and the extension to the Main Reading Room (providing access to newspapers, microforms and family history sources) opened in May. Readers and researchers were warmly appreciative of both.

The Library aims to make its onsite services as efficient and inviting as its reading rooms, and strives constantly to improve the Australian community's access to digital content, from the Library's own collections and from collecting institutions across the country. Trove—an essential vehicle for this access—celebrated its fifth birthday in November. The Chair has reported on the very strong engagement with and use of Trove, and the extent and value of the public contribution to its improvement.

The year has also seen heartening expansion of content in Trove from around Australia. The first contributors from Victorian Collections—a free, online cataloguing system developed by Museums Australia (Victoria) and Museum Victoria—were welcomed in November. Victorian Collections includes more than 40,000 items contributed by hundreds of small- and medium-sized organisations, such as historical societies, local museums and RSL Clubs. Having developed a simple and effective way for these organisations to open their collections for harvesting by Trove, 16 of these collections have been added to the Trove content base, with more Victorian Collections partners choosing to join Trove each month. Large contributions of content documenting Australia's political history have also been added, most notably through the addition of press releases and biographies from the Australian Parliamentary Library and the Biographical Dictionary of the Australian Senate.

A remarkable 3.89 million pages of historical Australian newspapers were digitised and made accessible through Trove, an increase of 7 per cent on last year. The success of the newspaper digitisation project is very much a shared one; this year's achievement was made possible with the generous support of the State Library of New South Wales, through its Digital Excellence Program (39 per cent of content), and other external contributors (7 per cent).

The Library celebrated Chinese New Year with the announcement of the digitisation of three of the earliest known Chinese language newspapers: *The Chinese Australian Herald* (*Guang yi hua bao*), 1894–1923, *Chinese Times* (*Meilibin bu ai guo bao*), 1902–1922, and *The Chinese Advertiser*, 1856, which later became the first bilingual newspaper, *The English and Chinese Advertiser*, 1856–1858. Trove's search and text correction facilities were enhanced to ensure that members of the community can search the text and correct the Chinese scripts as easily as they can correct text in English and European language newspapers. The Library also began digitising *The Age* newspaper; this project is scheduled for completion by the end of 2015 and will be received enthusiastically as it is one of the most frequently requested newspaper titles.

Although the success of the Library's international exhibition, *Mapping Our World*, was reported last year, it continued to gain plaudits, winning the Major Festivals and Events category of the annual Canberra and Capital Region Tourism Awards in December. The Library's next international exhibition, *Celestial Empire: Life in China, 1644–1911*, was a curatorial and fundraising priority over this year. Drawn from the collections of the National Library of China and

the National Library of Australia, this extraordinary exhibition will be at the Library from January to May 2016.

To sustain large-scale digitisation, the Library is looking to new approaches to funding this work, including commercial partnerships. The Library issued a Request for Proposal in May 2015, seeking a commercial partner. The first partnership will digitise and deliver online the Australian Joint Copying Project. This is being done in collaboration with the State Library of New South Wales and The National Archives of the United Kingdom which, together with the National Library, was a founding partner of the project. The online availability of the content of the Australian Joint Copying Project—10,000 microfilms created over fifty years—will be a boon for genealogists, historians and political scientists, among others.

Once again, the Library's publications won critical and industry acclaim. *Tea and Sugar Christmas* by Jane Jolly and illustrated by Robert Ingpen received laudatory reviews. The title has been shortlisted for the Children's Book Council of Australia Eve Pownall Award, having already been recognised as a Notable book in both the Picture Book category and the Younger Readers category, and has won the Australian Book Industry's 2015 Small Publishers' Children's Book of the Year award. We are delighted that *An Eye for Nature: The Life and Art of William T. Cooper* by Penny Olsen was shortlisted for the Queensland Literary Awards in the Non-fiction Book category. The Library enjoyed the novelty of receiving multiple offers to take out film options on the book, *Lennie the Legend: Solo to Sydney by Pony* by Stephanie Owen Reeder, and negotiations continue on these offers. Several of the Library's titles were accepted to be represented at the 2015 Bologna Book Fair as part of *Hello! from Australia: An Exhibition of Australian Children's Book Illustration*, presented by Books Illustrated and the Australian Publishers Association.

### **Collaboration and Leadership**

One of the Library's longest and most productive collaborations is with the Friends of the National Library of Australia Inc. The Friends is an organisation—2,000 members strong—that supports the Library in many ways. The Friends celebrated its 25th anniversary in April with an event featuring Don Watson, Marion Halligan and Omar Musa, all of whom spoke movingly about why libraries matter. The occasion gave the Library the opportunity to thank the Friends for its generosity in supporting the Treasures Gallery campaign; digitising projects; funding an annual Travelling Fellowship for staff; and, from this year, supporting a Creative Arts Fellowship. The Friends is a Gold Patron of the Library, a reflection of the strength of the support it has provided through donations and endowments. To commemorate its 25th anniversary, the Friends has funded the purchase of two dramatic pieces of Indigenous art from Western Australia, which will be enjoyed by all who work in the refurbished Main Reading Room.

The combined forces of the Library and the Friends of the National Library of Australia resulted in a very busy events program. Highlights included: the 2014 Kenneth Myer Lecture, delivered (in Canberra and in Melbourne) by Nobel Laureate Professor Brian Schmidt AC on 'Science and Society: Exploring the Role of Research in Australian Lives'; the Seymour Biography Lecture, delivered in September by British philosopher Ray Monk, titled 'How Can I Be a Logician Before I Am a Human Being? The Role of Biography in the Understanding of Intellectuals'; and the Ray Mathew Lecture, 'Private Passions, Public Exposure', delivered in May by Australian novelist

Andrea Goldsmith. The Library's education and public programming was varied and successful, including events in association with exhibitions, author talks and Digital Culture Talks.

Collaboration with institutions in Australia and overseas is a hallmark of the Library's culture. The Library has continued its efforts to achieve Reimagining Libraries, the vision of National and State Libraries Australasia (NSLA), and participated in the development of the group's new strategy, Leading Collaboration. Library staff have led and contributed actively to NSLA working groups and projects, including: preservation of digital heritage; the possibilities of collaborating on digital infrastructure; the development of digital skills; the management and accessibility of collections of manuscripts, maps and pictures; and the implications of digital collecting.

Libraries Australia is a membership-based collaboration that meets the collection management needs of more than 1,200 member libraries. In July, the Library released the redeveloped search service, which was welcomed for its improved capacity and performance, and its new and more usable online interface. Activities to increase the currency and coverage of the Australian National Bibliographic Database were once again a focus. This year, the bibliographic records created by members in two new cloud-based library management systems required close attention before they could be incorporated into the Australian National Bibliographic Database. In all, 7.95 million holdings from 499 libraries were processed successfully over the year.

The Library received a number of approaches from departmental or agency libraries closing or downsizing. The Library provided advice about how to close a library and disperse a collection, and provided analyses of the uniqueness of material in these collections for those that were Libraries Australia members. These analyses identify the unique titles in the collection, which enables prioritising of the placement of this material in other libraries so that it remains accessible.

Collaboration remains crucial to much of the Library's collection development work, particularly in Oral History and Folklore. The Australian Generations oral history project, funded by the Australian Research Council (ARC), was led by Monash University, with academic partner La Trobe University and with the Library and the Australian Broadcasting Corporation (ABC) as industry partners. The project concluded in 2014 having produced 300 interviews, many available online. Similarly, collaborations with the Museum of Australian Democracy, Geoscience Australia and an Australian National University-led ARC project resulted in interviews documenting the contributions of Australian parliamentarians, the history of geosciences, and trailblazing women and the law.

Collaboration with ABC Splash resulted in the Library producing online education content tailored to the Australian Curriculum. 'Digibooks' on Headlines Through History (featuring headlines from Trove newspapers), The Home Front and Mapping the Australian Coast are available on the ABC Splash website to its annual audience of two million students and teachers.

As it enters its twenty-first year, the Community Heritage Grants program continues to be an important source of support for community groups responsible for significant collections. The program is managed by the Library on behalf of funding partners, including: the Ministry for the Arts within the Attorney-General's Department; 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 2014, 134 applications were received for Community Heritage Grants. Of these, 73 organisations received grants. Senator Simon Birmingham, Parliamentary Secretary to the Minister for the Environment, presented recipients with their grants on 28 October. The 2015 grant round closed on 4 May and received 153 applications.

iPRES 2014, an international digital preservation conference, co-convened by the National Library and the State Library of Victoria, took place in October. Attracting 85 international and 115 Australian delegates, feedback was uniformly positive, with recognition that Australia had set the bar very high for future conferences.

Eighty digital humanists from across Australia and New Zealand participated in the Trove THATCamp from 31 October to 2 November. Participants explored the possibilities and problems raised by the application of technology to the humanities, saw visualisations of Trove and other cultural data, tested apps and learned about the use of digital maps to explore historical themes.

Library staff hosted national conferences of the Australasian Sound Recordings Association, the Bibliographical Society of Australia and New Zealand, the Australian and New Zealand Map Society, the Australian Folklore Network and the Librarians' Day associated with the Congress of the Australasian Federation of Family History Organisations, as well as contributing to program organisation and delivering papers.

The Library welcomed Roly Keating, Chief Executive of the British Library, in September for a range of meetings, including with the Library's executive, with colleagues from collecting institutions and with colleagues in Canberra libraries and research institutions.

### **Achieving Organisational Excellence**

Last year, when the Library suspended its program of Harold White Fellowships, it committed to reinstating fellowships with private support. In March, the Library announced that, thanks to generous private benefactors, four National Library Fellowships would be offered and it was with pleasure that, in March, the Library called for applications for its suite of fellowships. The Library is delighted that its range of fellowships has been broadened, with the addition of a Creative Arts Fellowship, thanks to the support of the Friends.

Each year, the Library makes two appeals for financial support to its community. One is a Tax Time Appeal, the other an End of Year Appeal. The 2014 Tax Time Appeal sought funding to better describe, preserve and digitise the 228 medieval manuscripts in the Library's collection. It was most successful and has enabled the conservation and digitisation of 11 bound volumes and 250 fragments of manuscripts, and the preparation of a finding aid for these medieval treasures. The 2014 End of Year Appeal sought funding to improve the functionality of Trove. The generosity of donors will enable this work to be done next financial year.

As part of, and linked to, the Smaller Government Reform Agenda and the Efficiency through Contestability Programme, a range of initiatives has been proposed regarding the relevance, efficiency and sourcing of services. A major internal focus is to establish the arrangements that best position the Library in this emerging contestability and common services environment.

The Library's Enterprise Agreement notionally expired on 30 June 2014. The Library began formal bargaining in October. Following approval of the Library's bargaining position by relevant Ministers, the Department of Finance and the Australian Public Service Commission, the Library's remuneration offer was tabled in March.

This is the first agreement negotiation in which wage increases are proposed to be solely funded from reductions to employee entitlements. The Library is continuing to look for other affordable and sustainable ways of funding reasonable levels of wage increases. Discussion of the offer continues.

The Community and Public Sector Union (CPSU) has obtained approval from the Fair Work Commission for its Library members to take protected industrial action. The initiatives permissible under the order are able to be managed by the Library.

Staff turnover at the Library has continued to be very healthy at 8 per cent. The Interim Recruitment Arrangements to reduce staffing levels across the Australian Public Service (APS) have slowed down recruitment time lines and the Library has welcomed the relaxation of some of the Service-wide arrangements.

After 14 years of exemplary hospitality, Mocha Espresso relinquished the catering contract at the Library. Through Bookplate café, Paperplate café and at functions, Rachel Romney-Brown and Peter Brown, and their staff, have welcomed and nurtured the Library's readers, visitors and staff. Following an open procurement process, in December the Library was delighted to welcome Tracy Keeley of Poppy and Maude to the Library to take over the running of the cafés.

Pay parking was introduced in the Parliamentary Zone at the beginning of October. The parking areas adjacent to the Library are managed by the National Capital Authority—other than a modest loading dock, the Library controls no public or staff parking areas. With data for fewer than 12 months, it is premature to make a definitive assessment of the impact of pay parking. The Library can, however, observe that pay parking has freed parking in the vicinity of the Library—formerly these carparks were at capacity on weekdays. Since the introduction of pay parking, the Library has recorded fewer visits to the building, with a decline in visitation to the Main Reading Room, the galleries, the Bookshop and Bookplate café, and hopes that this will be reversed in the coming year. However, visitation to the reading rooms may also have been affected by measures implemented to allow the Library to live within its budget: ceasing stacks retrievals on Saturdays; closing all reading rooms on public holidays; and reducing Main Reading Room hours to support evening access to the Special Collections Reading Room. The Library will continue to monitor these trends as the community adjusts to revised reading room service and changed parking arrangements.

The Library's Corporate Plan 2015–2019 is the result of many searching, vigorous and humorous discussions with colleagues and Council. The Corporate Plan represents a significant piece of strategic thinking and its development was an inspiring process because of the passion, ambition and creativity of all involved. The Library's three strategic priorities will be to build the nation's memory; to make access happen; and to lead, partner, connect and excel. In the year ahead, the Library will advance its work on the DLIR project; implement legal deposit for electronic material; present the international exhibition, *Celestial Empire: Life in China, 1644–1911*; complete the last phase of the Reading Room Integration project; implement a modern

discovery interface to the Library's books, journals, electronic resources and finding aids; and influence and best manage contestability and common services.

It is with gratitude that I also note the counsel received from colleagues in the department, 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 take pride in advancing the institution's role in supporting learning, scholarship, curiosity and cultural life. They pursue vital long-term goals with industry, innovation and intelligence, conscious of the extraordinary legacy of which they are the stewards. The pages ahead continue the story.

A handwritten signature in black ink, appearing to read 'AM Schwirtlich', written in a cursive style.

Anne-Marie Schwirtlich AM

## 1.3 SUMMARY OF FINANCIAL PERFORMANCE

### OPERATING OUTCOME

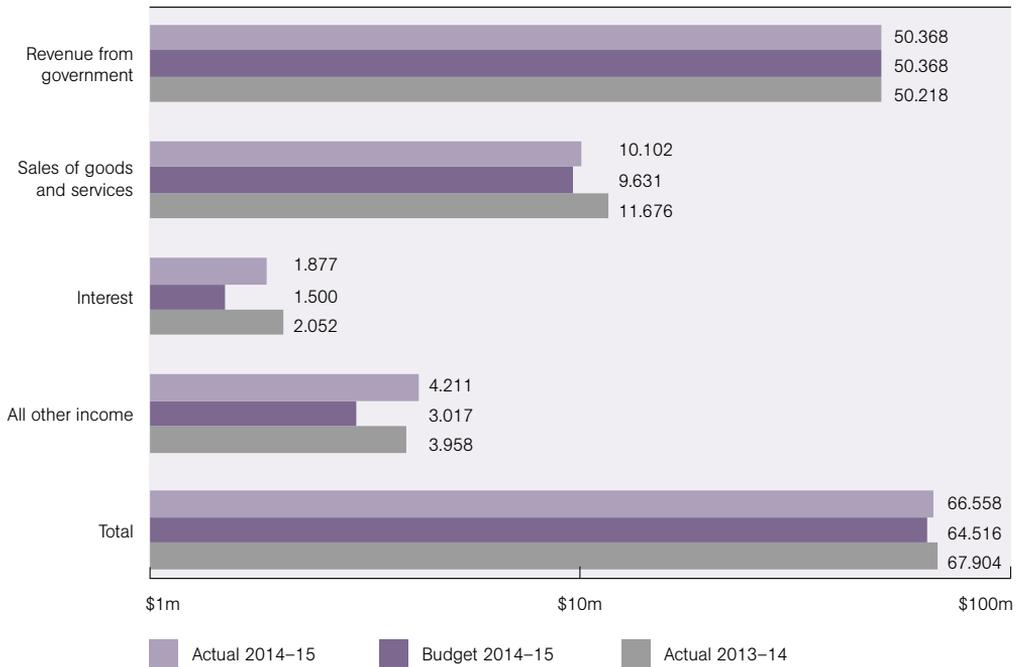
The total comprehensive loss for 2014–15 was -\$159.598 million, which is primarily related to changes in the asset revaluation surplus (-\$150.513 million) where there were decreases in the valuation of the tangible component of the national collection (-\$152.696 million) partially offset by increases in the value of buildings (\$2.183 million). Following the revaluation, the value of the tangible component of the national collection decreased to \$1,337.636 million. The reduction in value reflects the inherent uncertainty and risk in estimating the value of a large, expansive and unique collection. Active markets do not exist for many items held in the collection and a high level of estimation is required by the specialist, independent valuers. Values are calculated and extrapolated against like collection items. With millions of items in the collection, extrapolations are prone to high sampling risk and, consequently, significant movements from valuation to valuation are not unexpected. In 2014–15, the reduction arose mostly from a fall in the average values of items sampled from the general manuscripts collection (-\$47.788 million) and the photographic collection (-\$95.401 million). Overall, the 2014–15 value is within the 2013–14 relative standards of error and confidence levels.

Excluding the changes in the asset revaluation surplus during 2014–15, income, including revenue from government, amounted to \$66.558 million and expenses were \$75.643 million, resulting in a deficit of \$9.085 million. From an income-statement perspective, the Library does not receive appropriation funding for depreciation of the national collection (totalling \$12.173 million), which forms part of operating expenses. Government funding for the purchase of collection material is provided through an equity injection totalling \$9.792 million.

### INCOME

The total income of \$66.558 million for 2014–15 was \$2.042 million above budget and -\$1.346 million less than the 2013–14 actuals. Figure 1.1 shows a comparison of income across items against budget for 2014–15 and actuals in 2013–14.

**Figure 1.1: Income, 2014–15 and 2013–14**



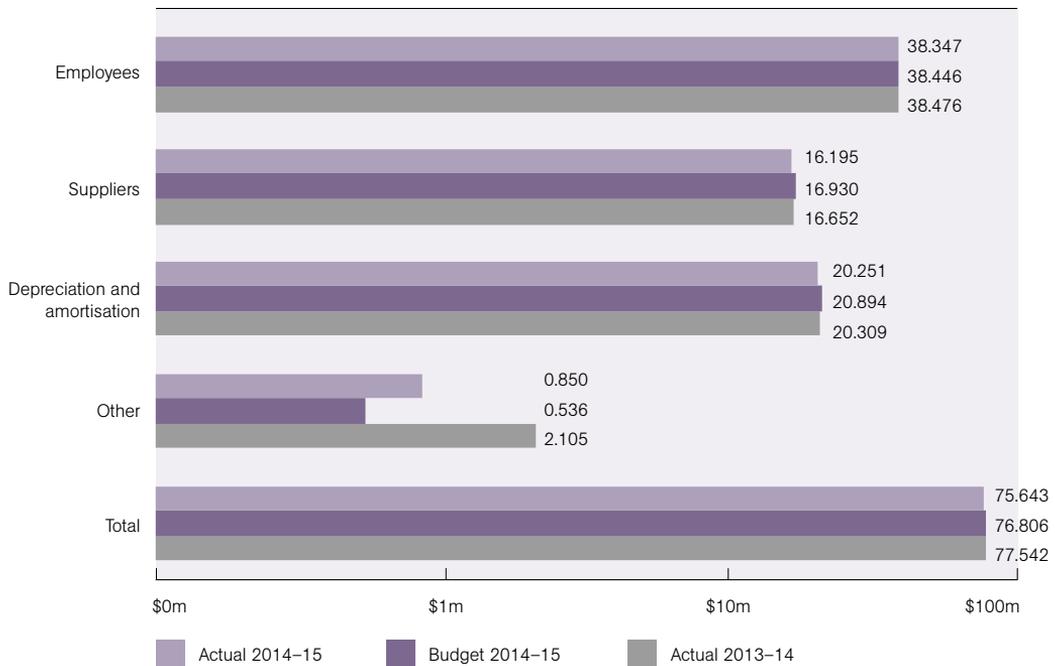
Note: A logarithmic scale is used.

The major variations between financial years relate to decreases in the sales of goods and services (-\$1.574 million), largely due to decreases in revenue received from corporate sponsorship (-\$0.673 million) and the Library Bookshop (-\$0.594 million), which are related to the *Mapping Our World* exhibition held during 2013–14, and consultancies (-\$0.231 million), which are primarily related to the digitisation of collection material for other libraries. The reduction in interest revenue (-\$0.175 million) is largely the result of a general decline in deposit rates and a decline in the funds available for investment. There was an increase in government revenue (\$0.150 million), which is the net effect of efficiency dividends, parameter adjustments and previous budget measures.

## EXPENSES

The total expenses of \$75.643 million for 2014–15 were -\$1.163 million below budget and -\$1.899 million less than the 2013–14 actuals. Figure 1.2 shows a comparison of expenditure across items and against budget for 2014–15 and actuals in 2013–14.

**Figure 1.2: Expenses, 2014–15 and 2013–14**



Note: A logarithmic scale is used.

There was a minor decrease in employee expenses (-\$0.129 million) compared with 2013–14.

Supplier expenses were lower (-\$0.457 million) than 2013–14, with the major variations primarily relating to *Mapping Our World*, and included reductions to the cost of goods sold publications and Library Bookshop (-\$0.482 million), exhibitions freight (\$-0.425 million), promotional advertising (-\$0.287 million), insurance (-\$0.138 million), travel (-\$0.139 million) and promotional activities (-\$0.080 million). There were increases across supplier expenses, including contractors and consultants (\$0.813 million), software maintenance (\$0.206 million), property operating expenses (\$0.126 million) and workers' compensation premium (\$0.125 million). There was an increase in the use of contractors and consultants for a project to reorganise the storage of the collection. The increased expenditure on software maintenance was largely the consequence of the purchase of additional software, some of which was acquired for the DLIR project.

The decrease in other expenses (-\$1.255 million) was primarily due to higher write downs (-\$1.016 million) in 2013–14, most of which were due to revised procedures following a review

of Library for sale publications by an independent consultant. Also contributing to the variation in other expenses was a loss from asset sales (-\$0.238 million) in 2013–14 due to revised timing arrangements for the replacement of some information technology equipment.

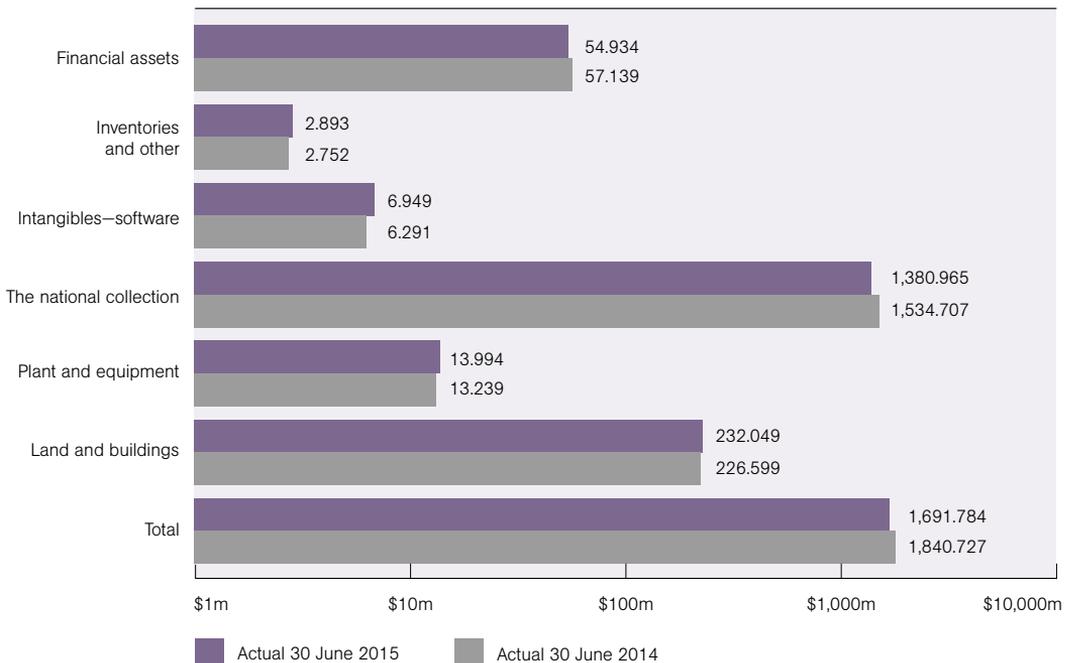
## EQUITY

The Library's total equity decreased by -\$149.806 million to \$1,674.055 million in 2014–15. The net decrease was a result of a net revaluation decrement (-\$150.513 million), previously discussed under 'Operating Outcome', following the revaluation of the Library's tangible collections and buildings; an equity injection for collection acquisitions (\$9.792 million); and the net operating result (-\$9.085 million) for 2014–15.

## TOTAL ASSETS

Figure 1.3 shows that the total value of the Library's assets decreased by -\$148.943 million to \$1,691.784 million in 2014–15.

**Figure 1.3: Total Assets, 2014–15 and 2013–14**



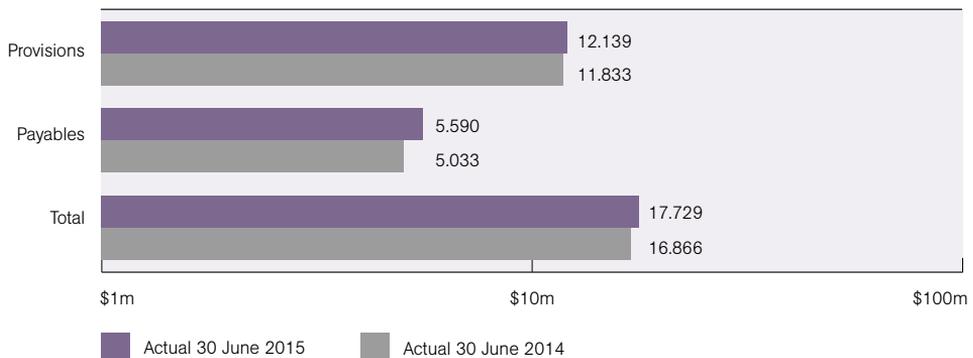
Note: A logarithmic scale is used.

The decrease in non-financial assets (-\$146.738 million) was largely the result of the revaluation of the Library's tangible collections (note the comments under 'Operating Outcome') and buildings (a net decrement of -\$150.513 million), and the net difference between current-year assets acquisitions, disposals and current-year depreciation expenses (\$3.634 million). In addition, there were decreases in the value of inventories and other (-\$0.030 million) and an increase in the value of prepaid supplier expenses (\$0.171 million). The decrease in financial assets (-\$2.205 million) relates primarily to a decrease in investments (-\$1.498 million) and cash at bank (-\$0.888 million), offset by increases against other financial assets (\$0.115 million) and receivables (\$0.066 million).

## TOTAL LIABILITIES

As Figure 1.4 shows, the Library's total liabilities increased by \$0.863 million from last financial year to \$17.729 million.

**Figure 1.4: Total Liabilities, 2014–15 and 2013–14**

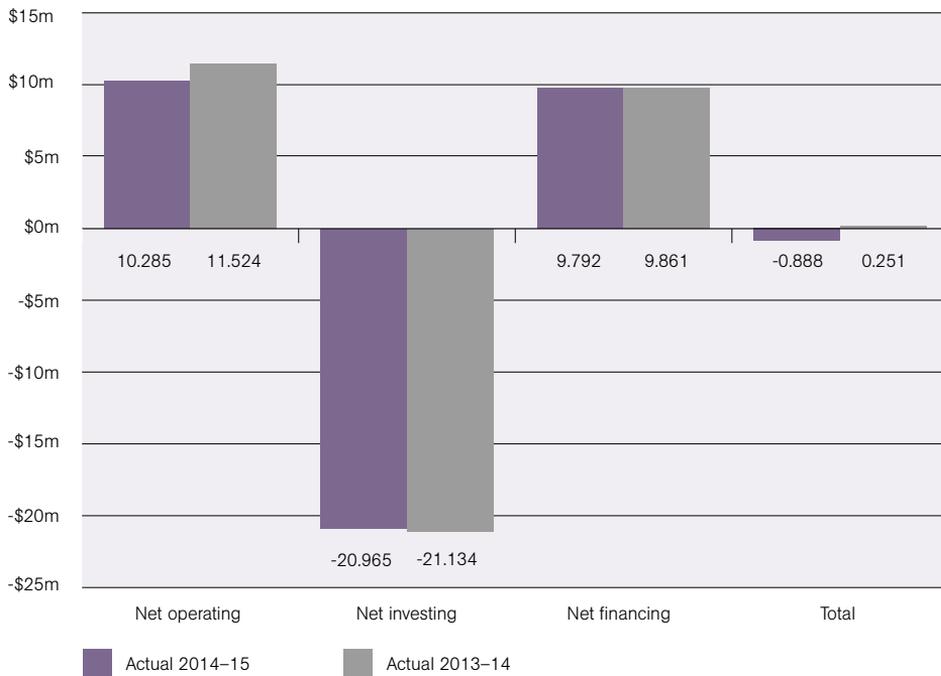


The changes in liabilities relate to increases in supplier payables (\$0.263 million), employee provisions (\$0.328 million) and other payables (\$0.332 million), offset by minor decreases in grants payable (-\$0.038 million) and other provisions (-\$0.022 million).

## CASH FLOW

In 2014–15, there was a decrease in the Library's cash balance, which decreased by  $-\$0.888$  million to  $\$4.969$  million as at 30 June 2015. Figure 1.5 shows a comparison of cash flow items for 2014–15 and 2013–14.

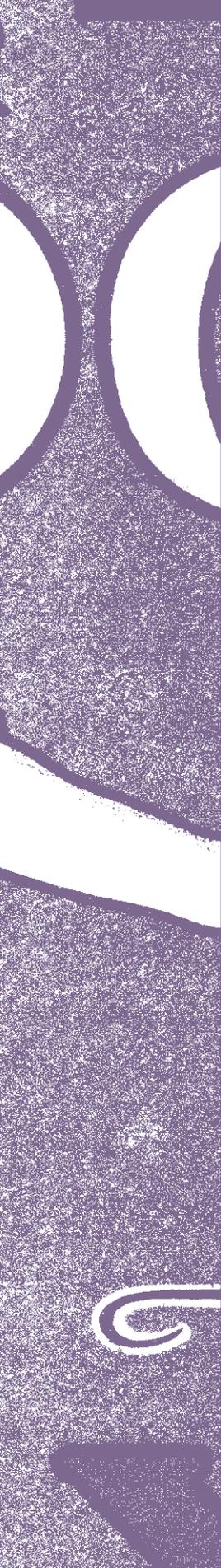
**Figure 1.5: Net Cash Flow, 2014–15 and 2013–14**



The decrease in net cash from operating activities ( $-\$1.239$  million) reflects the comments under 'Income' and 'Expenses'. The minor movement in net cash used by investing activities ( $-\$0.169$  million) primarily reflects the net movement of funds from investments to cash at bank between years ( $-\$4.041$  million) and an increase in the purchase of property, plant, equipment and intangibles ( $\$3.820$  million). There was a minor decrease in net cash from financing activities between financial years ( $-\$0.069$  million) as a result of a slight reduction in the Library's equity injection, provided by government to fund collection acquisitions.

# FOR REED





# CORPORATE OVERVIEW



*For Freedom, Have You Bought a War Loan Bond?*  
Sydney: John Sands, 1915  
Pictures Collection  
[nla.gov.au/nla.pic-an7721274-1](http://nla.gov.au/nla.pic-an7721274-1)

## 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 Ministry for the Arts within the Attorney-General's Department with responsibilities for collecting Australian cultural heritage materials and making them available to the Australian public. Senator the Hon. George Brandis QC, appointed Minister for the Arts on 18 September 2013, is the responsible Minister for the Library. The affairs of the Library are conducted by the Library Council, with the Director-General as executive officer.

## 2.2 LEGISLATION

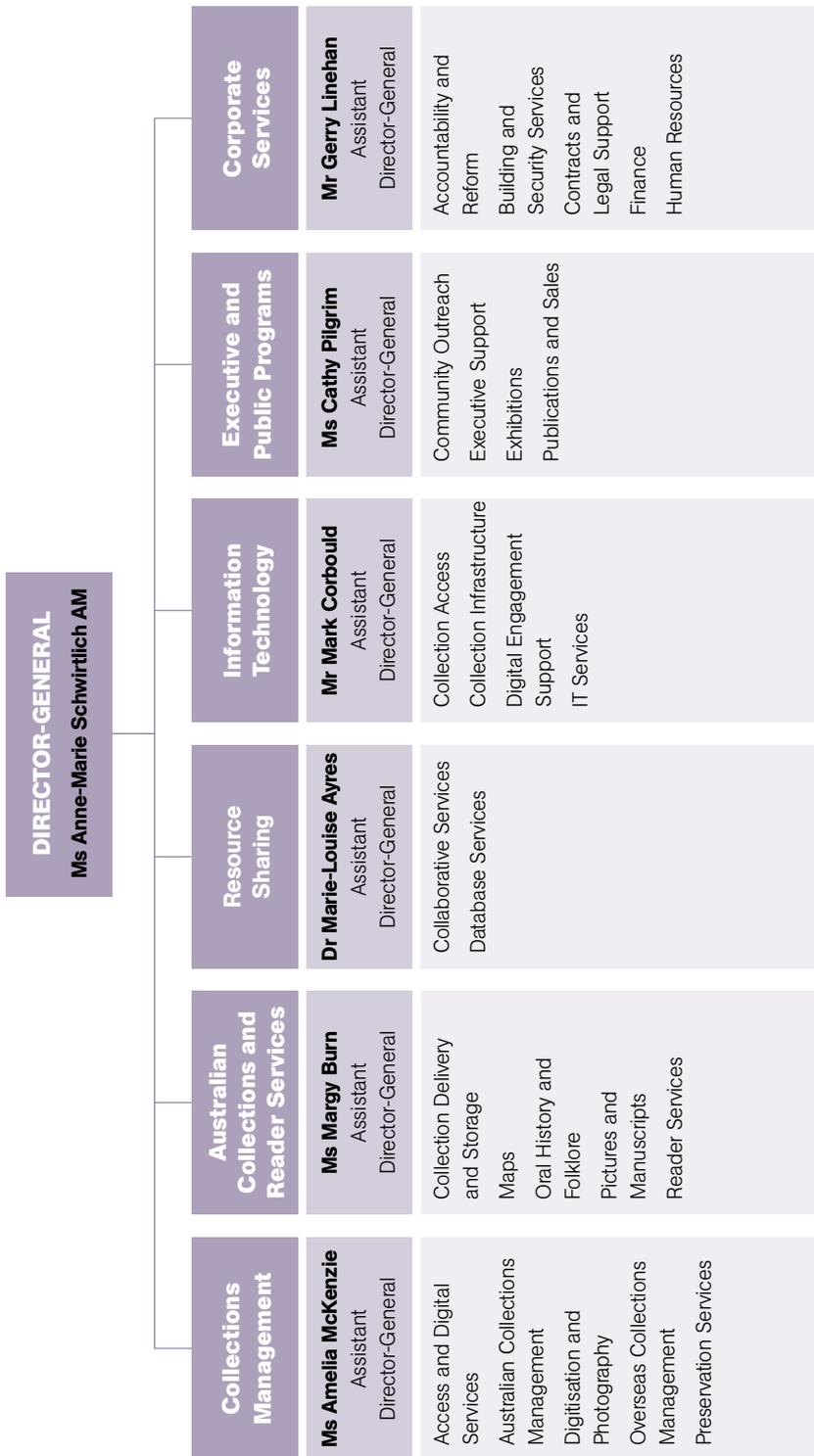
The Library was established by the *National Library Act 1960*, which defines the Library's role, corporate governance and financial management framework. As a corporate Commonwealth entity, the Library is subject to the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

## 2.3 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.

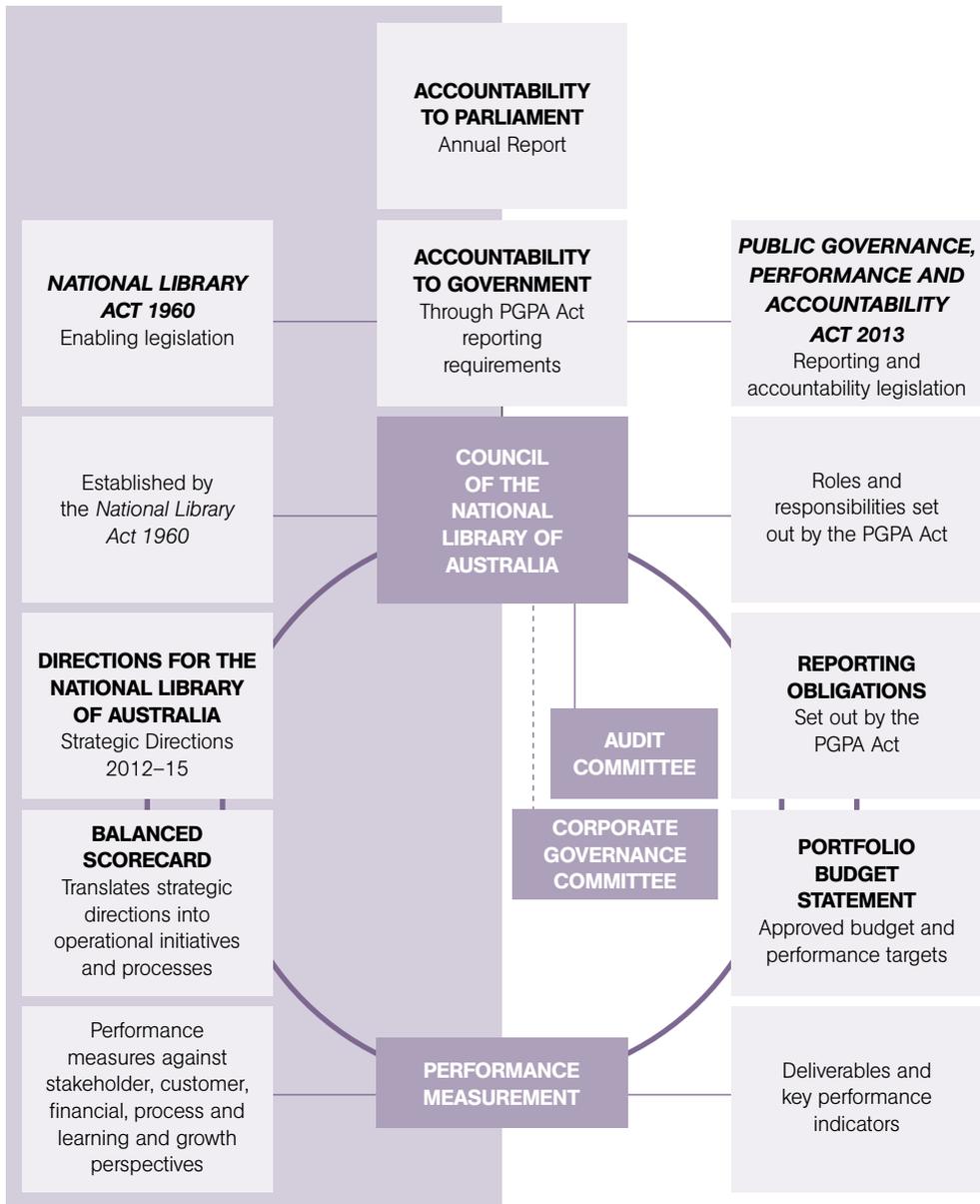
**Figure 2.1: Organisational and Senior Management Structure, 30 June 2015**



## 2.4 CORPORATE GOVERNANCE

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

**Figure 2.2: Corporate Governance Structure, 2014–15**



## COUNCIL

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

At 30 June 2015, there was one vacancy on Council. Appendix A lists Council members and their attendance at Council meetings. On 16 June 2015, the House of Representatives appointed the Member for Werriwa, Mr Laurie Ferguson MP, to the Council.

In 2014–15, in addition to general administrative, compliance and financial matters, Council considered a range of matters, including:

- the Corporate Plan 2015–2019;
- the Enhanced Commonwealth Performance Framework;
- implications of the PGPA Act;
- shared services arrangements;
- the DLIR project;
- the 2015–16 Budget;
- use of Library trust accounts;
- new acquisitions;
- integration of the Library's reading rooms;
- Libraries Australia
- Strategic Workforce planning;
- work health and safety;
- environmental management;
- the activities of the Library's Foundation Board;
- Council's evaluation of its performance;
- changes to services and opening hours.

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

## AUDIT COMMITTEE

The Audit Committee comprises a minimum of three non-executive Council members. Council may appoint external members to the Audit Committee. The Chair of Council and Director-General also attend meetings. Details of Audit Committee members and meeting attendance can be found at Appendix A.

In 2014–15, the Audit Committee considered a range of matters, including:

- financial statements for 2013–14;
- Library trust account disbursements;
- internal assessment of the Audit Committee's performance;
- review of the Audit Committee's role and charter;
- the internal audit schedule;
- the Australian National Audit Office's 2014–15 financial statement audit strategy;
- the compliance report required under the *Commonwealth Authorities and Companies Act 1997*;
- the Public Management Reform Agenda and the PGPA Act;
- the Internal Audit Plan 2015–16;
- internal audits of:
  - the Fraud Risk Assessment and Fraud Control Plan
  - stocktake of Sales and Promotion, and the Bookshop
  - information and communication technologies (ICT) governance
  - the Building Works project (Reading Room Integration project);
- Australian National Audit Office reports and recommendations;
- valuation of the collection;
- reports on legal services, compliance, fraud and ethics, risk management and business continuity, insurance, whistleblower complaints, public interest disclosures, contract management and training, audit committee training, the DLIR project and shared services.

## 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 coopt other non-executive Council members.

Appendix A lists the Corporate Governance Committee members. In February 2015, the Corporate Governance Committee met to consider the results of the 2014 Council Self-Evaluation Survey and, in June 2015, it met to discuss the Director-General's performance.

## CORPORATE MANAGEMENT GROUP

The Corporate Management Group (CMG), consisting of the Director-General and the six Senior Executive Service (SES) 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 Balanced Scorecard continues to be the Library's principal planning support system, facilitating the integration of strategic, operational and budget planning. Since its introduction in 2000–01, the Balanced Scorecard has proved to be a successful performance management tool accepted by staff and other stakeholders. All scorecard achievements, initiatives and targets are reviewed regularly as part of strategic management planning and monitoring processes. In 2014–15, the Library completed a review of its performance indicators and explored alternative reporting systems to the Balanced Scorecard. This work was initiated to assist the Library to develop and implement performance frameworks under the PGPA Act.

## RISK MANAGEMENT FRAMEWORK

The Library's Risk Management Framework continues to provide effective tools for identifying, evaluating and responding to risks that may affect the collection, core business functions and resources, staff and visitors, and/or strategic decision-making.

The Library's Risk Management Register, which is subject to annual review, is central to this framework. The register records risks to the Library, as well as risk mitigation and risk reduction strategies. These strategies are managed through established procedures and plans, such as the Collection Disaster Plan, the IT Disaster Recovery Plan, the Business Contingency Plan for Critical Building Systems and the Business Continuity Framework.

Risk management within the Library is overseen by the Library's Emergency Planning Committee, which is chaired by the Assistant Director-General, Corporate Services, and includes

SES officers representing all business areas. The committee provides a clear control structure to identify, monitor, respond to and mitigate risks that may affect the Library.

Section 16 of the PGPA Act, which came into effect on 1 July 2014, provides that accountable authorities of all Commonwealth entities must establish and maintain appropriate systems of risk oversight, management and internal control for the entity. The Commonwealth Risk Management Policy was introduced to support the PGPA Act framework and is supplemented by a draft Risk Management Better Practice Guide. The goal of the policy is to embed risk management within the culture of Commonwealth entities, so the shared understanding of risk leads to well-informed decision-making.

Corporate Commonwealth entities, such as the Library, are not formally required to comply with the policy but should review and align their risk management frameworks and systems with the policy as a matter of good practice. The Library has commenced a review of internal arrangements and risk management practices to assess performance in relation to the policy and in relation to the recommendations and guidance provided in the Better Practice Guide.

An internal audit review of the Library's Risk Management Framework is scheduled for 2015–16, which will provide further assurance that the Library's framework is in alignment with the requirements of the PGPA Act.

## 2.5 PUBLIC ACCOUNTABILITY

### EXTERNAL AND INTERNAL AUDIT

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

#### AUSTRALIAN NATIONAL AUDIT OFFICE REPORTS

During 2014–15, the Library implemented the Auditor-General's recommendations contained in the following Australian National Audit Office (ANAO) reports:

- *Implementation of ANAO Performance Audit Recommendations* (No. 34, 2013–14);
- *Managing Conflicts of Interest in FMA Agencies* (No. 47, 2013–14);
- *The Management of Physical Security* (No. 49, 2013–14);
- *Cyber Attacks: Securing Agencies' ICT Systems* (No. 50, 2013–14);
- *Business Continuity Management* (No. 6, 2014–15);
- *Implementation of Audit Recommendations* (No. 7, 2014–15);
- *Administration of the Export Market Development Grants Scheme* (No. 15, 2014–15);
- *Management of the Disposal of Specialist Military Equipment* (No. 20, 2014–15).

#### INTERNAL AUDIT REPORTS

The Audit Committee considered a number of internal audit reports; see page 27.

### PARLIAMENTARY COMMITTEES AND GOVERNMENT INQUIRIES

During 2014–15, 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. The Library has not been formally consulted on any new general policy orders and none which apply to the Library are in place.

## LEGAL ACTION

A claim was lodged in the ACT Supreme Court in 2003 on behalf of Wagdy Hanna and Associates Pty Ltd, seeking damages for an alleged disclosure of information in respect of a 1996 tender process for one of the Library's offsite storage facilities. The court proceedings were held in December 2008. In August 2012, the court found in favour of the Library. The outcome was under appeal by Wagdy Hanna and Associates Pty Ltd at the Court of Appeal of the ACT. The Court of Appeal handed down its judgement in favour of the Library and dismissed the appeal in August 2014. The Court of Appeal handed down its decision and orders regarding the costs of the appeal in June 2015. The court ordered costs payable in the Library's favour on an indemnity basis.

## OMBUDSMAN

During 2014–15, 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 2014–15.

## PUBLIC INTEREST DISCLOSURE

During 2014–15, the Library received one public interest disclosure, which is being investigated.

## FREEDOM OF INFORMATION

During 2014–15, the Library finalised one request for the release of information and finalised a review of a decision by the Office of the Australian Information Commissioner, under the *Freedom of Information Act 1982* (FOI Act).

Agencies subject to the FOI Act are required to publish information as part of the Information Publication Scheme (IPS). This requirement of the FOI Act has replaced the former requirement to publish a Section 8 statement in an annual report. Each agency must display on its website a plan showing what information it publishes in accordance with IPS requirements. The Library complies with IPS requirements, and a link to the scheme is provided on the Library's website.

## 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's insurance premium attracted a 9.26 per cent discount as a result of its performance measured by Comcover's Risk Management Benchmarking Survey. The Library was the second-best performing agency of 15 like agencies in the survey's Cultural Institutions Community of Practice

Peer Group. 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.

## SOCIAL JUSTICE AND EQUITY

The Library serves a culturally and socially diverse community and aims to make its collection accessible to all. The Library's collection includes material in over 300 languages. Its programs and services are developed with an emphasis on public accessibility, and adhere to the principles outlined in the Australian Government's Charter of Public Service in a Culturally Diverse Society. The Library is conscientiously implementing the charter and seeks to provide all Australians with the opportunity to access documentary resources of national significance. In particular, during 2014–15, the Library:

- provided an introductory program to international students of English as an additional language or dialect;
- provided exhibition and education tours for adults and young people with special needs, and senior citizens groups;
- supported community projects, including the Indigenous Literacy Foundation, National Simultaneous Storytime, Children's Book Week, National Volunteer Week, NAIDOC Week, Autism Asperger ACT, and Libraries and Information Week;
- supported the development of youth arts activities through events and education programs;
- improved access technologies and lighting in the new Special Collections Reading Room;
- provided an ongoing customer service training program for front-of-house staff and volunteers;
- implemented online accessibility guidelines in relation to event podcasts and promotional videos, ensuring transcripts are available;
- engaged Gundabluwey Research to investigate the needs of students, teachers and people from non-English speaking backgrounds (NESB) in relation to Trove;
- digitised three Chinese language newspapers—*The Chinese Advertiser*, *The Chinese Australian Herald* and the *Chinese Times*—and made them available in Trove;
- worked with the Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) to add records to Trove from their collections, including images depicting Indigenous life in Australia from the 1820s to today, journal articles published from the mid-1980s, audio collections, and records from the Aboriginal and Torres Strait Islander Biographical Index (ABI).

In NAIDOC Week, the Library held an event for staff to view and hear materials selected from the rich and wide-ranging collections by Indigenous staff and collection managers to celebrate the history, culture and achievements of Aboriginal and Torres Strait Islander Australians. This

event aimed to develop staff knowledge about collections documenting Indigenous Australian history, culture and experience, and to underline the importance of the Library as a respectful and inclusive workplace.

Indigenous Graduate Shannon Sutton undertook a project to identify Indigenous language material held in the Library's Manuscripts Collection. Initial discoveries included language lists, familial terms, place names and names for local customs and people in the papers and records of missionaries, ethnographers, linguists and Aboriginal Protectorates dating back to the 1860s. Information uncovered through the project has been published in an online Research Guide as the first phase of a project to increase accessibility of first language material.

The Library continued to expand its collection of oral history interviews with Indigenous Australians and people from a range of culturally and linguistically diverse backgrounds. A new oral history project involving interviews with Australian Muslim women commenced.

## SERVICE CHARTER

The Library's Service Charter sets out its commitment to users, the standards of service that users can expect and the mechanisms for providing feedback or making a complaint.

The Service Charter is available online and as a print publication.

During 2014–15, the Service Charter standards were met as follows:

- 97 per cent of general reference inquiries were answered within time frames (target: 90 per cent);
- 93 per cent of collection items were delivered within time frames (target: 90 per cent);
- the Library's website was available for 99.9 per cent of the agreed service time frames (target: 99.5 per cent).

The Library welcomes feedback and suggestions for service improvements. Feedback forms are placed throughout the Library and on the website. During the financial year, 257 formal compliments and 82 formal complaints were received from users, as indicated in Tables 2.1 and 2.2 respectively.

**Table 2.1: Compliments Received, 2014–15**

| Subject  | Number     | Nature  |
|--|------------|---|
| Information and online services to individuals | 230        | <ul style="list-style-type: none"> <li>• Quality, professionalism, responsiveness and dedication of staff</li> <li>• Quality and speed of response to inquiries and delivery of collection material</li> <li>• Quality of reproduction services</li> <li>• Quality of website</li> <li>• Trove</li> </ul> |
| Public Programs activities                     | 25         | <ul style="list-style-type: none"> <li>• Quality of tours and support for educational visits</li> <li>• Quality of events program</li> <li>• Quality of publications</li> <li>• Quality of galleries and exhibitions</li> <li>• Quality of volunteer-led tours</li> </ul>                                 |
| Facilities and support                         | 2          | <ul style="list-style-type: none"> <li>• Quality of support for events</li> </ul>   |
| <b>Total</b>                                   | <b>257</b> |   |

In addition, several hundred informal compliments were received from visitors for the Library's exhibitions and from users of the Trove, Copies Direct and reading room services.

**Table 2.2: Complaints Received, 2014–15**

| Subject  | Number    | Nature  |
|--|-----------|---|
| The collection                                 | 12        | <ul style="list-style-type: none"> <li>• Cataloguing and attribution of information for collection material</li> <li>• Repatriation of collection material</li> <li>• Processing of donor material</li> </ul>   |
| Information and online services to individuals | 42        | <ul style="list-style-type: none"> <li>• Use of mobile phones by Library users</li> <li>• Changes to services and opening hours</li> <li>• Wireless connectivity problems and slow response times</li> <li>• Access to e-Resources</li> <li>• Use of scanners</li> <li>• Delays, misunderstandings and perceived lack of assistance relating to requesting/receiving and discharging material</li> <li>• Reader registration processing</li> <li>• Copying and inter-library lending fees and delays in delivery</li> </ul> |
| Public Programs activities                     | 5         | <ul style="list-style-type: none"> <li>• Content and display of exhibitions</li> <li>• Event cancellation</li> </ul>  |
| Facilities and support                         | 23        | <ul style="list-style-type: none"> <li>• Car parking availability and bicycle facilities</li> <li>• Restrictions in reading rooms</li> <li>• Uncomfortable furniture in reading rooms</li> <li>• Café facilities</li> <li>• Cloaking arrangements</li> </ul>  |
| <b>Total</b>                                   | <b>82</b> |   |

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

## CONSULTANCY SERVICES

The Library entered into 27 new consultancy contracts during 2014–15 involving total actual expenditure of \$484,154 (inclusive of GST). Appendix E lists the new consultancies with an individual value of \$10,000 or more. There were also 11 ongoing consultancy contracts that were active during the same period, involving total actual expenditure of \$510,217, bringing the total level of expenditure on consultancy contracts in 2014–15 to \$994,371.

## ADVERTISING AND MARKET RESEARCH

Advertising and market research in excess of \$12,565 for non-recruitment and non-tender services amounted to \$132,451 (inclusive of GST).

Table 2.3 summarises expenditure by the Library in 2014–15.

**Table 2.3: Library Expenditure, 2014–15**

| <b>Business</b>     | <b>Activity</b>                                | <b>Value (\$)</b> |
|---------------------|--|-------------------|
| Mitchell & Partners | Media advertising in <i>The Canberra Times</i> | 47,337            |
| iSENTIA             | Media monitoring services                      | 21,664            |
| Gundabluey Research | Student, teacher and NESB use of Trove         | 63,450            |
| <b>Total</b>        |  | <b>132,451</b>    |

## 2.6 CORPORATE MANAGEMENT

The Library's corporate management activities aim to maximise service to clients by realising the full potential of staff and other available resources. Major activities during the financial year focused on implementing the Leadership Capability Model, Strategic Workforce Plan, Strategic Building Master Plan, and Work Health and Safety and Environmental Management systems, along with preparations for the proposed shared services and related initiatives. Through participation in the Corporate Management Forum and related subcommittees, the Library also played a part in corporate management across other collecting and portfolio agencies.

### PEOPLE MANAGEMENT

The Library has a consistent and dedicated plan to identify its people priorities, develop initiatives and allocate resources commensurate with need. The Strategic Workforce Plan was extended to 30 June 2015 and a new plan has been developed to inform and respond to initiatives set out in the Library's Corporate Plan 2015–2019. The Library intends to build on workforce achievements resulting from the current plan rather than change course; that is, continue building leadership capability, digital confidence and sustainability as priorities.

Recruitment in the APS was subject to Interim Recruitment Arrangements aimed at reducing APS-wide staffing levels. This continues to be a factor in managing the Library's workforce and its ability to manage staffing levels smoothly.

During the reporting period, the Library participated in an APS-wide forum to consider strategies and share best practice in unscheduled leave management. The Library actively monitors unscheduled leave absences with a view to reducing the average days used per full-time equivalent staffing numbers. In addition, the Library sought external assistance to help with a comprehensive assessment of the Library's unscheduled leave use. The Library intends to implement a range of tailored strategies to improve the management of unscheduled leave in 2015–16.

The Library participates in the APS State of the Service survey annually. Overall, the indicators from the State of the Service Report show the Library continues to maintain a positive work environment with no significant movement in staff satisfaction. The Library also continues to compare favourably with the broader APS.

### STAFF ENGAGEMENT

The Library's Consultative Committee is the mechanism through which Library management, staff and unions discuss issues affecting the workplace. During the financial year, the Consultative Committee met on four occasions. In addition to the updates they receive from other committees, including Environment Management, Work Health and Safety, Disability Contact Officers Network, Enterprise Bargaining and Council, members considered the following issues:

- the planned introduction of shared corporate services across the portfolio;
- a new Enterprise Agreement;
- the Reading Room Integration project;
- requirements for engaging in employment outside the Library;
- grievance, bullying and harassment reporting;
- the introduction of pay parking in the Parliamentary Zone.

It is noted that in recent years, and in consultation with staff, the Library has been making incremental changes to its Performance Management Framework. The changes are intended to enhance the relevance of performance management by improving usability and aligning the process with the Library's business practices. Following the re-alignment of the performance cycle from the calendar year to the financial year and budget process in 2013–14, a two-dimensional rating scale was implemented in July 2014. Under the dual rating system, business deliverables and behavioural capabilities are both assessed as part of individual performance management. The new behavioural capability measure is aligned with the three fixed elements from the Library's Consistent Selection Criteria. The introduction of this new assessment is intended to improve both the process and content of performance discussions and provide a holistic assessment for staff.

The Library's Enterprise Agreement notionally expired on 30 June 2014, although it continues to govern pay and conditions for non-SES employees until superseded by a new agreement. The Library issued a Notice of Representational Rights to all staff on 19 August 2014 and began formal bargaining in October. On 19 August, an indicative new Enterprise Agreement was made available to staff as bargaining commenced but, at the time, it did not contain a remuneration offer. In March 2015, the Minister approved the Library's remuneration offer, which had to be funded from productivity offsets and assessed as affordable.

A formal offer of remuneration increases was made to staff in March 2015 and negotiations for a new Enterprise Agreement are continuing.

## **REMUNERATION**

In accordance with the Australian Government's regime for Principal Executive Officers, Council determines the Director-General's remuneration.

At 30 June 2015, terms and conditions of employment for SES staff, such as non-salary benefits including access to motor vehicles (or payment in lieu) and mobile phones, continued under common law contracts.

At 30 June 2015, nine non-SES staff had enhanced benefits through Individual Flexibility Arrangements.

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

**Table 2.4: Salary Ranges below SES Level and Number of Employees, 30 June 2015**

| Classification | Salary Range (\$) | Employees (no.) |
|----------------|-------------------|-----------------|
| EL 2           | 117,622–144,037   | 30              |
| EL 1           | 95,467–120,198    | 78              |
| APS 6          | 76,173–86,114     | 85              |
| APS 5          | 67,489–72,404     | 71              |
| APS 4          | 60,648–68,340     | 81              |
| Graduate       | 55,216–65,486     | 1               |
| APS 3          | 55,216–59,640     | 62              |
| APS 2          | 47,685–54,065     | 29              |
| APS 1          | 41,491–45,859     | 0               |
| Cadet          | 14,189–41,491     | 0               |

All ongoing and long-term non-ongoing staff were required to participate in the Performance Management Framework, with pay-point progression subject to achieving a satisfactory rating.

## **FRAUD RISK ASSESSMENT AND CONTROL**

The Library is committed to the prevention of fraud, and works to minimise the risk of fraud in the workplace.

The Library is required to examine and update its Fraud Risk Assessment and Fraud Control Plan every two years; this review was completed in 2013–14. 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 2014–15, 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.

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.

## **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 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 new Public Interest Disclosure procedure;
- clearly identified channels and support networks through which employees can raise matters of concern.

## **DISABILITY STRATEGY**

The Library aspires to develop the full potential of its staff through workforce initiatives that build upon existing staff capabilities. These initiatives include the commitment to continuously improve support for individuals (both staff and clients) with disabilities as part of the Library's Disability Action Plan. The plan for 2015 has three key focuses based on continuous improvement and reasonable adjustment, including initiatives to enhance relationships, ensure respect and provide education.

As at 30 June 2015, 5.6 per cent of Library staff self-identified as having a disability. However, the Library's commitment extends beyond gathering data to quantify disability; it seeks to enable and accentuate 'capability' through acknowledging individuals' talents, skills, abilities and career aspirations. To date, the Library has been able to make all reasonable adjustments requested of it to support any staff with disabilities.

During the reporting period, the Library committed to improving working relationships with disability stakeholders. This was demonstrated through continuance of its Disability Working Group meetings, held during December 2014 and May 2015, for which the Disability Contact Officers acted as important conduits between management, staff and clients on disability matters. This commitment was further demonstrated through renewal of the Library's membership plan with the Australian Network on Disability and through working collaboratively with this organisation to access their expert advice. The Library was represented at their round table meetings for members, held in March and June, which provided an opportunity to network with other organisations and share knowledge and resources.

The Library invited employees to participate in a series of in-house information sessions, which had a focus on key disability categories. These included sessions on chronic pain as a physical disability, hearing loss and vision impairment, held during March, April and June respectively. In addition, the Library committed to providing additional information sessions, which will focus on intellectual and/or developmental disorders, dyslexia and mental health. Library staff were also offered the opportunity to participate in disability confidence training during May.

It is intended that as the Library's practices mature in responding to the needs of individuals with disabilities, it will attempt to enhance the existing disability framework and explore opportunities to build disability planning and service delivery into the Library's broader Diversity Strategy.

## WORKPLACE DIVERSITY

At 30 June 2015, 68 per cent of staff were female, 22.1 per cent of staff identified as being from a culturally and linguistically diverse background, 1.6 per cent (7 ongoing employees) identified as Indigenous (down from 1.8 per cent last year) and 5.6 per cent identified as having a disability (up from 5.3 per cent last year). Appendix F includes a more detailed breakdown of workplace diversity figures.

## WORK HEALTH AND SAFETY

The Library commissioned a risk assessment of its motorised mobile storage systems by the National Safety Council of Australia. The report indicated the Library is taking appropriate measures to ensure safe installation and use of the storage systems.

Comcare completed a review of the Library's asbestos management procedures and confirmed that the Library is meeting its obligations in relation to asbestos management under the *Work Health and Safety Act 2011* and the Work Health and Safety Regulations 2011.

Management and staff discussed work health and safety management arrangements at quarterly meetings of the following committees:

- Work Health and Safety Committee;
- First Aid Committee.

Training courses offered during the year to ensure the health, safety and welfare of workers included:

- Work Health and Safety Overview for Senior Staff;
- Work Health and Safety for Managers and Supervisors;
- Health and Safety Representative Skills;
- Senior First Aid Certification;
- Manual Handling;
- Asbestos Awareness;
- Assertiveness;
- 'Bootcamp for the Brain' Resilience and Wellbeing;
- Mindfulness in the Workplace.

Seminars on health and wellbeing topics included:

- Stroke Awareness;
- How to Beat Cholesterol;
- 'NewAccess' Mental Health Initiative;
- Tobacco and Alcohol;
- Body Maintenance;

- Chronic Pain Management;
- Low Vision;
- Hearing Loss.

Employee assistance program topics included:

- Planning for Retirement;
- Embracing Diversity;
- Sleep Your Way to Better Health;
- Men's Health.

The offer of in-house influenza vaccination was taken up by 182 staff.

The Australian Public Service Commission's Agency Benchmark Report provided the Library with reliable data from the 2014 State of the Service survey (i.e. 65 per cent response rate). Library employees' views were compared against the overall APS average for safety culture.

The positive results achieved for employees' views on safety culture are presented in Table 2.5.

**Table 2.5: Employee Views on Safety Culture, 2014**

| Measures of a Safety Culture   | NLA Employees            | Total APS |
|--|--------------------------|-----------|
|  | (% Strongly agree/agree) |           |
| The people in my work group are committed to workplace safety            | 91                       | 84        |
| My supervisor is committed to workplace safety                           | 90                       | 84        |
| My agency genuinely cares about employees being healthy and safe at work | 82                       | 67        |
| My agency supports employees who are injured or become ill due to work   | 71                       | 64        |

The Library's work health and safety statistics are presented in Table 2.6.

**Table 2.6: Reporting under the Work Health and Safety Act 2011, 30 June 2015**

| Section                      | Issue                                    | Outcome                     |
|------------------------------|--|-----------------------------|
| Section 38 occurrences       | Notification of notifiable incidents     | There were no notifications |
| Section 39 directions        | Directions to preserve incident sites    | No directions were issued   |
| Section 95 notices           | Issue of provisional improvement notices | No notices were issued      |
| Section 191 notices          | Issue of improvement notices             | No notices were issued      |
| Section 195 notices          | Issue of prohibition notices             | No notices were issued      |
| Section 198 notices          | Issue of non-disturbance notices         | No notices were issued      |
| Part 10 enforcement measures | Issue of improvement notices             | No notices were issued      |

During 2014–15, there was one new injury case that resulted in a claim being accepted for workers' compensation.

The Library's premium rates for injuries over the past three years are shown in Table 2.7.

**Table 2.7: Premiums for Injuries Suffered, 2012–16 (as a percentage of wages and salaries)**

| Premium Rates*  | 2012–13 | 2013–14 | 2014–15 | 2015–16 |
|---|---------|---------|---------|---------|
| Latest premium rates for the Library                      | 0.38    | 0.66    | 0.82    | 0.68    |
| Premium rates for all agencies combined (for comparison)  | 1.77    | 1.61    | 1.93    | 1.85    |
| Library premium rates as a percentage of all agencies (%) | 21.74   | 40      | 42.49   | 36.76   |

\*Including as amended retrospectively by Comcare.

## ASSET MANAGEMENT

### COLLECTION ASSET

The collection is the Library's major asset, on which many of its services are based. The total value of the collection (both tangible and intangible) is \$1.381 billion. For the tangible collections, there is an annual stocktake and revaluations are conducted using sampling methodologies.

### PLANT AND EQUIPMENT, AND SOFTWARE

The Asset Management Committee oversees the Library's Strategic Asset Management Plan

and coordinates operational asset acquisition programs. It also develops and monitors a four-year forward asset acquisition program for strategic planning purposes and an asset disposal program for items reaching the end of their working life. Major asset acquisitions in 2014–15 included compactus shelving for storage of the national collection, information technology systems, hardware and software, including the DLIR project.

The total value of plant and equipment at 30 June 2015 was \$14 million.

The total value of software at 30 June 2015 was \$6.9 million.

## LAND AND BUILDINGS

The total value of the Library's land and buildings at 30 June 2015 was assessed at \$232 million, including the main building in Parkes and the repository in Hume. Management of the Library's property is overseen by the Building Works Coordinating Committee, which meets quarterly. A 15-year Long-Term Strategic Building Management Plan is used to set directions for building works, and incorporates an annual maintenance plan and a five-year capital works program, which are reviewed each year by Council. The Long-Term Strategic Building Management Plan ensures that building works are consistent with the long-term direction of the Library and underpins Library facility planning and budgeting. The plan was last reviewed and updated in 2011–12.

In 2014–15, work continued on the Reading Room Integration project. This project is a major component of the Library's 2008 Strategic Building Master Plan and is sanctioned within the 2013 Conservation Management Plan. The project will improve and modernise the public spaces in keeping with a twenty-first-century national library, and it builds on the addition of the Treasures and Exhibition galleries and improvements to the Main Reading Room completed in 2012.

In January, the Special Collections Reading Room was completed and opened to the public. This significant new space provides for the integration of the Pictures and Manuscripts, Maps and Petherick reading rooms. In May, the first stage of the expanded Main Reading Room opened, which facilitated the integration of the Main and Newspapers and Microforms reading rooms. As well as improving reader services and service delivery, the project will improve energy efficiency, provide an upgrade to building services, such as fire systems and air-conditioning plant, and meet the latest Building Code compliance requirements. The project is on schedule for completion by early 2016.

The outside of the Library building is clad in marble, travertine and trachyte, and these natural materials do much to make it the majestic and luminous landmark that it is. The Library assesses the condition of this cladding regularly. The review completed in 2012 led to a detailed assessment of the 568 roof-edge fasciae and capping panels in 2014. Based on this, the Library will begin planning and procurement to replace all of the roof-edge fasciae and capping panels, with a scheduled completion date of mid-2017.

During the course of some of these building works, specifically the demolition of existing services and partitioning, asbestos materials were identified. Appropriate procedures and reporting were implemented to manage these occurrences. This included notifying the relevant authority and building occupants, engaging appropriately licensed contractors, and conducting air quality testing before, during and after the removal process. The Library maintains an active Asbestos Management Plan. The plan was reviewed by Comcare on 13 August 2014 and they advised that

they were satisfied that the Library was meeting its obligations with regard to the management of asbestos.

During the year, a range of other capital expenditure building projects was undertaken, including:

- refurbishment of change-room facilities on Lower Ground 2;
- installation of new energy-efficient lighting and control systems in the Main Reading Room and Foyer;
- upgrade of the fire detection system throughout the building;
- upgrades to CCTV and the security access control system;
- refurbishment of collection storage areas to facilitate replacement of motorised shelving, increasing storage capacity and improving efficiency.

Consultation and design work commenced on a number of other major projects, including:

- strategic review of air-conditioning systems;
- refurbishment of the Theatre.

## **HERITAGE MANAGEMENT STRATEGY**

The National Library of Australia and its surrounds are included on the Commonwealth Heritage List and the Library is committed to the conservation of the heritage values of the building. This includes consulting with recognised heritage specialists before undertaking building works in sensitive areas. Consultation with heritage specialists has continued in relation to the Reading Room Integration project, the replacement of lighting in the Main Reading Room and Foyer, and the evaluation of the marble façade.

Re-use of heritage furniture has been carefully considered during the Reading Room Integration project. Twenty-two original Fred Ward chairs, designed specifically for Library reading rooms, have been used in the Special Collections Reading Room. Another 48 were refurbished for the Newspapers and Family History zone in the Main Reading Room, together with a number of other heritage furniture pieces, such as carrels and reading tables.

While this project does not refurbish any spaces of heritage significance, a small selection of heritage building fabric has been carefully incorporated into the new rooms.

## **SECURITY AND BUSINESS CONTINUITY**

The Library's Emergency Planning Committee oversees protective security and business continuity planning for disaster preparedness, recovery and response. This committee comprises senior staff with responsibility for critical areas across the Library, including corporate communications, and the security of staff, the collection, visitors, buildings and other assets.

On 12 September 2014, the Australian Government raised the general National Terrorism Public Alert System threat level for Australia to High (i.e. terrorist attack is likely). In response to this escalation, the Library reviewed a range of existing security measures, increased the frequency of testing of security procedures and called for heightened vigilance by security officers and

staff. The Library maintains close contact with the relevant Australian Government intelligence, protective security and law enforcement agencies in relation to ongoing and emerging threats.

The Library's Business Continuity Framework incorporates detailed planning strategies for collection disasters, storage, information technology (IT) recovery and critical building systems recovery.

In 2014–15, the Library's emergency management and business continuity planning systems were tested to ensure effectiveness. Testing included physical review during both planned and unplanned events, such as power and internet outages and building evacuations. Additionally, in September 2014, all members of the Emergency Planning Committee and their deputies participated in an externally facilitated desktop business continuity training exercise, involving responses and recovery actions to a major disruption to services and building facilities.

## **ENERGY CONSUMPTION AND ENVIRONMENTAL MANAGEMENT**

The Library's Environmental Management Committee meets quarterly to coordinate sustainability efforts and achieve sustainability targets. Environmental performance is reported annually to Council.

Sustainable development principles have been incorporated in the design and installation of the new lighting in the Foyer and Main Reading Room, which replaced lights at end of life. The new LED lights, designed by an Australian manufacturer, provide energy savings, reduce maintenance costs and meet the heritage requirements of these significant heritage spaces.

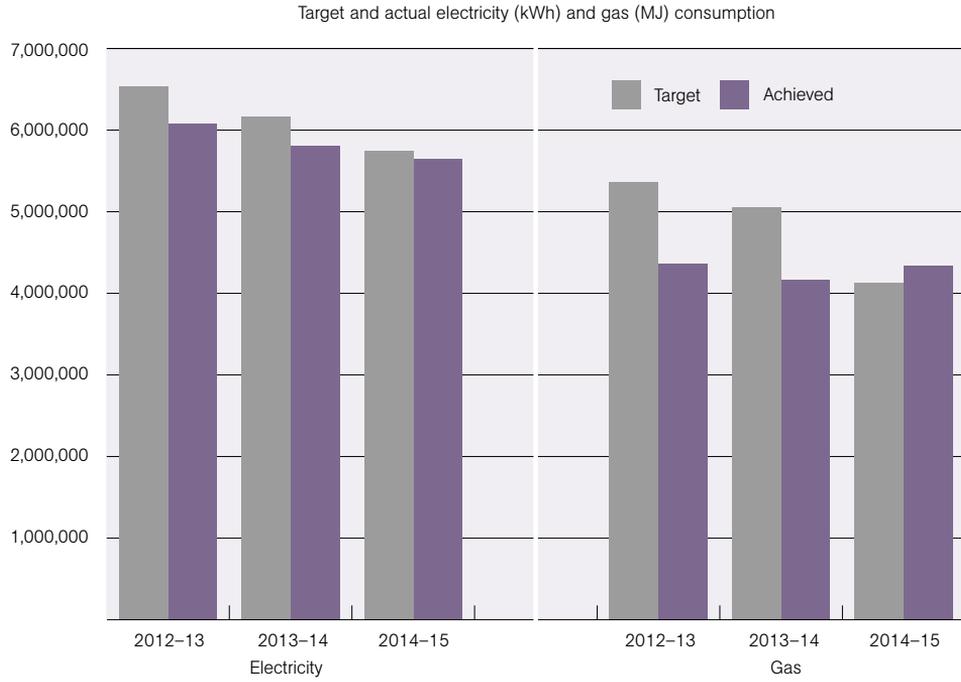
Reviewing climate control parameters for the collections and making required changes to the building plant and equipment remain a major focus. Further seasonal trials were conducted throughout the year to test our ability to continue to reduce energy usage in collection storage areas while maintaining appropriate conditions. Planning has commenced on a project to upgrade the overall efficiency of the air-conditioning plant for the main building. Operational efficiencies and improvements, such as ongoing recycling training and the addition of new waste streams, have been implemented with the assistance of the Environmental Management Committee. The Library has commenced reporting against new targets for reductions in energy, water and paper consumption, using 2013–14 as a base year. A new target has also been set for reducing waste to landfill.

In comparison with the previous year, the Library has reduced electricity consumption by 3 per cent to 5,667,832 kWh and increased gas consumption by 4 per cent to 4,363,720 MJ, as illustrated in Figure 2.3. Water usage was 13,823 KL—an estimated reduction of 21 per cent compared with 2013–14.

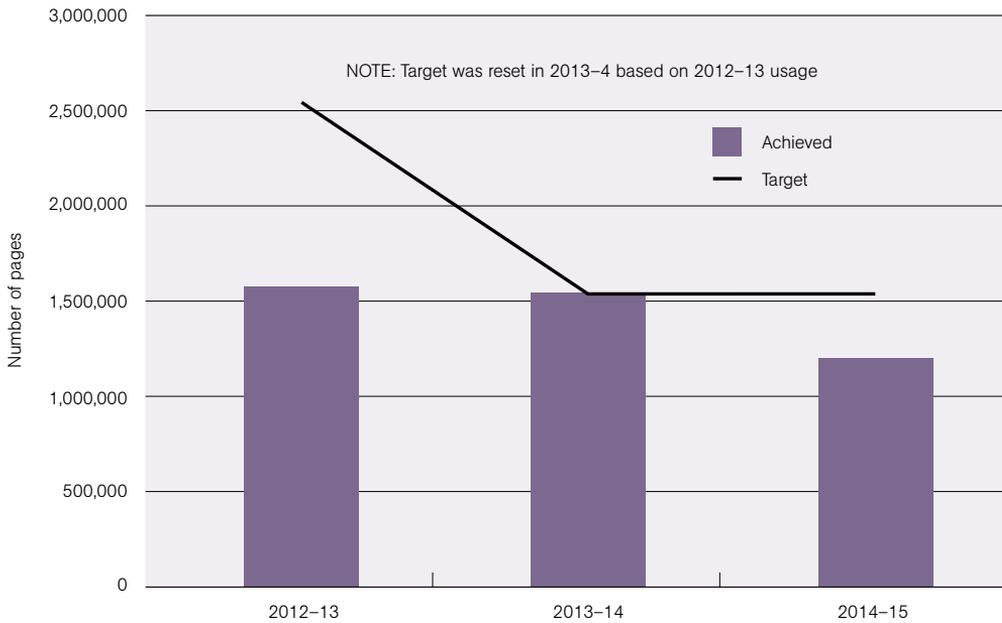
Waste to landfill decreased by 4 per cent compared with the base year, from 46,723 kg to 39,966 kg. Waste to landfill was 20 per cent of total waste in 2014–15 compared with 24 per cent in the previous year.

Paper consumption has reduced by 22 per cent to 1,198,821 kg compared with the base year, as illustrated in Figure 2.4.

**Figure 2.3: Energy Consumption, 2012–2015**



**Figure 2.4: Paper Consumption, 2012–2015**



## PURCHASING

The Library maintained a focus on cost-effective contract management and procurement practices consistent with Commonwealth Procurement Rules. All the Library's procurement and contract templates were reviewed to ensure currency and compliance with the recent changes to the Commonwealth legislation, including the PGPA Act.

Large purchasing activities for the year included: continuing construction for the Reading Room Integration project; valuing the Library's national collection; reviewing the lighting throughout the main building; and purchasing replacement map compactus and IT acquisitions.

There were no contracts of \$100,000 or more that did not provide for the Auditor-General to have access to the contractor's premises.

## COOPERATION ON CORPORATE MANAGEMENT ISSUES

The Corporate Management Forum consists of senior executives from agencies in the Arts portfolio and 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 three times during 2014–15 and matters considered included:

- the PGPA Act and related issues;
- pay parking in the Parliamentary Zone;
- records management;
- security;
- the 2014–15 and 2015–16 Budgets and related initiatives;
- work health and safety;
- capital planning and funding;
- energy management;
- risk management and insurance;
- enterprise bargaining;
- performance indicators and reporting;
- shared services.

## GRANTS

During the reporting period, the Library operated one grant program.

### **COMMUNITY HERITAGE GRANTS**

The Library awarded 73 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 grants program was received from the Ministry for the Arts within the Attorney-General's Department; the National Library of Australia; the National Archives of Australia; the National Film and Sound Archive; and the National Museum of Australia.

## FELLOWSHIPS AND SCHOLARSHIPS

During the reporting period, the Library operated eight supported programs.

### **NATIONAL LIBRARY OF AUSTRALIA FELLOWSHIPS**

The Library's former program of Harold White Fellowships and Japan Fellowships, which has supported over 150 research fellows since 1983, was suspended for 2014–15 while the Library sought funding from philanthropic sources. In March 2015, a new scheme of National Library of Australia Fellowships was launched and applications opened for six funded fellowships to be offered in 2016.

### **JAPAN STUDY GRANTS**

Funded through the Harold S. Williams Trust, these grants support scholars in Japanese studies who live outside Canberra to do research using the Library's Japanese and western languages collections for up to four weeks. Grants were awarded to Gwyn McClelland, Dr Barbara Hartley, Darren Swanson, Dr Alison Broinowski and Professor Sandra Wilson.

### **NATIONAL FOLK FELLOWSHIP**

In partnership with the National Folk Festival, the Library funded a four-week residency for Miriam Jones to research bluegrass and old-time music in Australia, and to prepare and develop a performance with her band, Catgut, which premiered at the festival.

### **NORMAN MCCANN SUMMER SCHOLARSHIPS**

Funded by Mrs Pat McCann, the Library awarded six-week scholarships to young Australian postgraduate students Bethany Phillips-Peddlesden, Henry Reese and Emma Shortis to do research on topics in Australian history or literature. A fourth scholar, Rohan Lloyd, was awarded a National Library Summer Scholarship funded by an anonymous donor.

### **SEYMOUR SUMMER SCHOLARSHIP**

Funded by Dr John and Dr Heather Seymour, this six-week scholarship supports research, preferably in biography, by a young Australian postgraduate student. The scholarship was awarded to Michael Kilmister.

**FRIENDS OF THE NATIONAL LIBRARY CREATIVE ARTS FELLOWSHIP**

A Creative Arts Fellowship, funded for four years by the Friends of the National Library, was awarded for the first time. The fellowship provides \$10,000 to a practising artist to undertake a residency at the Library to develop new work, creatively using or inspired by the Library's collections. The inaugural fellow is composer Chris Williams, who is composing a musical response to an incomplete opera by Nigel Butterley, to be performed by the Sydney Chamber Opera.

**KENNETH BINNS TRAVELLING FELLOWSHIP**

Funded by Mrs Alison Sanchez, the fellowship supports travel for professional development by Library staff in the early stages of their career. The 2015 fellowship was awarded to Nicole Hinton.

**FRIENDS OF THE NATIONAL LIBRARY TRAVELLING FELLOWSHIP**

Funded by the Friends of the National Library of Australia, the fellowship provides a significant professional development opportunity for a Library staff member. The 2015 fellowship was awarded to Susan Thomas.

## 2.7 INFORMATION TECHNOLOGY

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

In recent years, the Library has developed and improved Trove, which supports discovery and use of collections held by Australian libraries and collecting institutions. The Library has also commenced a major project to replace systems used to build, preserve and deliver digital collections. IT and communication infrastructure is provided in-house.

### DIGITAL LIBRARY INFRASTRUCTURE REPLACEMENT PROJECT

Core infrastructure and capability to sustain and develop the Library's digital collections and associated services are fundamental to the Library's future. The Library faces critical issues in its ability to manage and maintain access to its born-digital and digitised collections, and its ability to support new types of collection materials over time. Current digital library infrastructure is inadequate for maintaining what the Library has now; it limits the Library's capacity to develop the collection and meet client service needs, including by restricting ways of collecting and limiting digital access to our non-digital collections.

The DLIR project is a multi-year project to replace the Library's existing digital library systems used to support digital collecting, digitisation and delivery of digital content. It will provide systems to support the active management and preservation of the Library's digital collections, and a scalable infrastructure capable of supporting enhanced activities should additional funding be provided.

Central to the project approach was the open-market procurement of pre-existing software, and services to deliver the software, supplemented by the in-house implementation of components that could not be purchased. In 2012–13, the project moved from planning and procurement to its implementation phase with the purchase of a digitisation workflow management system and a digital preservation repository system.

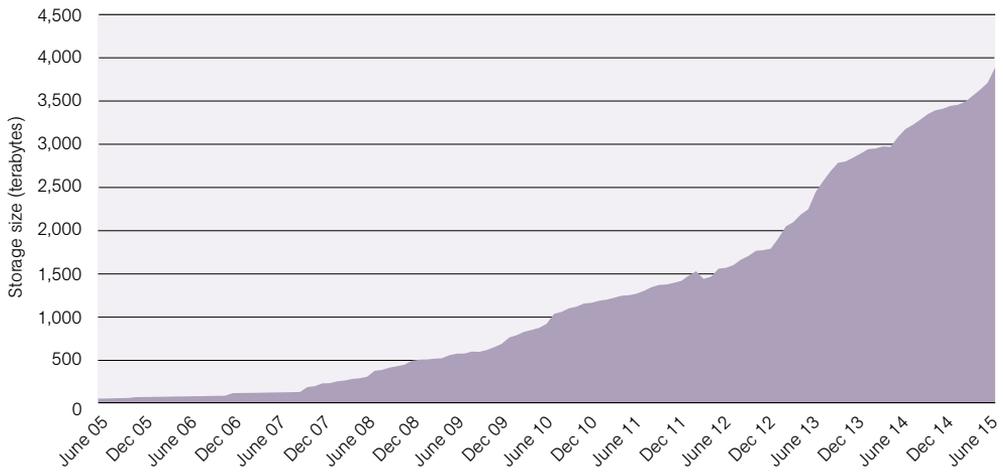
During 2014–15, the second and third of five implementation stages of the DLIR project were completed. Achievements for this period include:

- extension of the new digital library systems to support the Pictures, Manuscripts, Sheet Music, Oral History and Folklore collections;
- successful migration and provision of online public access of approximately 5,000 books digitised by Document Supply Service and Digitisation and Photography;
- integration of the books and journals delivery system with the Trove discovery service;
- development of workflows to support collection of published digital material;
- integrated specification of acquisition and preservation requirements for published digital material.

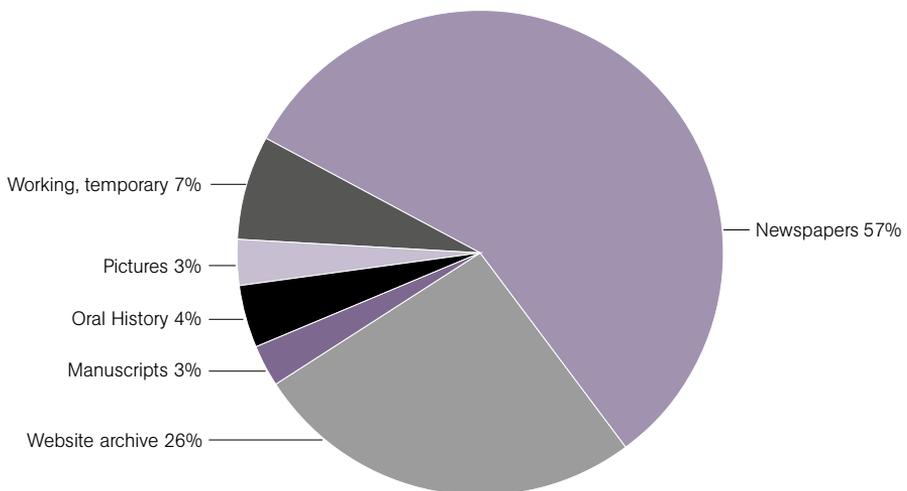
## INFRASTRUCTURE AND SERVICES

During 2014–15, the Library's digital collection increased in size by 22 per cent (714 terabytes), and now exceeds 3.8 petabytes of storage, as illustrated in Figure 2.5. Digitisation of Australian newspapers and collection of Australian web content accounted for 83 per cent of this storage growth. Figure 2.6 shows the allocation of storage by collection material type.

**Figure 2.5: Ten-year Growth in Digital Collection Storage**



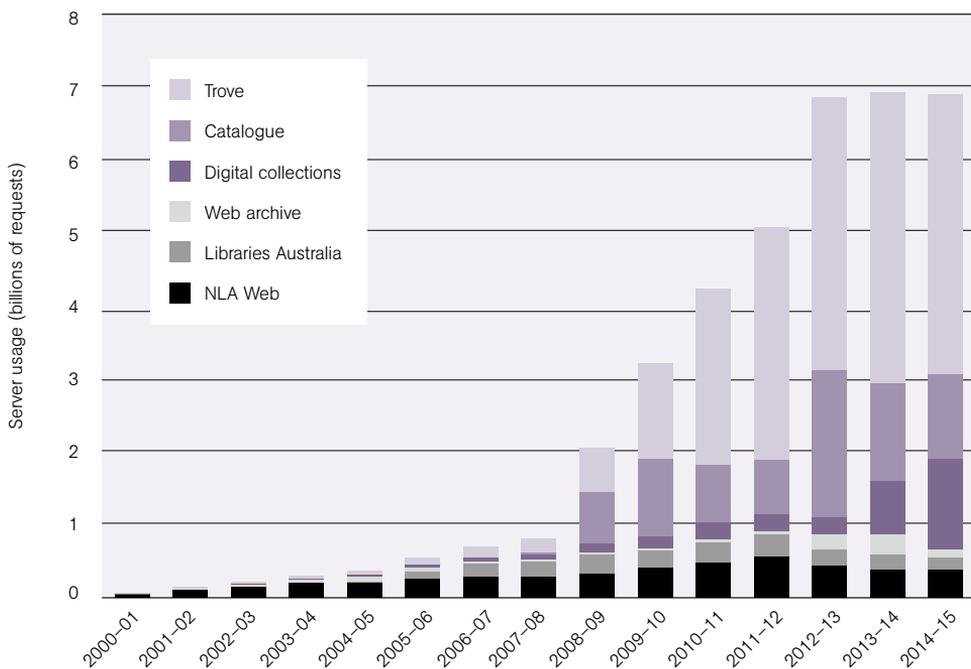
**Figure 2.6: Digital Collection Storage by Material, June 2015**



The Library supports substantial infrastructure to enable the discovery of, and access to, its own and other collections. Figure 2.7 shows the trend in raw transaction load on the Library's web services since 2000–01. Following 12 years of rapid growth, transaction load has stabilised at a level of approximately 7 billion transactions per annum.

Raw transaction load continues to be driven by the use of Trove, especially its digitised Australian newspapers.

**Figure 2.7: Use of Web Services, 2000–01 to 2014–15**



Reliable IT infrastructure is essential to the Library's digital storage and access services. Table 2.8 shows the average availability of ten key service areas. The target availability of 99.5 per cent was exceeded for all service areas. This continues a trend of improving system availability. Significant time and effort was put into restructuring aspects of the Library's IT infrastructure to reduce single points of failure, enhance storage capacity and take advantage of the benefits of server virtualisation.

**Table 2.8: Availability of Ten Key IT Service Areas, 2014–15**

| Service                              | Availability (%) |
|--------------------------------------|------------------|
| Network                              | 99.9             |
| File and print                       | 100              |
| Email                                | 100              |
| Website                              | 100              |
| Integrated Library Management System | 100              |
| Digital Library                      | 99.9             |
| Corporate systems                    | 100              |
| Document supply                      | 100              |
| Libraries Australia                  | 100              |
| Trove                                | 99.7             |

As part of its Strategic Asset Management Plan, the Library continued to replace and upgrade IT infrastructure, including:

- installation of an additional 216 terabytes of storage and additional server capacity to support growth in size and usage of the Library's digital collection;
- a full refresh of the public access PCs in the Library's reading rooms;
- upgrading of the Library's existing telephone system to provide improved internal communication capability. The system now supports multiple devices, and desk phone mobility, with the integration of smart phones and instant messaging features. It also supports open multimedia standards, such as Session Initiation Protocol, which is used to create, manage and terminate voice and video calls over Internet Protocol (IP) networks;
- migration of the Library's tape backup and archive systems from LT04 to LT06 tape technology;
- replacement of network floor switches to provide gigabit connectivity—much faster data transmission rates—to the desktop for staff and in public areas in the Library.

In line with the Government's Protective Security Policy Framework and Information Security Manual, the Library:

- released updated IT security policies;
- conducted staff IT security awareness seminars and continued to update the IT security website;
- automated patch management for all Microsoft desktops and a large number of third-party applications;

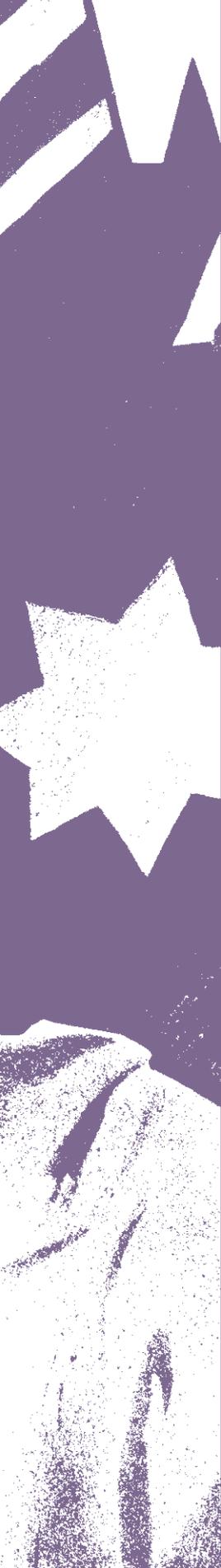
- successfully completed security assessments for new systems and major system updates;
- installed improved firewalls to provide better visibility and control of all reading room traffic and provide a powerful and flexible platform to improve overall IT security and minimise cyber attacks and intrusions;
- upgraded the Library's remote access system to use two-factor authentication outside the Library network (wired and wireless) and provide better support for remote devices, such as iPhones and iPads.

The Library continued improving IT services and operations by:

- enhancing the capability of Libraries Australia and the ILMS systems;
- further developing Trove;
- replacing the end-of-life collection management system used by Pictures and Manuscripts with ArchivesSpace;
- developing a variety of enhancements to the Library's primary website, including upgraded news and events, a new media centre, and a reworked 'support us' and donation portal;
- launching a new Drupal-based intranet for Library staff.

# WIN TIME!





# REPORT OF OPERATIONS



Women! Help Australia's Sons Win the War: Buy War Loan Bonds.  
Sydney: John Sands, 1915-1918  
Pictures Collection  
[nla.gov.au/nla.pic-an7721274-2](http://nla.gov.au/nla.pic-an7721274-2)

## 3.1 OUTCOME AND STRATEGIES

Performance reporting in this chapter is based on the Library's outcome and four strategies set out in the *Portfolio Budget Statement 2014–15*. The Library has one outcome:

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

In 2014–15, the Library achieved this outcome through its focus on four Strategic Directions:

- collect and preserve Australia's documentary heritage;
- make the Library's collections and services accessible to all Australians;
- deliver national leadership;
- achieve organisational excellence.

## 3.2 STRATEGIC DIRECTION ONE

# COLLECT AND PRESERVE AUSTRALIA'S DOCUMENTARY HERITAGE

The Library collects Australian printed publications under the legal deposit section of the Copyright Act, as well as selected materials in other formats, including oral histories, manuscripts, pictures, maps, e-publications and websites. The Library also harvests and archives a snapshot of the Australian internet domain (.au).

In 2014–15, the Library undertook to:

- document Australia's cultural, intellectual and social life by collecting, storing and preserving Australian print and digital publishing, personal papers, pictures, maps and oral histories;
- inform Australians about their region and their place in the world through the Library's Asian and other overseas collections.

### MAJOR INITIATIVES

#### Digital Library Infrastructure Replacement Project

The benefits that the DLIR project will deliver for the Library's digital collecting and preservation programs are being progressively achieved across all stages of the project, with major outcomes for the published collections expected in 2015–16 and 2016–17. This year saw completion of requirements for systems that will enable the ingest and management of published books and journals.

Testing of the Preservica digital preservation software management system continued and essential supporting policies, strategies and workflows were developed.

#### Legal Deposit for Electronic Publications

The passage in June 2015 of the revised legislative provisions for legal deposit of electronic publications was the culmination of two-and-a-half years of intensive effort by senior Library staff together with colleagues from the Ministry for the Arts and the Attorney-General's Department. The ability to collect electronic as well as physical Australian publications through the provisions of legal deposit makes it possible for the Library to properly fulfil its mission to collect and preserve the Australian publishing record.

The legislation provides for a unified approach to deposit of library material, whether in electronic form or printed. However, unlike print publications, which must be deposited within a month of publication, electronic publications would be required to be delivered on request, which would be done automatically in the case of web-based publications.

Since the legislation was first introduced to the Senate by the Attorney-General in October 2014, detailed work on policy, procedures and legal matters relating to the legislation has been completed. The passage of the legislation on the last sitting day of the winter session of Parliament came as a great relief to the legislation's many stakeholders inside the Library. The new provisions will change a great deal about the Library as it goes about its core business: it will change the systems the Library develops; the services it can provide; and the relationships it has with Australia's publishing community.

Turning to the legal deposit scheme's many stakeholders outside the Library, it is anticipated that once the legislation comes into force, six months after royal assent is given, the new provisions will be introduced gradually. The Australian publishing community will need to be informed of the changes and given time to adapt to them. Advice and guidelines for publishers form the most important part of the Library's communication plan. The Library will work closely with publisher groups to communicate and discuss the new collecting requirements.

## Collecting

In the last seven years, the publishing and creative environments in Australia have seen many changes. In 2014–15, the Library began work on the revision of its 2008 Collection Development Policy in order to better reflect these changes and communicate its purpose as it builds rich, engaging and relevant collections available to Australians. The revised policy, which will be issued in the first quarter of 2015–16, will adopt a new approach in presenting general collecting principles that apply across collection formats and types, whether in print, electronic or another format, and across publications, pictures, manuscripts, music, maps, oral histories, ephemera, websites and many other forms of library material. The policy sets out the scope, priority and principles of stewardship of collecting activity.

The Library's existing collection program of web publications took strides forward during the year with the significant expansion of the Australian Government Web Archive. During the year, Australian Government websites and web publications from 1996 through to 2015 were added to the archive, providing a comprehensive and unique publicly accessible archive of the Australian Government.

## ISSUES AND DEVELOPMENTS

### Collection Care and Preservation Policy and Strategic Plan

The Library completed a review of collection care and preservation activity. The review covered analogue and digital materials and outlined the existing state of the collection from a preservation point of view. It articulated best-practice principles in identifying a number of collection care strategies to be implemented over the next three years.

### Digital Preservation Risk Assessment

Complementing the work done on collection care policy, a detailed risk assessment for the Library's digital preservation program was completed. The risk assessment focused on content rather than file formats, and on the Library's preservation master material—complete, authentic content in sustainable, high-resolution formats—rather than access copies. The assessment

acknowledged that the Library's multi-year DLIR program will incrementally address the majority of risks to digital collection material through staged implementation of digital preservation functionality, particularly the implementation of the digital preservation software management system, Preservica. The risk assessment also provided assurance about the Library's approach to digital preservation, helped refine the priorities of the DLIR program and emphasised the ongoing need for the development of related policies and procedures, communication, and training.

### **Digitisation Policy and Strategic Plan**

The focus of the Library's digitisation program over the last three years has been newspaper digitisation, conversion of analogue oral history recordings to digital format and a varied program of in-house image-based digitisation, such as pictures, maps and music. The Library revised its digitisation policy and issued a new strategic plan setting out digitisation directions for the next three years. The new policy takes into account the value of external partnerships in building resource capacity to create new digitised content.

### **Discovery Services Master Plan**

The Library developed a Discovery Services Master Plan in October 2014 to inform long-term directions in the provision of access to and discovery of the Library's collections. The plan sets out principles and goals to guide Library decision-makers faced with many choices in a complex and fast-moving information environment.

### **Integrated Library Management System Replacement Project**

The Library evaluated the market for replacement software products for its library management system. It was decided to replace the system in a phased sequence. The first phase is the procurement of a new discovery service to replace the Library's existing Catalogue and e-Resources portal. A request for quotation was issued in April 2015 for the procurement of library discovery service software, with an announcement expected in the first quarter of 2015–16.

The second phase will see the replacement of the back-end library management system used by staff for acquisitions, cataloguing and collection control functions. This process will begin following the implementation of the discovery service.

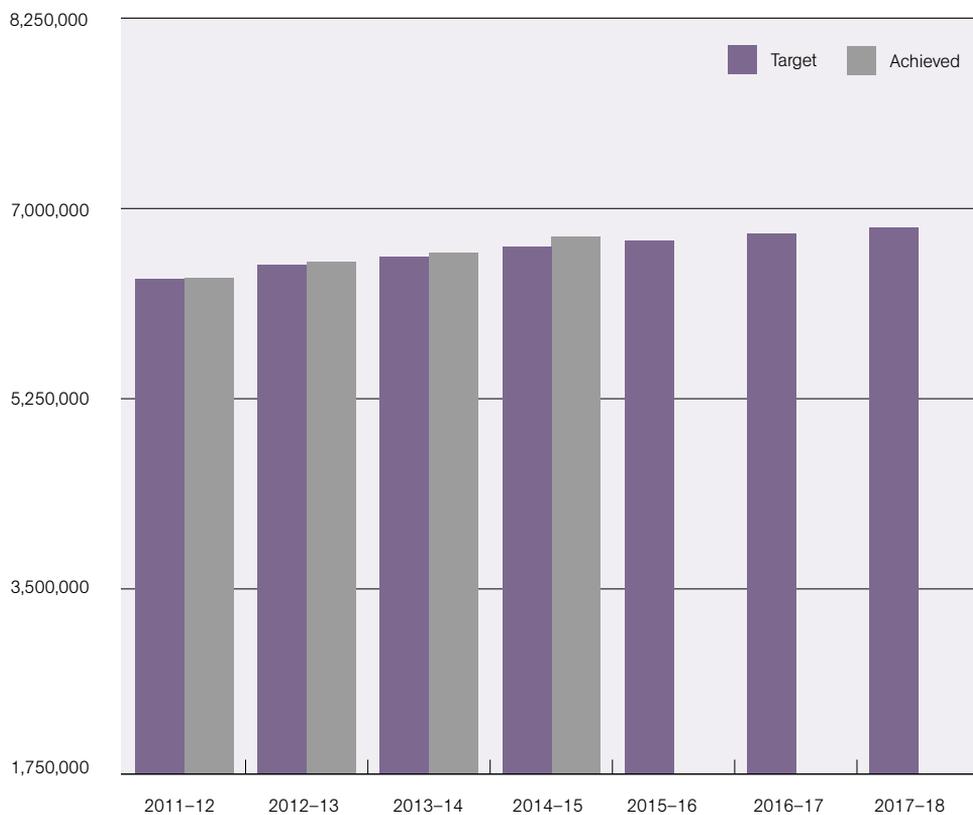
## **PERFORMANCE**

Data on the Library's performance against deliverables and key performance indicators relating to storing, maintaining and cataloguing its collection is provided in the following tables (Tables 3.1 to 3.3) and figures (Figures 3.1 and 3.2).

**Table 3.1: Develop, Store and Maintain the National Collection—Deliverables and Key Performance Indicators, 2014–15**

|                            | Measure   | Target    | Achieved  |
|----------------------------|---|-----------|-----------|
| Deliverables               | Collection items stored and maintained (no.)                              | 6,640,000 | 6,732,555 |
|                            | Items catalogued or indexed (no.)   | 52,000    | 49,023    |
| Key performance indicators | National collection—percentage of collection processing standards met (%) | 95        | 90        |
|                            | National collection—percentage of specified storage standards met (%)     | 95        | 97        |

**Figure 3.1: Number of Collection Items Stored and Maintained**

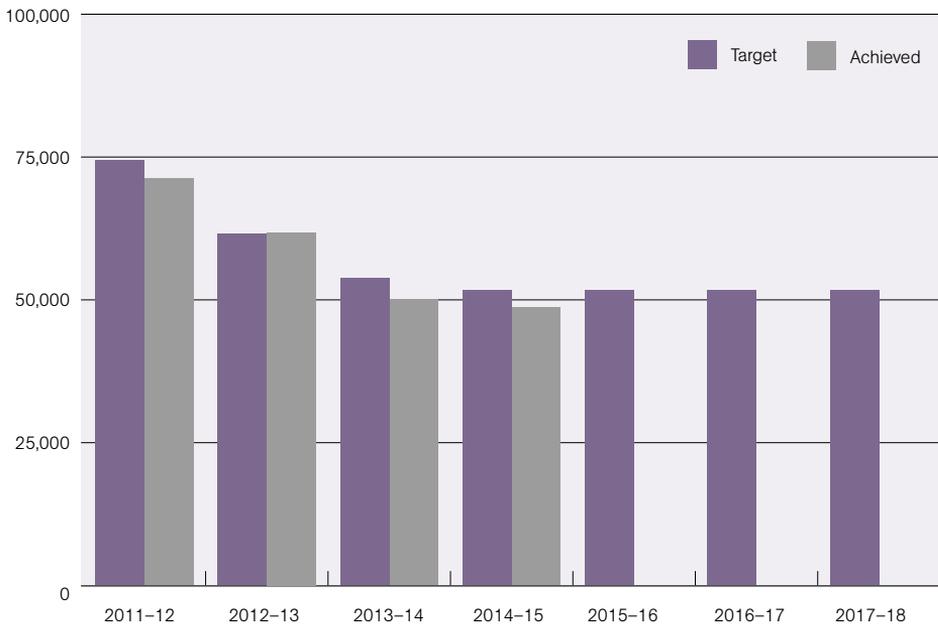


The target was met.

**Table 3.2: National Collection–Storage (%)**

| Achieved |         | Achieved | Target  | Target  |         |         |
|----------|---------|----------|---------|---------|---------|---------|
| 2011–12  | 2012–13 | 2013–14  | 2014–15 | 2015–16 | 2016–17 | 2017–18 |
| 95       | 94      | 97       | 97      | 95      | 95      | 95      |

The target was met.

**Figure 3.2: Number of Collection Items Catalogued or Indexed**

The target was not met. Receipts of overseas monographs were lower than projected and therefore fewer records were loaded.

**Table 3.3: National Collection–Processing (%)**

| Achieved |         | Achieved | Target  | Target  |         |         |
|----------|---------|----------|---------|---------|---------|---------|
| 2011–12  | 2012–13 | 2013–14  | 2014–15 | 2015–16 | 2016–17 | 2017–18 |
| 95       | 94      | 92       | 90      | 95      | 95      | 95      |

The target was not met. Processing backlogs reported throughout the year were eliminated during the June quarter. However, recruitment delays and increased staff movements have contributed to the full-year outcome falling short of the target.

### 3.3 STRATEGIC DIRECTION TWO

## MAKE THE LIBRARY'S COLLECTIONS AND SERVICES ACCESSIBLE TO ALL AUSTRALIANS

The Library provides access to its collections for all Australians through services to users in the main building and nationally through online information services. Its reference and collection delivery services are provided to onsite users, and to those outside Canberra, via online services and the digitisation of selected collection resources. The Library also delivers a diverse annual program of exhibitions and events.

In 2014–15, the Library undertook to:

- harness new and emerging opportunities in the digital environment—including the National Broadband Network with its reach to regional and remote communities;
- support research and lifelong learning for all Australians by maximising online access to the Library's collections and services.

### MAJOR INITIATIVES

#### Digitisation

With the provision of new system infrastructure through the DLIR program, the Library's capability has now extended to text-based digitisation, enabling commencement of large-scale digitisation of books and journals. Over 174,000 book pages and 59,600 journal pages were digitised and delivered to the public through Trove during the year.

Seventeen million pages of Australian newspapers have now been digitised and delivered through Trove, comprising over 700 newspaper titles from all Australian states and territories. In 2014–15, 3.89 million Australian newspaper pages were digitised and delivered through Trove. Contributed funds from libraries, historical associations, councils and other groups enabled the digitisation of 1.8 million of these pages or 46 per cent of the year's output. The majority of this achievement (39 per cent of the total) is attributed to the State Library of NSW's support through the NSW Government's Digital Excellence Program.

The Library completed an eight-month project, supported by donations of \$126,000 from the 2014 Tax Time Appeal, to preserve, digitise and enhance description of its collection of 12 volumes and 250 fragments of medieval manuscripts. The Library initiated collaboration with several medieval manuscript portals in Australia and overseas to further expose these intriguing items online.

## Reading Room Integration Project

Significant business changes were required to integrate five formerly separate reading rooms into two enlarged and modernised spaces. Service models and workflows were adapted and standardised to meet new requirements and ensure a consistent user experience. Considerable change management and training was required for staff to build their knowledge across collections, coordinate procedures and consolidate a 'one library' approach to services for published materials and special collections. The complex movement of collection materials from multiple stacks to the new reading room spaces also required detailed planning across several branches.

The move of the newspapers and microforms service to the Ground Floor has enabled the Library to develop a Newspapers and Family History zone in response to user demand. These service changes are aligned to the new public spaces, with the extended Main Reading Room integrating access and service points across published materials, and a high level of integrated access and user support for special collections and advanced researchers on the First Floor.

## ISSUES AND DEVELOPMENTS

### Collection Delivery

The number of collection items delivered to users was 19 per cent lower than 2013–14, although trends vary within this total.

A change to the measurement of collection delivery onsite has been the principal factor behind the reduction. In preparation for integrated reading rooms, the Library changed its method of deriving onsite collection use statistics to ensure consistency. Usage statistics are now derived from circulation data in the Voyager library management system, made possible because e-call slips were enabled for the Pictures and Manuscripts collections in preparation for integration. In the previous five separate reading rooms, there had been a mix of manual- and system-derived usage statistics; there had also been some inconsistent counting of individual items. Other contributing factors to reduced onsite collection use include 2014–15 Budget measures, such as the cessation of Saturday stack services and the closure of reading rooms on all public holidays. The introduction of pay parking in the Parliamentary Zone from October 2014 has also led to a reduction in visitation to the Library's reading rooms and contributed to reduced collection usage.

Offsite collection delivery via interlibrary loan and document supply trended a little better than onsite delivery. Interlibrary loan and document supply requests from libraries fell by 5 per cent on the previous year, whereas demand for copies of collection material from individuals through the Copies Direct service remained steady.

### Trove

Trove provides access to the Library's own digital collections, as well as to the digital collections of other organisations. Staff across the Library have worked hard to conceptualise and commence implementation of new Trove-branded digital delivery systems, together with connections between these systems and the Trove search interface. The aim of this work is to

provide a consistent user experience across discovery, delivery and engagement with all Library-managed digital content. As the Library's capacity to digitise and deliver more complex content—such as books and journals—increases, so does the complexity of maximising discoverability of the Library's collections.

Trovember, a month of celebrations for Trove's 5th birthday, ran throughout November 2014. Trovember featured two major public events, THATCamp Canberra and Troveia, as well as focused social media activities. THATCamp Canberra presented an excellent opportunity for the Trove team to discuss opportunities for innovative digital research using Trove data and to consider ways in which the service might be developed in the future. Troveia was an online trivia competition where all the answers could be found in Trove.

## Exhibitions

The Library's galleries continue to inspire visitors. To open the exhibiting year, the Library revealed the art, artistic development and influence of the important Australian modernist, J.W. Power, in *Abstraction—Création: J.W. Power in Europe 1921–1938*. The exhibition then travelled to the Museum of Modern Art at Heide in Melbourne. It was followed by the Library's contribution to the commemoration of the centenary of the First World War, *Keepsakes: Australians and the Great War*, which has moved and impressed visitors. The calibre and variety of items presented in the Treasures Gallery maintains its strong appeal. The public and critical response to the *Rothschild Prayer Book*, presented with several of the Library's medieval manuscripts, has been most enthusiastic.

## Community Programs

The Library's community programs include events and education programs, teacher professional development and Patron and Friends events. A variety of programs were offered onsite for all ages, from Storytime to seminars, author talks to film screenings and concerts. Research in January 2015, in association with the WordPlay pop-up children's space, identified that 29.3 per cent of survey respondents were first time visitors to the Library. School visits came from across Australia, with 78 per cent of group visits originating from outside the ACT. Many of these were first time visitors, with 28.5 per cent of schools surveyed indicating they had not visited the Library previously.

Over the year, research by the James and Bettison Treasures Curator has been communicated to diverse audiences, to increase awareness of how the Library's collections contribute to a broader understanding of our history. Interpretation of the collections has continued with many appreciative readers and visitors participating in symposia, talks and lectures.

## Online Engagement

In 2014–15, the News zone on the Library's website underwent redevelopment to align it with the Library's new Online Identity Guidelines. This provided an opportunity to reorganise online media content, including news, media releases, press kits and podcasts. The redevelopment has ensured that content is more visually appealing and navigation is easier.

Blogs were also subject to a thorough analysis and further development and consolidation to better showcase the expertise of staff and the richness of the collection. Blogging output has increased again this year and has proven to be a strong source of content for all Library communications.

An editorial group has developed a collaborative approach to content on the homepage, with new content appearing every three weeks, ensuring a dynamic experience for online users.

Social media is a significant and successful way of broadening the Library's demographic reach and raising awareness of and engagement with the Library's programs, services and collection. Forty-two thousand people follow the Library on Twitter. The Library's Twitter presence continues to grow through @TroveAustralia (10,063 followers), @LibrariesAust (2,142), @NLAPandora (443) and @NLAjakarta (624). The main Twitter account, @nlagovau, is the eighth most followed account in the APS. The Library's Facebook page is liked by more than 15,000 people from around the world, making it one of the most popular accounts for an Australian cultural institution. Our recent addition of Instagram has attracted more than 1,100 followers in its first six months. The Library's blogs and e-news (57,000 subscribers) are popular sources of information about items in the collection, behind-the-scenes work and events at the Library.

Digital volunteering on Trove, in the form of newspaper text correction, addition of tags and comments, and creation of user-generated lists, continued to grow, with all user engagement features showing increases of between 23 and 30 per cent, and more than 164 million lines of newspaper text corrected during the year.

The Treasure Explorer education website promotes the Library's collections by providing online activities and educational material for students, and resources and lesson plans for teachers. Treasure Explorer attracted 52,188 unique visitors during the year. However, with the site requiring significant enhancement to meet accessibility standards, a new Digital Classroom was developed. Over the next 12 months, Treasure Explorer content will be transferred to the Digital Classroom. The Digital Classroom was made possible by donations received through the 2014 Tax Time Appeal.

## Publications and Sales

The Library published 17 new books promoting the collection, which were sold through more than 1,800 outlets in Australia and New Zealand and also online. Five books sold through their first print run and were subsequently reprinted, including: *An Eye for Nature: The Life and Art of William T. Cooper* by Penny Olsen; *The Australian Women's Weekly Fashion: The First 50 Years* by Deborah Thomas; *This Is Captain Cook* by Tania McCartney, illustrated by Christina Booth; *The Big Book of Australian History* by Peter Macinnis; and *Tea and Sugar Christmas* by Jane Jolly, illustrated by Robert Ingpen.

Collaborative publications included *Louisa Atkinson's Nature Notes* by Penny Olsen, published in association with the State Library of New South Wales, and Sasha Grishin's *S.T. Gill and His Audiences*, published with the State Library of Victoria (and a recipient of Gordon Darling Foundation funding).

**PERFORMANCE**

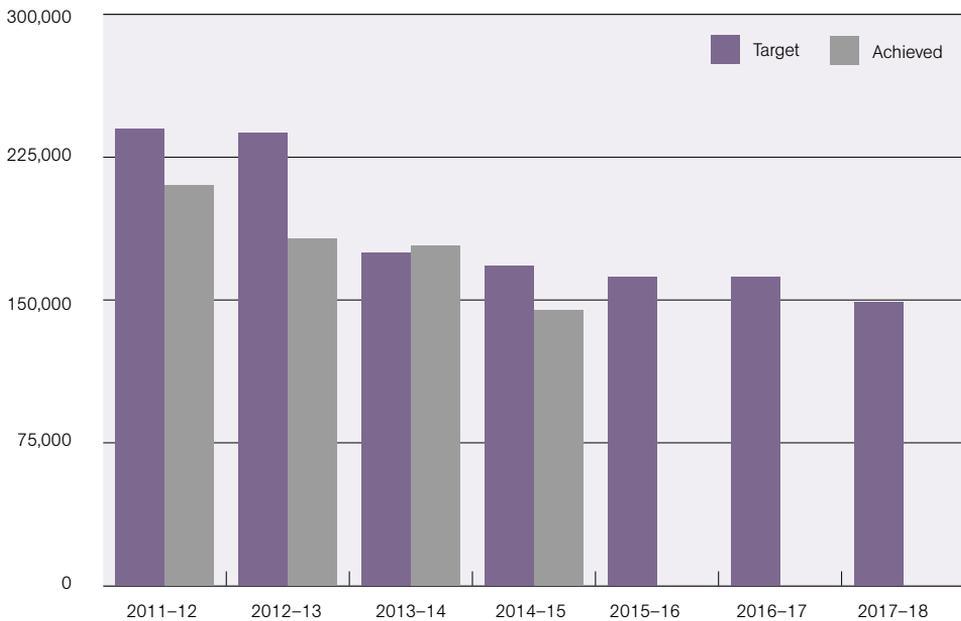
Performance data relating to access to the collection and service to users is provided as follows:

- Table 3.4 shows deliverables and key performance indicators relating to access to the national collection and other documentary resources during 2014–15;
- Figure 3.3 compares delivery of physical collection items to users against targets over the past four years;
- Table 3.5 compares performance against the Service Charter over the same four-year period.

**Table 3.4: Provide Access to the National Collection and Other Documentary Resources—Deliverables and Key Performance Indicators, 2014–15**

|                            | Measure   | Target  | Achieved |
|----------------------------|---|---------|----------|
| Deliverables               | Physical collection items delivered to users (no.)                          | 165,600 | 144,897  |
| Key performance indicators | Collection access—percentage of specified Service Charter standards met (%) | 100     | 99       |

**Figure 3.3: Number of Physical Collection Items Delivered to Users**



The target was not met. Factors contributing to the result include: the move to a more consistent method of counting items, derived from the Voyager cataloguing system, which was introduced with the integration of the reading rooms; cessation of Saturday stack services; public holiday closures; and reduced visitation arising from pay parking.

**Table 3.5: Collection Access—Service Charter (%)**

| Achieved |         | Achieved |         | Target | Target  |         |         |
|----------|---------|----------|---------|--------|---------|---------|---------|
| 2011–12  | 2012–13 | 2013–14  | 2014–15 |        | 2015–16 | 2016–17 | 2017–18 |
| 100      | 99      | 100      | 99      | 100    | 100     | 100     | 100     |

The Service Charter standard was not met. Standards for reference inquiries responded to and website availability were met. The collection deliveries standard was not met during the busiest quarter of the year and this result had an impact on the full-year average not being achieved.

### 3.4 STRATEGIC DIRECTION THREE

## DELIVER NATIONAL LEADERSHIP

The Library delivers national leadership by providing a range of IT services to Australian libraries and collecting institutions, and by leading and participating in activities that make Australia's cultural collections and information resources more readily available to the Australian public and international communities.

In 2014–15, the Library undertook to:

- provide national infrastructure to underpin efficient and effective library services across the country, and to support Australian libraries in the twenty-first-century digital world;
- share knowledge and innovation experiences with the Australian and international cultural sectors, and collaborate to respond to new challenges and opportunities.

### MAJOR INITIATIVES

#### Libraries Australia

The Libraries Australia service is used by Australian libraries to support their cataloguing and collection management workflows. The Australian National Bibliographic Database is Australia's largest single bibliographic resource and lies at the heart of the Libraries Australia service suite. The database represents the holdings of more than 1,200 Australian libraries from all states and sectors and contains over 26.5 million records. Following the introduction in March 2013 of the new cataloguing standard, Resource Description and Access (RDA), a major milestone was reached in March 2015, with over one million RDA records represented on the national database.

Redevelopment of the Libraries Australia search service was completed in July 2014, delivering greatly improved processing performance, new functionality and a modern and well-received user interface. Increased use of software to support automatic record duplication detection and removal, and data enrichment, together with additional activities to enhance metadata quality, have benefited all participating libraries. An initiative to reassess manual intervention and focus on deploying automated data quality improvement tools eliminated the backlog of records set aside for human reviewing and increased timely access to quality data for participating libraries.

These improved processing tools have allowed libraries to more easily contribute their local collections to Libraries Australia, before flowing to WorldCat, the world's largest aggregator of bibliographic records, and Trove, the national discovery service.

#### Trove

In addition to a significant increase in the volume of the digital content delivered directly via Trove, the year has seen an increase in the number and diversity of organisations contributing metadata so that their digital collections can be discovered via Trove. While museum content

has been a particular focus, contributions have increased from other sectors, including galleries, libraries, archives and government departments. Thirty new contributors joined the Trove community during the year, of which 20 were museums.

Library staff have made innovative use of harvesting tools to expand the range of resources that can be discovered through Trove. Many potential content partners do not have the technical capacity to provide resources in a standard form. Work with major contributors, such as ABC Radio National, enabled the Library to develop skills and methods that can be used with a broader range of content sources, opening up new opportunities for collaboration and accelerating the rate at which new contributors can be added.

Trove now includes an important collection of images from the Australian Paralympic Committee. The images were harvested from Wikimedia Commons and cover the history of the Paralympic movement, mostly dating from the Sydney 2000 Paralympics onwards, with a small number documenting the early history of the Paralympic movement, including the 1962 Commonwealth Paraplegic Games team photograph. Content documenting Australia's political history has also received a boost. New and updated collections in Trove include: biographies and press releases from the Australian Parliamentary Library; records from the Sydney's Aldermen website, developed by the City of Sydney; records from the Biographical Dictionary of the Australian Senate; and archives from the John Curtin Prime Ministerial Library.

The Library has collaborated with universities and funding agencies to improve access to Australian research via Trove, advising university repositories on the inclusion of grant identifiers in their records. When harvested, these identifiers can be searched, making it easy to find research publications funded by a particular grant or agency. The National Health and Medical Research Council has used the Trove Application Programming Interface (API) to build a custom search interface that highlights research funded through their programs. Building on its existing researcher identification infrastructure, the Library has added more than 5,000 profiles of Australian researchers from the Open Researcher and Contributor ID (ORCID) service. ORCID identifiers are widely used within the research sector and are supported by funding agencies. By including ORCIDs, the Library further integrates its efforts with national research infrastructure and offers another pathway for discovering Australian research.

While much has been gained by increasing community awareness of the benefits of joining Trove, some improved policy and technical capacity across the collecting sector, and innovative use of technology by staff, the Library's capacity to increase or continue its unfunded work beyond the library sector is limited. It will be further constrained in out years unless a sustainable business model can be established to cover the costs of aggregating and maintaining contributor metadata, and making the national collection discoverable through high-performance infrastructure accompanied by interfaces that meet the needs of a broad cross-section of the Australian community.

### **National and State Libraries Australasia**

The Library continues to work collaboratively on a range of projects aimed at transforming and aligning services offered by national, state and territory libraries so that the needs of Australians for access to library services in the digital age can be better met.

The Library co-led a work package to analyse pictures digitisation and description workflows in NSLA libraries. Data was analysed, a survey undertaken and site visits to four institutions identified potential for improvements and created a model to enable greater efficiency.

The NSLA Digital Preservation Group collaborated with a group of international partners to submit a project funding bid to the European Commission Horizon 2020 program for a common technical registry of file formats with software and hardware dependencies. While the bid did not succeed at the first attempt, it is now being reworked for submission in 2016.

Meanwhile, it is pleasing to note that the Digital Preservation Environment Maturity Matrix, developed by the NSLA Digital Preservation Group with considerable input from the Library, has been adopted by national, state and territory government record-keeping institutions in Australia.

The newly formed NSLA Legal Deposit Group has focused its efforts on achieving common approaches and synergies in the management of legal deposit in NSLA libraries, covering collecting approaches, legislation, promotion and relations with publishers. During the year, a centralised website was released containing up-to-date information on legal deposit for publishers in all states and territories. Good progress was made on a further work package on the legislative and regulatory frameworks for the legal deposit of born-digital publications. A survey was conducted and an indicative proposal developed for a project exploring collaboration to facilitate joint deposit by publishers for libraries with existing legislation.

The Library has two representatives on the NSLA Digital Skills Working Group. The group identified a need for digital skills development at the practitioner, intermediate and specialist staff levels among member libraries' staff. The group assessed available programs and selected a week-long training program on 'digital fundamentals'—digital collecting and digital preservation—delivered by the United States Library of Congress Digital Preservation Office. The course was held in June 2015 for 24 NSLA library participants. It took a 'train the trainer' approach, with participants to develop and present modules in their own libraries in the following months. The work of the Digital Skills Working Group in 2016 will build on the digital fundamentals course, with the next round to focus on practitioners' requirements, including investigation of ingest and preservation systems. There could also be opportunities to share the curriculum with other parts of the gallery, library and museum sectors in various states and regions.

The Library is leading the NSLA Storage Management Working Group, which shares best practice in library storage through work such as developing a costing tool, standards, policy and practice. The Library also co-led projects on managing and providing access to very large collections of pictures and maps.

A review of the NSLA e-Resources Consortium concluded that the consortium offers members direct savings on subscription costs, internal business process savings and a range of valuable intangible benefits. NSLA CEOs affirmed the consortium's ongoing value and endorsed continuation of the consortium—under the Library's management—until 2018–2019.

GovHack 2014 was held across Australia on the weekend of 11–13 July. GovHack is a national competition aimed at encouraging the creation of innovative applications using open government data. Once again, NSLA sponsored a prize for the best use of the Trove API. In return, Trove's value was recognised by receiving the GovHack award for 'Highest Voted Government Data'.

## International Relations

Library staff engaged in more than 1,500 new and ongoing contractual collaborations with national and international cultural and educational institutions. The collaborations include Memoranda of Understanding (MoUs) with the national libraries of China, Taiwan, India and Spain, and an MoU to join the Recognition and Enrichment of Archival Documents (READ) consortium, which aims to develop a production system for handwritten text recognition (the equivalent of optical character recognition). The consortium cited the Library's newspaper text correction achievements as an exemplar of innovation in its funding application and welcomed our inquiry about participating in the consortium.

Throughout the year, Library staff engaged in 98 initiatives to strengthen ties with other countries. These ranged from formal visits by ambassadors, politicians and senior colleagues from other cultural institutions to participation in conference programs as speakers, presenters or panel members, and providing advice and sharing knowledge and expertise across a range of Library services, initiatives and activities. The Library also hosted visits by international colleagues and undertook visits to other international libraries and cultural institutions.

## ISSUES AND DEVELOPMENTS

The Library continued to respond to a wave of libraries migrating to cloud-based library management systems, requiring new ways of facilitating metadata aggregation into Libraries Australia. Working directly with two major system vendors has significantly improved the currency and coverage of Australian library holdings on the Australian National Bibliographic Database, with an additional one million bibliographic records now discoverable via Libraries Australia and Trove. New and existing audiences have re-engaged with the Libraries Australia service through a refreshed approach to working with groups of libraries clustered around common library management systems. One tangible outcome of this approach is that 18 libraries from an under-represented sector have joined Libraries Australia and added 0.5 million new records to the national database.

## PERFORMANCE

The following tables and figures show performance data relating to the Library's goals for collaborative projects and services.

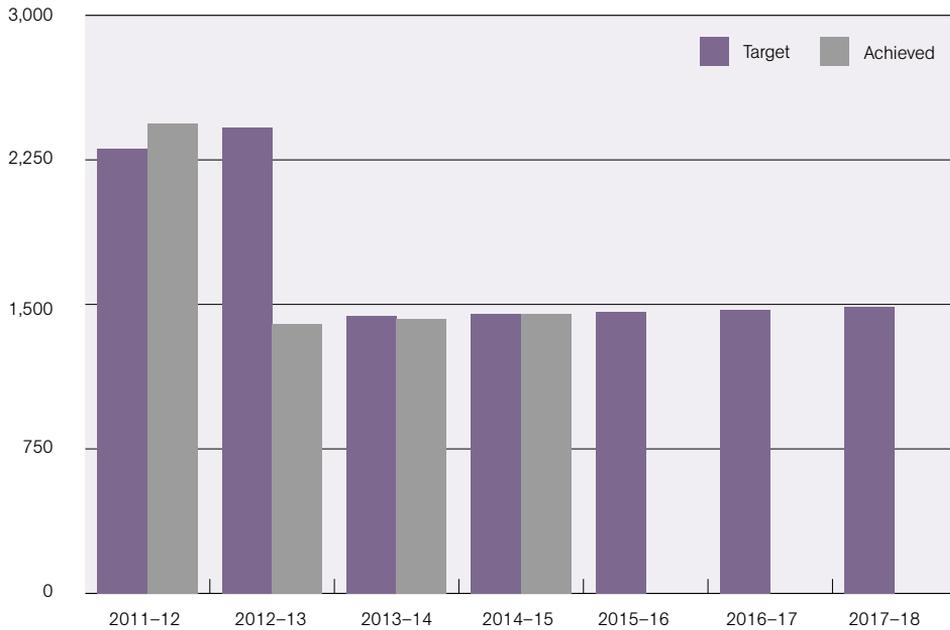
Table 3.6 shows deliverables and key performance indicators relating to the provision and support of collaborative projects and services in 2014–15.

**Table 3.6: Provide and Support Collaborative Projects and Services—Deliverables and Key Performance Indicators, 2014–15**

|                            | Measure   | Target | Achieved |
|----------------------------|---|--------|----------|
| Deliverables               | Agencies subscribing to key collaborative services (no.)                | 1,461  | 1,429    |
|                            | Records and items contributed by subscribing agencies (no. in millions) | 35.06  | 54.96    |
| Key performance indicators | Collaborative services standards and time frames (%)                    | 97     | 99       |

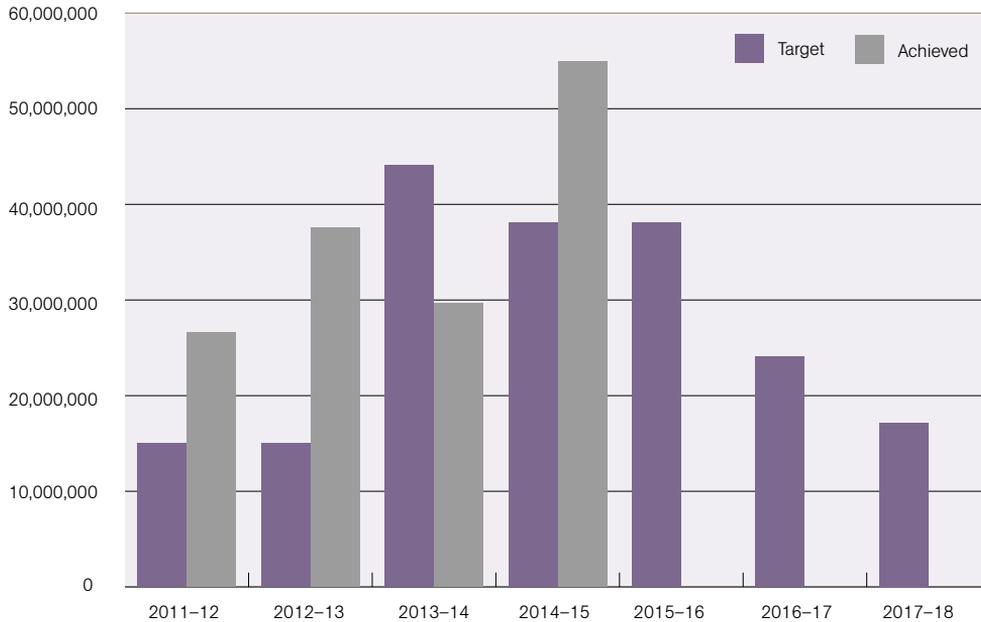
Figure 3.4 depicts the changes over the last four years in the number of agencies subscribing to key collaborative services.

**Figure 3.4: Number of Agencies Subscribing to Key Collaborative Services**



The target was not met, due to the closure or merger of an increasing number of Commonwealth and state government libraries during the year.

A comparison over the past four years of the number of records contributed by subscribing agencies is provided in Figure 3.5.

**Figure 3.5: Number of Records and Items Contributed by Subscribing Agencies**

The target was exceeded, due to increased newspaper digitisation and the loading of several million records to Libraries Australia by libraries migrating to cloud-based library management systems.

Table 3.7 shows performance against the standards and time frames for collaborative services.

**Table 3.7: Collaborative Services—Percentage of Specified Service Standards and Time Frames Met (%)**

| Achieved |         | Achieved | Target  | Target  |         |         |
|----------|---------|----------|---------|---------|---------|---------|
| 2011-12  | 2012-13 | 2013-14  | 2014-15 | 2015-16 | 2016-17 | 2017-18 |
| 98       | 98      | 99       | 99      | 97      | 97      | 97      |

The target was exceeded.

## 3.5 STRATEGIC DIRECTION FOUR

# ACHIEVE ORGANISATIONAL EXCELLENCE

The Library aspires to develop the full potential of its staff to achieve the Library's vision; integrate social and environmental goals into its governance and business operations; diversify its funding sources to support the need to deliver collections and services to all Australians; and maximise returns on government and private sector investment by managing financial resources effectively.

In 2014–15, the Library undertook to provide its staff with:

- a work environment that promotes career development, work-life balance, and work health and safety;
- the opportunity to participate in, and contribute to, sound governance arrangements and effective financial management.

### ISSUES AND DEVELOPMENTS

#### Strategic Workforce Plan

The Library extended the existing Strategic Workforce Plan to conclude at 30 June 2015. This enabled the Strategic Workforce Plan to align with corporate planning in a four-year financial year cycle. Initiatives this year have focused on continuing modular leadership training, expanding the mentor program and implementing the digital confidence strategy.

#### Work Health and Safety Management

The Library's commitment and progress in relation to creating and sustaining healthy workplaces continues to be demonstrated with bimonthly and annual reports to Council and CMG and regular reports on its Work Health and Safety Management System, the Rehabilitation Management System and the Health and Wellbeing Program.

An internal audit reviewed the Library's due diligence framework and work health and safety in relation to compliance with legislative requirements in accordance with better practice. The audit identified that the Library has a comprehensive set of work health and safety related policies and procedures, providing a solid platform to strengthen and streamline practices and enhance performance reporting.

#### Environmental Management

The Library is committed to improving environmental performance across all areas of operations. An Environmental Policy and Environmental Action Plan guide the Library's work. The Environmental Management System helps to set, implement and review objectives and targets.

The Library incorporates sustainable development principles into major projects. For example, the construction of the new Special Collections Reading Room made use of: energy-efficient lighting, including LEDs; sustainable building materials, such as recycled insulation; sustainable flooring, such as renewable and recycled marmoleum and recyclable carpets; and existing heritage furniture where possible. The head contractor is reporting to the Library on volumes of waste recycled, and energy and water consumption on site.

In 2014–15, the Library achieved re-accreditation with the ACTSmart Office Recycling program, a best-practice program on managing waste, and won an ACTSmart business sustainability award, for being the Biggest Recycler—diverting the most waste from landfill to recycling.

### **Personal Giving, Philanthropic and Business Partnerships**

In 2014–15, 24 per cent of Library revenue came from non-appropriation sources, including 1.1 per cent from personal giving and philanthropic partnerships.

Assisted by the Chair of Council and the Library's Foundation Board, the Library raised \$731,000 in cash donations and \$2.48 million in in-kind support, including donations of collection material.

A major priority was to raise funds to support new National Library Fellowships in 2015–16. Four annual fellowships have been supported by generous donors over the next three financial years. As well as individuals and a foundation pledging to support the fellowships, two syndicates—of Council and former Council members, and of Patrons—have been established.

The Library has continued to develop stronger relationships with its donor communities, raising a combined total of \$201,069 through its 2014 End of Year and 2015 Tax Time appeals. These funds will support the preservation and digitisation of the Library's small but significant collection of currency and support and develop our free national discovery service, Trove. The Library's repeat donors have increased from 375 to 466 and the number of Patrons (financial donors who have given \$1,000 or more) has increased from 204 to 279.

The Library also entered into fee-for-service partnerships with various state libraries to digitise collections, mostly newspapers. The value of the work undertaken in 2014–15 was \$2.96 million.

### **Governance Arrangements**

The Library has continued its sound governance practices. These include strategic plans and policies to manage the collection, workforce, buildings, and other plant and equipment. No compliance issues were identified with respect to the PGPA Act and no issues of significance were identified through external audit programs. The internal audit program identified no issues of significance. Regular reporting was provided to Council and government on major projects, and additional reports and processes were set in train to manage identified budget risks.

Individual performance management cycles were aligned to the financial year, to achieve better integration of performance and management with government performance targets.

The Library implemented changes required by the PGPA Act. The Council, Audit Committee members and Library employees were provided with briefings, information and training. Policies, procedures and delegations were updated where necessary.

As part of the 2014–15 Budget, the Australian Government announced a new savings measure to consolidate the back-office functions of various Canberra-based collecting institutions, including the Library. The functions include accounts processing, payroll and records management. A continuing focus will be to establish arrangements that best position the Library in the emerging contestability and common services environment.

## 3.6 CROSS-AGENCY KEY PERFORMANCE INDICATORS

With only a few exceptions, the Library fully met or exceeded its performance targets for the cross-agency key performance indicators. The targets for indicators reporting onsite visits by students, the number of educational institutions participating in Library programs and the number of school learning programs delivered were not met. In 2014–15, a shift in focus to developing and delivering more online educational programs for a national audience resulted in evening programs for school groups being discontinued, and onsite school group tours being available from Tuesday to Thursday only.

Table 3.8 lists the Library's results against the cross-cultural agency key performance indicators.

**Table 3.8: Cross-cultural Agency Key Performance Indicators, 2014–15**

| Key Performance Indicators <sup>1</sup>  | 2013–14 Actual | Actual          | Target  | 2015–16 Forward Estimates | 2016–17 Forward Estimates | 2017–18 Forward Estimates |
|--|----------------|-----------------|---------|---------------------------|---------------------------|---------------------------|
| <b>Visitor interactions</b>  |                |                 |         |                           |                           |                           |
| Total number of visits to the organisation   | 1,276,552      | 1,234,200       | 918,000 | 934,000                   | 874,000                   | 874,000                   |
| Total number of visits to the organisation's website in millions                       | 46.60          | 28 <sup>2</sup> | 24      | 26                        | 27                        | 29                        |
| Total number of onsite visits by students as part of an organised educational group    | 10,419         | 7,340           | 10,400  | 10,400                    | 10,400                    | 10,400                    |
| <b>Participation in public and school programs</b>                                     |                |                 |         |                           |                           |                           |
| Number of people participating in public programs                                      | 528            | 517             | 400     | 380                       | 370                       | 360                       |
| Number of students participating in school programs                                    | 48,997         | 56,588          | 46,400  | 46,400                    | 46,400                    | 46,400                    |
| <b>Quantity of school learning programs delivered</b>                                  |                |                 |         |                           |                           |                           |
| Number of organised programs delivered onsite  | 236            | 180             | 225     | 225                       | 225                       | 225                       |
| Number of program packages available online  | 4              | 7               | 6       | 8                         | 10                        | 12                        |
| Number of educational institutions participating in organised school learning programs | 184            | 143             | 200     | 200                       | 200                       | 200                       |
| <b>Visitor satisfaction</b>  |                |                 |         |                           |                           |                           |
| % of visitors that were satisfied or very satisfied with their visit                   | 98             | 97              | 90      | 90                        | 90                        | 90                        |

<sup>1</sup> The national arts and cultural agencies have progressively implemented a range of cross-agency key performance indicators from 2012–13 to 2014–15 to facilitate standardised reporting to enable aggregation of data across the agencies.

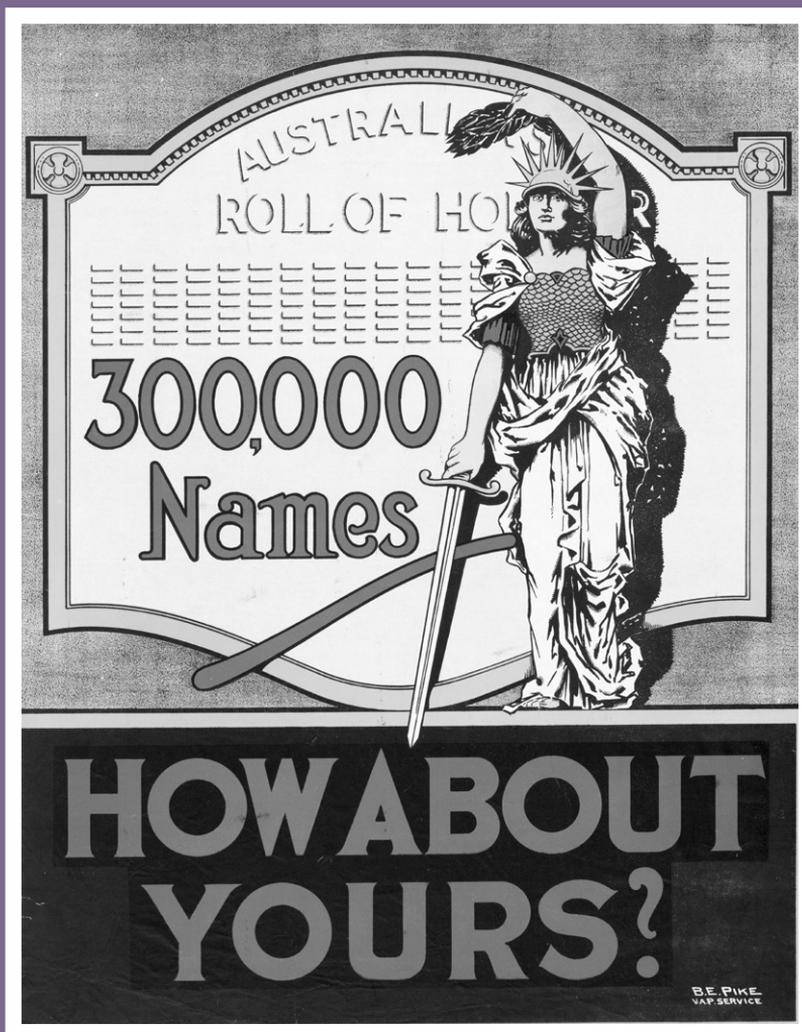
| <b>Key Performance Indicators <sup>1</sup></b>                      | <b>2013-14 Actual</b> | <b>Actual</b> | <b>Target</b> | <b>2015-16 Forward Estimates</b> | <b>2016-17 Forward Estimates</b> | <b>2017-18 Forward Estimates</b> |
|---|-----------------------|---------------|---------------|----------------------------------|----------------------------------|----------------------------------|
| <b>Expenditure mix</b>  |                       |               |               |                                  |                                  |                                  |
| Expenditure on collection development (as a % of total expenditure) | 30.2                  | 28.3          | 29.2          | 28.4                             | 30                               | 29.8                             |
| Expenditure on other capital items (as a % of total expenditure)    | 8.3                   | 12.9          | 12            | 14.4                             | 9.3                              | 9.9                              |
| <b>Other expenditure (i.e. non-collection development)</b>          |                       |               |               |                                  |                                  |                                  |
| Labour costs (as a % of total expenditure)                          | 26.5                  | 25.6          | 25.1          | 24.7                             | 26                               | 25.7                             |
| Other expenses (as a % of total expenditure)                        | 35                    | 33.3          | 33.7          | 32.5                             | 34.7                             | 34.6                             |
| <b>Collection management and access</b>                             |                       |               |               |                                  |                                  |                                  |
| Number of acquisitions (made in the reporting period)               | 61,864                | 137,170       | 50,000        | 50,000                           | 50,000                           | 50,000                           |
| Total number of objects accessioned (in the reporting period)       | 43,793                | 42,667        | 43,000        | 43,000                           | 43,000                           | 43,000                           |
| % of the total collection available to the public                   | 92.4                  | 93            | 92            | 93                               | 93                               | 93                               |
| % of the total collection available to the public online            | 3.95                  | 5.3           | 4.4           | 4.8                              | 5.2                              | 5.6                              |
| % of the total collection digitised                                 | 3.62                  | 3.73          | 3.7           | 3.9                              | 4.1                              | 4.3                              |

<sup>2</sup> From July 2014, online usage is reported using Google Analytics. Previously, usage had been reported using AWStats.





# FINANCIAL STATEMENTS



B.E. Pike  
*Australia's Roll of Honour, 300,000 Names, How about Yours?* 1915–1917  
Pictures Collection  
[nla.gov.au/nla.pic-an14106738](http://nla.gov.au/nla.pic-an14106738)

# AUDITED FINANCIAL STATEMENTS

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## INDEPENDENT AUDITOR'S REPORT

### To the Attorney-General

I have audited the accompanying annual financial statements of the National Library of Australia for the year ended 30 June 2015, which comprise:

- Statement by the Accountable Authorities; Director-General and Chief Financial Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement;
- Schedule of Commitments; and
- Notes comprising a Summary of Significant Accounting Policies and other explanatory information.

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

#### *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. The Council Members are also responsible for such internal control as is necessary to enable 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.

***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 2015 and its financial performance and cash flows for the year then ended.

Australian National Audit Office



Kristian Gage  
Audit Principal

Delegate of the Auditor-General

Canberra

7 August 2015

Statement by Accountable Authorities, Director-General and Chief Financial Officer

In our opinion, the attached financial statements for the year ended 30 June 2015 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 and the consolidated entity 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.

Signed  .....

R. Stokes  
Chair

7 August 2015

Signed  .....

A. Schwirtlich  
Director-General

7 August 2015

Signed  .....

G. Linehan  
Chief Financial Officer

7 August 2015

**NATIONAL LIBRARY OF AUSTRALIA**  
**Statement of Comprehensive Income**  
*for the period ended 30 June 2015*

|   | Notes | Consolidated     |                | NLA              |                 |
|---|-------|------------------|----------------|------------------|-----------------|
|   |       | 2015<br>\$'000   | 2014<br>\$'000 | 2015<br>\$'000   | 2014<br>\$'000  |
| <b>NET COST OF SERVICES</b>   |       |                  |                |                  |                 |
| <b>Expenses</b>   |       |                  |                |                  |                 |
| Employee benefits   | 4A    | 38,347           | 38,476         | 38,347           | 38,476          |
| Suppliers   | 4B    | 16,195           | 16,652         | 16,117           | 16,578          |
| Grants  | 4C    | 528              | 529            | 476              | 477             |
| Depreciation and amortisation   | 4D    | 20,251           | 20,309         | 20,251           | 20,309          |
| Write-down and impairment of assets   | 4E    | 297              | 1,313          | 270              | 1,176           |
| Losses from asset sales   |       | -                | 238            | -                | 238             |
| Other expenses - Fringe Benefit Tax (Non-remuneration)                          |       | 25               | 25             | 25               | 25              |
| <b>Total expenses</b>   |       | <b>75,643</b>    | <b>77,542</b>  | <b>75,486</b>    | <b>77,279</b>   |
| <b>Own-Source Income</b>  |       |                  |                |                  |                 |
| <b>Own-source revenue</b>   |       |                  |                |                  |                 |
| Sale of goods and rendering of services   | 5A    | 10,102           | 11,676         | 10,396           | 12,077          |
| Deposit interest  |       | 1,877            | 2,052          | 1,607            | 1,773           |
| Royalties   |       | 115              | 203            | 99               | 162             |
| Other revenue   | 5B    | 4,054            | 3,744          | 3,412            | 2,945           |
| <b>Total own-source revenue</b>   |       | <b>16,148</b>    | <b>17,675</b>  | <b>15,514</b>    | <b>16,957</b>   |
| <b>Gains</b>  |       |                  |                |                  |                 |
| Gain from sale of assets  |       | 33               | -              | 33               | -               |
| Other gains   |       | 9                | 11             | 9                | 11              |
| <b>Total gains</b>  |       | <b>42</b>        | <b>11</b>      | <b>42</b>        | <b>11</b>       |
| <b>Total own-source income</b>  |       | <b>16,190</b>    | <b>17,686</b>  | <b>15,556</b>    | <b>16,968</b>   |
| <b>Net cost of services</b>   |       | <b>59,453</b>    | <b>59,856</b>  | <b>59,930</b>    | <b>60,311</b>   |
| Revenue from Government   | 5C    | 50,368           | 50,218         | 50,368           | 50,218          |
| <b>Deficit</b>  |       | <b>(9,085)</b>   | <b>(9,638)</b> | <b>(9,562)</b>   | <b>(10,093)</b> |
| <b>OTHER COMPREHENSIVE INCOME</b>   |       |                  |                |                  |                 |
| <b>Items not subject to subsequent reclassification to net cost of services</b> |       |                  |                |                  |                 |
| Changes in asset revaluation surplus  |       | (150,513)        | 41,425         | (150,513)        | 41,425          |
| <b>Total comprehensive income (loss)</b>  |       | <b>(159,598)</b> | <b>31,787</b>  | <b>(160,075)</b> | <b>31,332</b>   |

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

**NATIONAL LIBRARY OF AUSTRALIA**  
**Statement of Financial Position**  
*as at 30 June 2015*

|  | Notes | Consolidated     |                  | NLA              |                  |
|--|-------|------------------|------------------|------------------|------------------|
|  |       | 2015<br>\$'000   | 2014<br>\$'000   | 2015<br>\$'000   | 2014<br>\$'000   |
| <b>ASSETS</b>                                      |       |                  |                  |                  |                  |
| <b>Financial assets</b>                            |       |                  |                  |                  |                  |
| Cash and cash equivalents                          |       | 4,969            | 5,857            | 4,457            | 5,250            |
| Trade and other receivables                        | 7A    | 1,895            | 1,829            | 1,799            | 1,727            |
| Other investments                                  | 7B    | 47,484           | 48,982           | 39,751           | 41,874           |
| Other financial assets                             | 7C    | 586              | 471              | 609              | 469              |
| <b>Total financial assets</b>                      |       | <b>54,934</b>    | <b>57,139</b>    | <b>46,616</b>    | <b>49,320</b>    |
| <b>Non-financial assets</b>                        |       |                  |                  |                  |                  |
| Land and buildings                                 | 8A, C | 232,049          | 226,599          | 232,049          | 226,599          |
| National Collection, property, plant and equipment | 8B, C | 1,351,630        | 1,509,953        | 1,351,630        | 1,509,953        |
| Intangibles  | 8D, E | 50,278           | 44,284           | 50,278           | 44,284           |
| Inventories  | 8F    | 1,153            | 1,183            | 1,153            | 1,155            |
| Other non-financial assets                         | 8G    | 1,740            | 1,569            | 1,740            | 1,569            |
| <b>Total non-financial assets</b>                  |       | <b>1,636,850</b> | <b>1,783,588</b> | <b>1,636,850</b> | <b>1,783,560</b> |
| <b>Total assets</b>                                |       | <b>1,691,784</b> | <b>1,840,727</b> | <b>1,683,466</b> | <b>1,832,880</b> |
| <b>LIABILITIES</b>                                 |       |                  |                  |                  |                  |
| <b>Payables</b>                                    |       |                  |                  |                  |                  |
| Suppliers  | 9A    | 3,757            | 3,494            | 3,757            | 3,495            |
| Grants   | 9B    | 8                | 46               | -                | 31               |
| Other payables                                     | 9C    | 1,825            | 1,493            | 1,825            | 1,493            |
| <b>Total payables</b>                              |       | <b>5,590</b>     | <b>5,033</b>     | <b>5,582</b>     | <b>5,019</b>     |
| <b>Provisions</b>                                  |       |                  |                  |                  |                  |
| Employee provisions                                | 10A   | 12,079           | 11,751           | 12,079           | 11,751           |
| Other provisions                                   | 10B   | 60               | 82               | 60               | 82               |
| <b>Total provisions</b>                            |       | <b>12,139</b>    | <b>11,833</b>    | <b>12,139</b>    | <b>11,833</b>    |
| <b>Total liabilities</b>                           |       | <b>17,729</b>    | <b>16,866</b>    | <b>17,721</b>    | <b>16,852</b>    |
| <b>Net assets</b>                                  |       | <b>1,674,055</b> | <b>1,823,861</b> | <b>1,665,745</b> | <b>1,816,028</b> |
| <b>EQUITY</b>                                      |       |                  |                  |                  |                  |
| Contributed equity                                 |       | 79,755           | 69,963           | 79,755           | 69,963           |
| Reserves   |       | 211,129          | 361,642          | 211,129          | 361,642          |
| Retained surplus                                   |       | 1,383,171        | 1,392,256        | 1,374,861        | 1,384,423        |
| <b>Total equity</b>                                |       | <b>1,674,055</b> | <b>1,823,861</b> | <b>1,665,745</b> | <b>1,816,028</b> |

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

**NATIONAL LIBRARY OF AUSTRALIA**  
**Statement of Changes in Equity (Consolidated)**  
*for the period ended 30 June 2015*

|  | Retained earnings |                  | Asset revaluation surplus |                | Contributed equity / capital |               | Total equity     |                  |
|--|-------------------|------------------|---------------------------|----------------|------------------------------|---------------|------------------|------------------|
|  | 2015              | 2014             | 2015                      | 2014           | 2015                         | 2014          | 2015             | 2014             |
|  | \$'000            | \$'000           | \$'000                    | \$'000         | \$'000                       | \$'000        | \$'000           | \$'000           |
| <b>Opening balance</b>                       |                   |                  |                           |                |                              |               |                  |                  |
| Balance carried forward from previous period | 1,392,256         | 1,401,894        | 361,642                   | 320,217        | 69,963                       | 60,102        | 1,823,861        | 1,782,213        |
| <b>Adjusted opening balance</b>              | <b>1,392,256</b>  | <b>1,401,894</b> | <b>361,642</b>            | <b>320,217</b> | <b>69,963</b>                | <b>60,102</b> | <b>1,823,861</b> | <b>1,782,213</b> |
| <b>Comprehensive income</b>                  |                   |                  |                           |                |                              |               |                  |                  |
| Deficit for the period                       | (9,085)           | (9,638)          | -                         | -              | -                            | -             | (9,085)          | (9,638)          |
| Other comprehensive income                   | -                 | -                | (150,513)                 | 41,425         | -                            | -             | (150,513)        | 41,425           |
| <b>Total comprehensive income</b>            | <b>(9,085)</b>    | <b>(9,638)</b>   | <b>(150,513)</b>          | <b>41,425</b>  | <b>-</b>                     | <b>-</b>      | <b>(159,598)</b> | <b>31,787</b>    |
| <b>Transactions with owners</b>              |                   |                  |                           |                |                              |               |                  |                  |
| <b>Contributions by owners</b>               |                   |                  |                           |                |                              |               |                  |                  |
| Equity injection                             | -                 | -                | -                         | -              | 9,792                        | 9,861         | 9,792            | 9,861            |
| <b>Total transactions with owners</b>        | <b>-</b>          | <b>-</b>         | <b>-</b>                  | <b>-</b>       | <b>9,792</b>                 | <b>9,861</b>  | <b>9,792</b>     | <b>9,861</b>     |
| <b>Closing balance as at 30 June</b>         | <b>1,383,171</b>  | <b>1,392,256</b> | <b>211,129</b>            | <b>361,642</b> | <b>79,755</b>                | <b>69,963</b> | <b>1,674,055</b> | <b>1,823,861</b> |

**Statement of Changes in Equity (NLA)**  
*for the period ended 30 June 2015*

|  | Retained earnings |                  | Asset revaluation surplus |                | Contributed equity / capital |               | Total equity     |                  |
|--|-------------------|------------------|---------------------------|----------------|------------------------------|---------------|------------------|------------------|
|  | 2015              | 2014             | 2015                      | 2014           | 2015                         | 2014          | 2015             | 2014             |
|  | \$'000            | \$'000           | \$'000                    | \$'000         | \$'000                       | \$'000        | \$'000           | \$'000           |
| <b>Opening balance</b>                       |                   |                  |                           |                |                              |               |                  |                  |
| Balance carried forward from previous period | 1,384,423         | 1,394,516        | 361,642                   | 320,217        | 69,963                       | 60,102        | 1,816,028        | 1,774,835        |
| <b>Adjusted opening balance</b>              | <b>1,384,423</b>  | <b>1,394,516</b> | <b>361,642</b>            | <b>320,217</b> | <b>69,963</b>                | <b>60,102</b> | <b>1,816,028</b> | <b>1,774,835</b> |
| <b>Comprehensive income</b>                  |                   |                  |                           |                |                              |               |                  |                  |
| Deficit for the period                       | (9,562)           | (10,093)         | -                         | -              | -                            | -             | (9,562)          | (10,093)         |
| Other comprehensive income                   | -                 | -                | (150,513)                 | 41,425         | -                            | -             | (150,513)        | 41,425           |
| <b>Total comprehensive income</b>            | <b>(9,562)</b>    | <b>(10,093)</b>  | <b>(150,513)</b>          | <b>41,425</b>  | <b>-</b>                     | <b>-</b>      | <b>(160,075)</b> | <b>31,332</b>    |
| <b>Transactions with owners</b>              |                   |                  |                           |                |                              |               |                  |                  |
| <b>Contributions by owners</b>               |                   |                  |                           |                |                              |               |                  |                  |
| Equity injection                             | -                 | -                | -                         | -              | 9,792                        | 9,861         | 9,792            | 9,861            |
| <b>Total transactions with owners</b>        | <b>-</b>          | <b>-</b>         | <b>-</b>                  | <b>-</b>       | <b>9,792</b>                 | <b>9,861</b>  | <b>9,792</b>     | <b>9,861</b>     |
| <b>Closing balance as at 30 June</b>         | <b>1,374,861</b>  | <b>1,384,423</b> | <b>211,129</b>            | <b>361,642</b> | <b>79,755</b>                | <b>69,963</b> | <b>1,665,745</b> | <b>1,816,028</b> |

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

**NATIONAL LIBRARY OF AUSTRALIA**  
**Cash Flow Statement**  
*for the period ended 30 June 2015*

|   | Notes | Consolidated    |                 | NLA             |                 |
|---|-------|-----------------|-----------------|-----------------|-----------------|
|   |       | 2015<br>\$'000  | 2014<br>\$'000  | 2015<br>\$'000  | 2014<br>\$'000  |
| <b>OPERATING ACTIVITIES</b>   |       |                 |                 |                 |                 |
| <b>Cash received</b>  |       |                 |                 |                 |                 |
| Receipts from Government  |       | 50,368          | 50,218          | 50,368          | 50,218          |
| Sales of goods and rendering of services  |       | 11,036          | 14,318          | 11,329          | 14,718          |
| Interest  |       | 2,025           | 1,896           | 1,748           | 1,618           |
| Net GST received  |       | 1,791           | 938             | 1,791           | 938             |
| Other   |       | 1,691           | 2,211           | 1,035           | 1,372           |
| Cash received on behalf of others   |       | 327             | 275             | 327             | 275             |
| <b>Total cash received</b>  |       | <b>67,238</b>   | <b>69,856</b>   | <b>66,598</b>   | <b>69,139</b>   |
| <b>Cash used</b>  |       |                 |                 |                 |                 |
| Employees   |       | (37,825)        | (39,303)        | (37,825)        | (39,303)        |
| Suppliers   |       | (18,558)        | (18,531)        | (18,507)        | (18,453)        |
| Other   |       | (570)           | (498)           | (511)           | (458)           |
| <b>Total cash used</b>  |       | <b>(56,953)</b> | <b>(58,332)</b> | <b>(56,843)</b> | <b>(58,214)</b> |
| <b>Net cash from operating activities</b>                                       | 11    | <b>10,285</b>   | <b>11,524</b>   | <b>9,755</b>    | <b>10,925</b>   |
| <b>INVESTING ACTIVITIES</b>   |       |                 |                 |                 |                 |
| <b>Cash received</b>  |       |                 |                 |                 |                 |
| Proceeds from sales of property, plant and equipment                            |       | 33              | 85              | 33              | 85              |
| Investments   |       | 14,417          | 28,135          | 14,417          | 28,121          |
| <b>Total cash received</b>  |       | <b>14,450</b>   | <b>28,220</b>   | <b>14,450</b>   | <b>28,206</b>   |
| <b>Cash used</b>  |       |                 |                 |                 |                 |
| Purchase of property, plant and equipment                                       |       | (15,086)        | (10,301)        | (15,086)        | (10,301)        |
| Purchase of intangibles   |       | (7,410)         | (8,375)         | (7,410)         | (8,375)         |
| Investments   |       | (12,919)        | (30,678)        | (12,294)        | (29,876)        |
| <b>Total cash used</b>  |       | <b>(35,415)</b> | <b>(49,354)</b> | <b>(34,790)</b> | <b>(48,552)</b> |
| <b>Net cash used by investing activities</b>                                    |       | <b>(20,965)</b> | <b>(21,134)</b> | <b>(20,340)</b> | <b>(20,346)</b> |
| <b>FINANCING ACTIVITIES</b>   |       |                 |                 |                 |                 |
| <b>Cash received</b>  |       |                 |                 |                 |                 |
| Contributed equity  |       | 9,792           | 9,861           | 9,792           | 9,861           |
| <b>Total cash received</b>  |       | <b>9,792</b>    | <b>9,861</b>    | <b>9,792</b>    | <b>9,861</b>    |
| <b>Net cash from financing activities</b>                                       |       | <b>9,792</b>    | <b>9,861</b>    | <b>9,792</b>    | <b>9,861</b>    |
| <b>Net increase (decrease) in cash held</b>                                     |       | <b>(888)</b>    | <b>251</b>      | <b>(793)</b>    | <b>440</b>      |
| Cash and cash equivalents at the beginning of the reporting period              |       | 5,857           | 5,606           | 5,250           | 4,810           |
| <b>Cash and cash equivalents at the end of the reporting period<sup>1</sup></b> |       | <b>4,969</b>    | <b>5,857</b>    | <b>4,457</b>    | <b>5,250</b>    |

<sup>1</sup> As shown in the Statement of Financial Position.

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

**NATIONAL LIBRARY OF AUSTRALIA**  
**Schedule of Commitments**  
*as at 30 June 2015*

| BY TYPE                             | Consolidated   |                | NLA            |                |
|-------------------------------------|----------------|----------------|----------------|----------------|
|                                     | 2015<br>\$'000 | 2014<br>\$'000 | 2015<br>\$'000 | 2014<br>\$'000 |
| <b>Commitments receivable</b>       |                |                |                |                |
| Net GST recoverable on commitments  | 378            | 352            | 378            | 352            |
| Other <sup>1</sup>                  | 7,630          | 7,546          | 7,630          | 7,546          |
| <b>Total commitments receivable</b> | <b>8,008</b>   | <b>7,898</b>   | <b>8,008</b>   | <b>7,898</b>   |
| <b>Commitments payable</b>          |                |                |                |                |
| <b>Capital commitments</b>          |                |                |                |                |
| Buildings                           | 2,788          | 1,167          | 2,788          | 1,167          |
| Property, plant and equipment       | 4              | 76             | 4              | 76             |
| Intangibles                         | 660            | 500            | 660            | 500            |
| Collections <sup>2</sup>            | 714            | 315            | 714            | 315            |
| <b>Total capital commitments</b>    | <b>4,166</b>   | <b>2,058</b>   | <b>4,166</b>   | <b>2,058</b>   |
| <b>Other commitments</b>            |                |                |                |                |
| Operating leases <sup>3</sup>       | 3,315          | 4,120          | 3,315          | 4,120          |
| Other <sup>4</sup>                  | 4,658          | 5,199          | 4,658          | 5,199          |
| <b>Total other commitments</b>      | <b>7,973</b>   | <b>9,319</b>   | <b>7,973</b>   | <b>9,319</b>   |
| <b>Total commitments payable</b>    | <b>12,139</b>  | <b>11,377</b>  | <b>12,139</b>  | <b>11,377</b>  |
| <b>Net commitments by type</b>      | <b>4,131</b>   | <b>3,479</b>   | <b>4,131</b>   | <b>3,479</b>   |
| <b>BY MATURITY</b>                  |                |                |                |                |
| <b>Commitments receivable</b>       |                |                |                |                |
| <b>Other commitments receivable</b> |                |                |                |                |
| Within 1 year                       | 4,085          | 4,085          | 4,085          | 4,085          |
| Between 1 to 5 years                | 3,915          | 3,813          | 3,915          | 3,813          |
| Over five years                     | 8              | -              | 8              | -              |
| <b>Total commitments receivable</b> | <b>8,008</b>   | <b>7,898</b>   | <b>8,008</b>   | <b>7,898</b>   |
| <b>Commitments payable</b>          |                |                |                |                |
| <b>Capital commitments</b>          |                |                |                |                |
| Within 1 year                       | 3,990          | 2,036          | 3,990          | 2,036          |
| Between 1 to 5 years                | 88             | 22             | 88             | 22             |
| Over five years                     | 88             | -              | 88             | -              |
| <b>Total capital commitments</b>    | <b>4,166</b>   | <b>2,058</b>   | <b>4,166</b>   | <b>2,058</b>   |
| <b>Operating lease commitments</b>  |                |                |                |                |
| Within 1 year                       | 822            | 846            | 822            | 846            |
| Between 1 to 5 years                | 2,493          | 3,274          | 2,493          | 3,274          |
| <b>Total operating lease</b>        | <b>3,315</b>   | <b>4,120</b>   | <b>3,315</b>   | <b>4,120</b>   |
| <b>Other commitments</b>            |                |                |                |                |
| Within 1 year                       | 2,718          | 2,419          | 2,718          | 2,419          |
| Between 1 to 5 years                | 1,582          | 2,380          | 1,582          | 2,380          |
| More than 5 years                   | 358            | 400            | 358            | 400            |
| <b>Total other commitments</b>      | <b>4,658</b>   | <b>5,199</b>   | <b>4,658</b>   | <b>5,199</b>   |
| <b>Total commitments payable</b>    | <b>12,139</b>  | <b>11,377</b>  | <b>12,139</b>  | <b>11,377</b>  |
| <b>Net commitments by maturity</b>  | <b>4,131</b>   | <b>3,479</b>   | <b>4,131</b>   | <b>3,479</b>   |

NB: Commitments are GST inclusive where relevant.

<sup>1</sup> Other commitments receivable include a contract for service with the State Library of NSW to undertake digitisation of library material; an agreement with the Attorney General's Department to support the Community Heritage Grants program; and amounts receivable in future years from a catering contract with an external supplier in relation to the cafes within the Library.

<sup>2</sup> Collection commitments represent contracts for the purchase of collection items.

<sup>3</sup> Operating leases included are effectively non-cancellable and comprise: an exhibition workshop which expires in November 2015; a lease of 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 agreements for the provision of motor vehicles.

<sup>4</sup> Other commitments primarily consist of the provision of computer, security, cleaning services, and building maintenance.

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

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## Note 1: Summary of Significant Accounting Policies

### 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.

The continued existence of the NLA in its present form and with its present programs is dependent on Government policy and on continuing funding by the Parliament for the NLA's administration and programs.

### 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:

- Financial Reporting Rule (FRR) for reporting periods ending on or after 1 July 2014; and
- Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The NLA and 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.

Unless an alternative treatment is specifically required by an accounting standard or the FRR, assets and liabilities are recognised in the NLA and Consolidated Statement of Financial Position when and only when it is probable that future economic benefits will flow to the entity or a future sacrifice of economic benefits will be required and the amounts of the assets or liabilities can be reliably measured. However, assets and liabilities arising under executory contracts are not recognised unless required by an accounting standard. Liabilities and assets that are unrecognised are reported in the Schedule of Commitments or the contingencies note.

### 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 18. The accounts of the Library's Trust Accounts are prepared for the period 1 July 2014 to 30 June 2015 using accounting policies consistent with those of the NLA. The effects of transactions and balances between entities are eliminated in full.

#### 1.4 Significant Accounting Judgements and Estimates

Other than the valuation of the National Collection and employee provisions no accounting assumptions or estimates have been identified that have a significant risk of causing a material adjustment to carrying amounts of assets and liabilities within the next reporting period.

##### **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. This is evidenced by the change in the valuation amount recorded in the 2014-15 financial year. Note 6 provides information on the valuation techniques and inputs used to value the National Collection.

##### **Employee Provisions**

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.

#### 1.5 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, other than AASB 1055 *Budgetary reporting* introduced from 1 July 2014, which requires additional disclosures, none has had a material financial impact on the NLA. The requirements and impact of AASB 1055 *Budgetary reporting* is disclosed in the following table.

|   |  |
|---|--|
| Standard / Interpretation               | Nature of change in accounting policy, transitional provisions and adjustments to the financial statements   |
| AASB 1055<br><i>Budgetary Reporting</i> | Requires reporting of budgetary information by not-for-profit entities within the General Government Sector. In particular, original budget presented to Parliament; variance of actuals from budget; and explanations of significant variances. |

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 Standard Requirements**

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

|   |   |
|---|---|
| Standard / Interpretation                               | Nature of change in accounting policy, transitional provisions and adjustments to the financial statements  |
| AASB 15<br><i>Revenue from contracts with Customers</i> | Applicable from 1 January 2018 and 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, with revenue recognised as performance obligations are satisfied. |

Of the new standards, amendments to standards and interpretations issued by the Australian Accounting Standards Board that are applicable to future reporting periods none will have a material impact on the NLA

### **1.6 Revenue**

Revenue from the sale of goods is recognised when:

- the risks and rewards of ownership have been transferred to the buyer;
- the NLA 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 NLA.

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 NLA.

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 amounts due less any impairment allowance. Collectability of debts is reviewed at the end of the reporting period. Allowances for impairment are made when collectability of the debt is no longer probable.

Interest revenue is recognised using the effective interest method as set out in AASB 139 *Financial Instruments: Recognition and Measurement*.

#### **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 NLA 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.

#### **Revenue from Government**

Funding received or receivable from the Attorney-General's Department (appropriated to the Department as a corporate Commonwealth entity payment item for payment to the National Library) 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 5B.

### **1.7 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.

Resources received free of charge are recorded as either revenue or gains depending on their nature.

Contributions of assets at no cost of acquisition or for nominal consideration 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 NLA, 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.

### **1.8 Transactions with the Government as Owner**

#### **Equity Injections**

Amounts that are designated as equity injections for a year are recognised directly in contributed equity in that year.

### **1.9 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.

#### **Leave**

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.

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.

#### **1.10 Leases**

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

#### **1.11 Fair Value Measurement**

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.

#### **1.12 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.

#### **1.13 Financial Assets**

##### **Loans and Receivables**

Trade receivables, loans and other receivables that have fixed or determinable payments that are not quoted in an active market are classified as 'loans and receivables'. Loans and receivables are measured at amortised cost using the effective interest method less impairment. Interest is

recognised by applying the effective interest rate. The NLA classifies cash on deposit with a bank, at call or with terms greater than ninety days as loans and receivables.

#### **Impairment of Financial Assets**

Loan and receivables are assessed for impairment at the end of each reporting period. Allowances are made when collectability of the debt is no longer probable.

#### **1.14 Financial Liabilities**

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.

#### **1.15 Contingent Liabilities and Contingent Assets**

Contingent assets are disclosed when settlement is probable, but not virtually certain and contingent liabilities are disclosed when settlement is greater than remote. Note 12 refers.

#### **1.16 Acquisition of Assets**

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.

#### **1.17 National Collection, Property, Plant and Equipment**

##### **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 values 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 the 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:

|                                    | 2015            | 2014            |
|------------------------------------|-----------------|-----------------|
| Building and building improvements | 10 to 200 years | 10 to 200 years |
| Leasehold improvements             | Lease term      | Lease term      |
| Plant and equipment                | 1 to 25 years   | 1 to 25 years   |
| Non-heritage and cultural artwork  | 75 years        | -               |
| National Collection - tangible     | 50 to 825 years | 50 to 825 years |

### **Impairment**

All assets were assessed for impairment at 30 June 2015. 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 (refer to note 1.18).

The NLA's curatorial policy can be accessed from <http://www.nla.gov.au/policy-and-planning/collection-development-policy> and the preservation policies may be accessed from <http://www.nla.gov.au/policy-and-planning/preservation-policy>.

## **1.18 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 2015 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 (2013-14: 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 2015.

### **Heritage and Cultural Assets**

The description of the National Collection and references to curatorial and preservation policies are disclosed in note 1.17.

#### **1.19 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 as follows:

- stores – purchase cost on a first-in-first-out basis; and
- finished goods and work-in-progress – cost of direct materials and labour plus attributable costs that 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.

#### **1.20 Taxation**

The NLA is exempt from all forms of taxation except fringe benefits tax and the goods and services tax (GST).

Revenues, expenses and assets are recognised net of GST except:

- where the amount of GST incurred is not recoverable from the Australian Taxation Office; and
- for receivables and payables.

### **Note 2: Events After the Reporting Period**

There are no events after the reporting date that will materially affect the financial statements.

**Note 3: Net Cash Appropriation Arrangements**

|  | Consolidated            |                | NLA                     |                |
|--|-------------------------|----------------|-------------------------|----------------|
|  | 2015<br>\$'000          | 2014<br>\$'000 | 2015<br>\$'000          | 2014<br>\$'000 |
| <b>Total comprehensive income / (loss) less depreciation / amortisation expenses previously funded through revenue appropriations <sup>(1)</sup></b> | <b>(147,425)</b>        | 44,218         | <b>(147,902)</b>        | 43,763         |
| Plus: depreciation/amortisation expenses previously funded through revenue appropriation   | <u>12,173</u>           | <u>12,431</u>  | <u>12,173</u>           | <u>12,431</u>  |
| <b>Total comprehensive income / (loss) - as per the Statement of Comprehensive Income</b>  | <b><u>(159,598)</u></b> | <u>31,787</u>  | <b><u>(160,075)</u></b> | <u>31,332</u>  |

<sup>(1)</sup> From 2010-11, the Government introduced net cash appropriation arrangements and in respect of the Library as a collection institution, revenue appropriations for depreciation expenses for the National Collection were ceased. The Library instead receives a separate Collection Development Acquisition Budget provided through an equity appropriation to fund additions to the National Collection.

**Note 4: Expenses**

|                                    | Consolidated         |                | NLA                  |                |
|------------------------------------|----------------------|----------------|----------------------|----------------|
|                                    | 2015<br>\$'000       | 2014<br>\$'000 | 2015<br>\$'000       | 2014<br>\$'000 |
| <b>Note 4A - Employee Benefits</b> |                      |                |                      |                |
| Wages and salaries                 | <b>28,226</b>        | 29,255         | <b>28,226</b>        | 29,255         |
| Superannuation                     |                      |                |                      |                |
| Defined contribution plans         | <b>2,255</b>         | 2,089          | <b>2,255</b>         | 2,089          |
| Defined benefit plans              | <b>3,717</b>         | 4,073          | <b>3,717</b>         | 4,073          |
| Leave and other entitlements       | <b>3,891</b>         | 2,860          | <b>3,891</b>         | 2,860          |
| Separation and redundancies        | <b>79</b>            | 30             | <b>79</b>            | 30             |
| Other employee benefits            | <b>179</b>           | 169            | <b>179</b>           | 169            |
| <b>Total employee benefits</b>     | <b><u>38,347</u></b> | <u>38,476</u>  | <b><u>38,347</u></b> | <u>38,476</u>  |

|  | Consolidated   |                | NLA            |                |
|--|----------------|----------------|----------------|----------------|
|  | 2015<br>\$'000 | 2014<br>\$'000 | 2015<br>\$'000 | 2014<br>\$'000 |
| <b>Note 4B - Suppliers</b>   |                |                |                |                |
| <b>Goods and services supplied or rendered</b>                     |                |                |                |                |
| Access to external databases and records                           | 344            | 325            | 344            | 325            |
| Building services  | 3,723          | 3,618          | 3,723          | 3,618          |
| Collection preservation  | 168            | 131            | 168            | 131            |
| Communications   | 249            | 238            | 249            | 238            |
| Computer services and supplies                                     | 1,510          | 1,290          | 1,510          | 1,290          |
| Contractors and consultants  | 2,602          | 1,789          | 2,599          | 1,781          |
| Cost of goods sold   | 852            | 1,334          | 851            | 1,327          |
| Freight and postage  | 315            | 768            | 315            | 768            |
| Insurance  | 364            | 502            | 364            | 502            |
| Magazine and newspaper subscriptions                               | 2,387          | 2,451          | 2,387          | 2,451          |
| Non asset furniture and equipment                                  | 297            | 198            | 297            | 198            |
| Non asset software   | 26             | 9              | 26             | 9              |
| Other  | 363            | 421            | 364            | 421            |
| Promotion of Library services                                      | 557            | 985            | 495            | 933            |
| Promotional publications   | 102            | 163            | 102            | 162            |
| Stationary, printing and office machine<br>consumables and repairs | 467            | 450            | 467            | 450            |
| Training   | 329            | 445            | 327            | 445            |
| Travel and subsistence   | 332            | 469            | 321            | 463            |
| <b>Total goods and services supplied or rendered</b>               | <b>14,987</b>  | <b>15,586</b>  | <b>14,909</b>  | <b>15,512</b>  |
| <b>Goods supplied in connection with</b>                           |                |                |                |                |
| External parties   | 3,262          | 3,906          | 3,261          | 3,894          |
| <b>Total goods supplied</b>  | <b>3,262</b>   | <b>3,906</b>   | <b>3,261</b>   | <b>3,894</b>   |
| <b>Services rendered in connection with</b>                        |                |                |                |                |
| Related parties  | 645            | 729            | 645            | 729            |
| External parties   | 11,080         | 10,951         | 11,003         | 10,889         |
| <b>Total services rendered</b>                                     | <b>11,725</b>  | <b>11,680</b>  | <b>11,648</b>  | <b>11,618</b>  |
| <b>Total goods and services supplied or rendered</b>               | <b>14,987</b>  | <b>15,586</b>  | <b>14,909</b>  | <b>15,512</b>  |
| <b>Other suppliers</b>   |                |                |                |                |
| <b>Operating lease rentals in connection with</b>                  |                |                |                |                |
| External parties   |                |                |                |                |
| Minimum lease payments   | 820            | 803            | 820            | 803            |
| Workers compensation expenses                                      | 388            | 263            | 388            | 263            |
| <b>Total other suppliers</b>                                       | <b>1,208</b>   | <b>1,066</b>   | <b>1,208</b>   | <b>1,066</b>   |
| <b>Total suppliers</b>   | <b>16,195</b>  | <b>16,652</b>  | <b>16,117</b>  | <b>16,578</b>  |

| Consolidated |        | NLA    |        |
|--------------|--------|--------|--------|
| 2015         | 2014   | 2015   | 2014   |
| \$'000       | \$'000 | \$'000 | \$'000 |

**Note 4C - Grants****Private sector**

|                          |            |            |            |            |
|--------------------------|------------|------------|------------|------------|
| Non-profit organisations | 473        | 428        | 473        | 428        |
| Individuals              | 55         | 101        | 3          | 49         |
| <b>Total grants</b>      | <b>528</b> | <b>529</b> | <b>476</b> | <b>477</b> |

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 4D - Depreciation and Amortisation****Depreciation**

|                               |               |               |               |               |
|-------------------------------|---------------|---------------|---------------|---------------|
| Property, plant and equipment | 2,564         | 2,582         | 2,564         | 2,582         |
| Heritage and cultural assets  | 12,173        | 12,431        | 12,173        | 12,431        |
| Buildings                     | 4,107         | 3,980         | 4,107         | 3,980         |
| <b>Total depreciation</b>     | <b>18,844</b> | <b>18,993</b> | <b>18,844</b> | <b>18,993</b> |

**Amortisation**

|  |               |               |               |               |
|--|---------------|---------------|---------------|---------------|
| Leasehold improvements                     | 5             | 5             | 5             | 5             |
| Intangibles                                | 1,402         | 1,311         | 1,402         | 1,311         |
| <b>Total amortisation</b>                  | <b>1,407</b>  | <b>1,316</b>  | <b>1,407</b>  | <b>1,316</b>  |
| <b>Total depreciation and amortisation</b> | <b>20,251</b> | <b>20,309</b> | <b>20,251</b> | <b>20,309</b> |

**Note 4E - Write-Down and Impairment of Assets**

|   |            |              |            |              |
|---|------------|--------------|------------|--------------|
| Write-down - Inventory  | 251        | 1,254        | 224        | 1,117        |
| Bad and doubtful debts expense - Receivables for goods and services | 39         | 1            | 39         | 1            |
| Write-offs - Plant and equipment                                    | 7          | 58           | 7          | 58           |
| Write-offs - Intangibles - Software                                 | -          | -            | -          | -            |
| <b>Total write-down and impairment of assets</b>                    | <b>297</b> | <b>1,313</b> | <b>270</b> | <b>1,176</b> |

**Note 5: Own-Source Income**

|   | Consolidated   |                | NLA            |                |
|---|----------------|----------------|----------------|----------------|
|   | 2015<br>\$'000 | 2014<br>\$'000 | 2015<br>\$'000 | 2014<br>\$'000 |
| <b>Own-Source Revenue</b>                                       |                |                |                |                |
| <b><u>Note 5A – Sale of Goods and Rendering of Services</u></b> |                |                |                |                |
| <b>Sale of goods in connection with</b>                         |                |                |                |                |
| Related parties   | 3              | 5              | 3              | 5              |
| External parties  | 1,728          | 2,360          | 1,721          | 2,353          |
| <b>Total sale of goods</b>                                      | <b>1,731</b>   | <b>2,365</b>   | <b>1,724</b>   | <b>2,358</b>   |
| <b>Rendering of services in connection with</b>                 |                |                |                |                |
| Related parties   | 368            | 390            | 368            | 390            |
| External parties  | 8,003          | 8,921          | 8,304          | 9,329          |
| <b>Total rendering of services</b>                              | <b>8,371</b>   | <b>9,311</b>   | <b>8,672</b>   | <b>9,719</b>   |
| <b>Total sale of goods and rendering of services</b>            | <b>10,102</b>  | <b>11,676</b>  | <b>10,396</b>  | <b>12,077</b>  |

**Note 5B – Other Revenue**

|  |              |              |              |              |
|--|--------------|--------------|--------------|--------------|
| Resources received free of charge - Collection material    | 2,310        | 1,653        | 2,310        | 1,653        |
| Resources received free of charge - Other                  | 24           | -            | 24           | -            |
| Grants and other non-reciprocal payments by other entities | 867          | 1,233        | 847          | 1,233        |
| Donations  | 731          | 784          | -            | -            |
| Other revenue  | 122          | 74           | 231          | 59           |
| <b>Total other revenue</b>                                 | <b>4,054</b> | <b>3,744</b> | <b>3,412</b> | <b>2,945</b> |

During 2014-15 the Library received the following grants totalling \$638,000 where the expenditure is specifically for a future financial year:

| Grantor                         | Purpose and conditions of the grant   | Amount    |
|---------------------------------|---|-----------|
| Attorney-General's Department   | Funds were provided to be used for the 2015 Community Heritage Grants Program. To assist in meeting both the costs of the grants and the administration of the program. | \$528,000 |
| Geoscience Australia            | To research and conduct oral history interviews.  | \$50,000  |
| National Archives of Australia  | Funds were provided to be used for the 2015 Community Heritage Grants Program to assist in meeting both the costs of the grants and the administration of the program.  | \$20,000  |
| National Film and Sound Archive | Funds were provided to be used for the 2015 Community Heritage Grants Program to assist in meeting both the costs of the grants and the administration of the program.  | \$20,000  |
| National Museum of Australia    | Funds were provided to be used for the 2015 Community Heritage Grants Program to assist in meeting both the costs of the grants and the administration of the program.  | \$20,000  |

Grants recognised as income in a previous reporting period and where the associated conditions were discharged in 2014-15 financial year total \$811,561 (2013-14: \$967,038). The Library also receives donations to its Trust Funds which are detailed at Note 18.

|   | <b>Consolidated</b>  |               | <b>NLA</b>           |               |
|---|----------------------|---------------|----------------------|---------------|
|   | <b>2015</b>          | 2014          | <b>2015</b>          | 2014          |
|   | <b>\$'000</b>        | \$'000        | <b>\$'000</b>        | \$'000        |
| <b><u>Note 5C – Revenue from Government</u></b>                       |                      |               |                      |               |
| Attorney General's Department   |                      |               |                      |               |
| Corporate Commonwealth entity payment item                            | <b>50,368</b>        | 37,666        | <b>50,368</b>        | 37,666        |
| Department of Regional Australia, Local<br>Government, Arts and Sport |                      |               |                      |               |
| Corporate Commonwealth entity payment item                            | -                    | 12,552        | -                    | 12,552        |
| <b>Total revenue from Government</b>                                  | <b><u>50,368</u></b> | <u>50,218</u> | <b><u>50,368</u></b> | <u>50,218</u> |

### Note 6: Fair Value Measurements

#### Note 6A – Fair Value Measurements, Valuation Techniques and Inputs Used

|  | Fair value measurements at the end of the reporting period |  | For Levels 2 and 3 fair value measurements  |   | Sensitivity of the Level 3 fair value measurements to changes in unobservable inputs  |
|--|--|--|---|---|---|
|  | 2015<br>\$'000   | 2014, Category<br>\$'000 (Level 1, 2 or 3) | Valuation<br>technique(s)                   | Input used  |   |
| <b>Non-financial assets</b>  |  |  |   |   |   |
| Land - industrial  | 1,000  | 1,000                                      | Market comparables                          | Sales prices of comparable land                       | Range (weighted average)<br>\$100 - \$165 (\$100 sqm) [2013-14: \$100 - \$165 (\$100 sqm)]  |
| Land - Parliamentary Triangle  | 14,100   | 14,100                                     | Market comparables                          | Sales prices of comparable land                       | \$650 - \$1,100 (\$875 sqm) [2013-14: \$650 - \$1,100 (\$875 sqm)]  |
| Buildings - Work in progress   | 173  | 2,975                                      | Cost  | Consumed economic benefit / obsolescence of the asset | 1% to 10% per year (5% per year) [2013-14: 1% to 10% per year (5% per year)]  |
| Buildings - Industrial / Warehouse   | 7,370  | 7,310                                      | Depreciated Replacement Cost                | Consumed economic benefit / obsolescence of the asset | 1% to 10% per year (5% per year) [2013-14: 1% to 10% per year (5% per year)]  |
| Buildings - National Library   | 209,224  | 201,190                                    | Depreciated Replacement Cost                | Consumed economic benefit / obsolescence of the asset | 1% to 10% per year (5% per year) [2013-14: 1% to 10% per year (5% per year)]  |
| Leasehold improvements   | 182  | 24   | Depreciated Replacement Cost                | Consumed economic benefit / obsolescence of the asset | 0% - 50% per year [2013-14: 0% - 50% per year]  |
| Other property, plant and equipment  | 7,950  | 7,860                                      | Depreciated Replacement Cost                | Replacement Cost                                      | n/a [2013-14: n/a]  |
| Other property, plant and equipment  | 6,044  | 5,379                                      | Market Approach (average transaction price) | Sales Comparison                                      | A significant increase (decrease) in the adjusted average transaction price would result in a significantly higher (lower) fair value measurement.  |
| Heritage and cultural  | 587,255  | -  | Adjusted market transactions                | Adjusted market transactions                          | Using the depreciated cost technique the significant unobservable inputs used in the fair value measurement relate to the consumed economic benefit / asset obsolescence (accumulated depreciation). A significant increase (decrease) in this input would result in a significantly lower (higher) fair value measurement. |
| Heritage and cultural  | -  | 440,279                                    | Depreciated Replacement Cost (item)         | Replacement cost (price per item)                     | The smaller (larger) the RSE the lower (higher) the variance in the fair value measurement.   |
| Heritage and cultural  | 750,381  | 913,566                                    | Market Approach (statistical model)         | Statistically verified random sample                  | RSE 12.6% [2013-14: 0.3% - 26%]   |
| Heritage and cultural  | -  | 142,869                                    | Market Approach                             | Adjusted market comparions                            |   |
| <b>Total non-financial assets</b>  | <b>1,583,679</b>   | <b>1,736,552</b>                           |   |   |   |
| <b>Total fair value measurements of assets in the statement of financial position:</b> | <b>1,583,679</b>   | <b>1,736,552</b>                           |   |   |   |

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.

There have not been any changes to the valuation techniques during 2014-15.

The NLA did not measure any non-financial assets at fair value on a non-recurring basis as at 30 June 2015.

**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 are considered to be their highest and best use.

**Note 6B – 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. The NLA's policy for determining when transfers are deemed to have occurred can be found in Note 1.

**Recurring Level 3 fair value measurements – valuation processes**

The NLA engages professional independent valuers with appropriate skills and experience to value its assets. For the 30 June 2015 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*.

**Note 6C – Reconciliation for Recurring Level 3 Fair Value Measurements**

|  | Land           |                | Buildings      |                | Leasehold Improvements |                | Non-financial assets<br>Heritage and cultural |                  | Other Property,<br>Plant & equipment |                | Total            |                  |
|--|----------------|----------------|----------------|----------------|------------------------|----------------|---|------------------|--------------------------------------|----------------|------------------|------------------|
|  | 2015<br>\$'000 | 2014<br>\$'000 | 2015<br>\$'000 | 2014<br>\$'000 | 2015<br>\$'000         | 2014<br>\$'000 | 2015<br>\$'000                                | 2014<br>\$'000   | 2015<br>\$'000                       | 2014<br>\$'000 | 2015<br>\$'000   | 2014<br>\$'000   |
| <b>As at 1 July</b>  | <b>15,100</b>  | <b>15,935</b>  | <b>208,500</b> | <b>187,305</b> | <b>24</b>              | <b>29</b>      | <b>1,353,845</b>                              | <b>1,337,197</b> | <b>7,860</b>                         | <b>9,360</b>   | <b>1,585,329</b> | <b>1,549,826</b> |
| Total gains/(losses) recognised in the net cost of service <sup>1</sup>    | -              | -              | (4,107)        | (3,980)        | (5)                    | (5)            | (11,882)                                      | (12,133)         | (1,082)                              | (1,179)        | (17,076)         | (17,297)         |
| Total gains/(losses) recognised in other comprehensive income <sup>2</sup> | -              | (835)          | 2,183          | 21,791         | -                      | -              | (157,275)                                     | 23,437           | -                                    | -              | (155,092)        | 44,393           |
| Additions  | -              | -              | -              | 3,384          | 163                    | -              | 5,791   | 5,344            | 1,172                                | -              | 7,126            | 8,728            |
| Disposals  | -              | -              | -              | -              | -                      | -              | -   | -                | -                                    | (321)          | -                | (321)            |
| Transfer into Level 3  | -              | -              | 10,018         | -              | -                      | -              | 147,157                                       | -                | -                                    | -              | 157,175          | -                |
| <b>Total as at 30 June</b>   | <b>15,100</b>  | <b>15,100</b>  | <b>216,594</b> | <b>208,500</b> | <b>182</b>             | <b>24</b>      | <b>1,337,636</b>                              | <b>1,353,845</b> | <b>7,950</b>                         | <b>7,860</b>   | <b>1,577,462</b> | <b>1,585,329</b> |

**Notes**

- These losses are presented in the Statement of Comprehensive Income under depreciation.
- These gains and losses are presented in the Statement of Comprehensive Income under changes in asset revaluation surplus. The NLA's policy for determining when transfers are deemed to have occurred can be found in Note 1. The transfer of Cultural and Heritage assets (\$147,157,000) was the result of Australian Valuation Solutions Pty Ltd determining, after completing the inspection and verification process for the 30 June 2015 valuation that the assignment of level 3 to be more appropriate than the previously assigned level 2 classification for these assets. The transfer of building assets (\$10,018,000) was the result of building works in progress being finalised and transferred to building, which is assigned a level 3 classification.

### Note 7: Financial Assets

|   | Consolidated   |                | NLA            |                |
|---|----------------|----------------|----------------|----------------|
|   | 2015<br>\$'000 | 2014<br>\$'000 | 2015<br>\$'000 | 2014<br>\$'000 |
| <b>Note 7A – Trade and Other Receivables</b>                      |                |                |                |                |
| <b>Goods and services receivables in connection with</b>          |                |                |                |                |
| Related parties   | 9              | 17             | 9              | 17             |
| External parties  | 806            | 553            | 806            | 553            |
| <b>Total goods and services receivables</b>                       | <b>815</b>     | <b>570</b>     | <b>815</b>     | <b>570</b>     |
| <b>Other receivables</b>  |                |                |                |                |
| GST receivable from Australian Taxation Office                    | 394            | 365            | 394            | 366            |
| Interest  | 688            | 836            | 592            | 733            |
| Other   | -              | 60             | -              | 60             |
| <b>Total other receivables</b>                                    | <b>1,082</b>   | <b>1,261</b>   | <b>986</b>     | <b>1,159</b>   |
| <b>Total trade and other receivables (gross)</b>                  | <b>1,897</b>   | <b>1,831</b>   | <b>1,801</b>   | <b>1,729</b>   |
| <b>Less impairment allowance</b>                                  |                |                |                |                |
| Goods and services  | (2)            | (2)            | (2)            | (2)            |
| <b>Total impairment allowance</b>                                 | <b>(2)</b>     | <b>(2)</b>     | <b>(2)</b>     | <b>(2)</b>     |
| <b>Total trade and other receivables (net)</b>                    | <b>1,895</b>   | <b>1,829</b>   | <b>1,799</b>   | <b>1,727</b>   |
| <b>Trade and other receivables (net) expected to be recovered</b> |                |                |                |                |
| No more than 12 months  | 1,895          | 1,829          | 1,799          | 1,727          |
| <b>Total trade and other receivables (net)</b>                    | <b>1,895</b>   | <b>1,829</b>   | <b>1,799</b>   | <b>1,727</b>   |
| <b>Trade and other receivables (gross) aged as follows</b>        |                |                |                |                |
| Not overdue   | 1,683          | 1,373          | 1,587          | 1,271          |
| Overdue by  |                |                |                |                |
| 0 to 30 days  | 156            | 357            | 156            | 357            |
| 31 to 60 days   | 55             | 99             | 55             | 99             |
| 61 to 90 days   | 1              | 1              | 1              | 1              |
| More than 90 days   | 2              | 1              | 2              | 1              |
|   | <b>214</b>     | <b>458</b>     | <b>214</b>     | <b>458</b>     |
| <b>Total trade and other receivables (gross)</b>                  | <b>1,897</b>   | <b>1,831</b>   | <b>1,801</b>   | <b>1,729</b>   |
| <b>Impairment allowance aged as follows</b>                       |                |                |                |                |
| Overdue by  |                |                |                |                |
| 31 to 60 days   | -              | -              | -              | -              |
| 61 to 90 days   | 1              | 1              | 1              | 1              |
| More than 90 days   | 1              | 1              | 1              | 1              |
| <b>Total impairment allowance</b>                                 | <b>2</b>       | <b>2</b>       | <b>2</b>       | <b>2</b>       |

Credit terms are net 30 days (2014: 30 days)

**Reconciliation of the Impairment Allowance Account (Consolidated)****Movements in relation to 2015**

|                                     | Goods and<br>services<br>\$'000 | Other<br>receivables<br>\$'000 | Total<br>\$'000 |
|-------------------------------------|---------------------------------|--------------------------------|-----------------|
| <b>Opening balance</b>              | (2)                             | -                              | (2)             |
| Amounts written off                 | (39)                            | -                              | (39)            |
| Amounts recovered and reversed      | -                               | -                              | -               |
| Increases recognised in net surplus | 39                              | -                              | 39              |
| <b>Closing balance</b>              | (2)                             | -                              | (2)             |

**Movements in relation to 2014**

|                                     | Goods and<br>services<br>\$'000 | Other<br>receivables<br>\$'000 | Total<br>\$'000 |
|-------------------------------------|---------------------------------|--------------------------------|-----------------|
| <b>Opening balance</b>              | (2)                             | -                              | (2)             |
| Amounts written off                 | (1)                             | -                              | (1)             |
| Amounts recovered and reversed      | -                               | -                              | -               |
| Increases recognised in net surplus | 1                               | -                              | 1               |
| <b>Closing balance</b>              | (2)                             | -                              | (2)             |

| Consolidated   |                | NLA            |                |
|----------------|----------------|----------------|----------------|
| 2015<br>\$'000 | 2014<br>\$'000 | 2015<br>\$'000 | 2014<br>\$'000 |

**Note 7B – Other Investments**

|                                |               |        |               |        |
|--------------------------------|---------------|--------|---------------|--------|
| Fixed term deposit with bank   | <u>47,484</u> | 48,982 | <u>39,751</u> | 41,874 |
| <b>Total other investments</b> | <u>47,484</u> | 48,982 | <u>39,751</u> | 41,874 |

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

**Note 7C – Other Financial Assets**

|                                     |            |     |            |     |
|-------------------------------------|------------|-----|------------|-----|
| Accrued revenues                    | <u>586</u> | 471 | <u>609</u> | 469 |
| <b>Total other financial assets</b> | <u>586</u> | 471 | <u>609</u> | 469 |

All other financial assets are expected to be recovered in less than 12 months.

**Note 8: Non-Financial Assets**

|                                     | Consolidated   |                | NLA            |                |
|-------------------------------------|----------------|----------------|----------------|----------------|
|                                     | 2015<br>\$'000 | 2014<br>\$'000 | 2015<br>\$'000 | 2014<br>\$'000 |
| <b>8A - Land and Buildings</b>      |                |                |                |                |
| <b>Land</b>                         |                |                |                |                |
| Fair value                          | 15,100         | 15,100         | 15,100         | 15,100         |
| <b>Buildings</b>                    |                |                |                |                |
| Work in progress                    | 173            | 2,975          | 173            | 2,975          |
| Fair value                          | 216,594        | 208,500        | 216,594        | 208,500        |
| <b>Total buildings and land</b>     | <b>231,867</b> | <b>226,575</b> | <b>231,867</b> | <b>226,575</b> |
| <b>Leasehold improvements:</b>      |                |                |                |                |
| Fair value                          | 182            | 24             | 182            | 24             |
| <b>Total leasehold improvements</b> | <b>182</b>     | <b>24</b>      | <b>182</b>     | <b>24</b>      |
| <b>Total land and buildings</b>     | <b>232,049</b> | <b>226,599</b> | <b>232,049</b> | <b>226,599</b> |

No indicators of impairment were found for land and buildings. The National Library building (\$209,224,000) 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.

**8B – National Collection, Property, Plant and Equipment**

|  |                  |                  |                  |                  |
|--|------------------|------------------|------------------|------------------|
| <b>Heritage and cultural</b>                     |                  |                  |                  |                  |
| Fair Value - National collection                 | 1,337,636        | 1,496,714        | 1,337,636        | 1,496,714        |
| Accumulated depreciation                         | -                | -                | -                | -                |
| <b>Total heritage and cultural</b>               | <b>1,337,636</b> | <b>1,496,714</b> | <b>1,337,636</b> | <b>1,496,714</b> |
| <b>Other property, plant and equipment</b>       |                  |                  |                  |                  |
| Fair value                                       | 19,065           | 15,772           | 19,065           | 15,772           |
| Accumulated depreciation                         | (5,071)          | (2,533)          | (5,071)          | (2,533)          |
| <b>Total other property, plant and equipment</b> | <b>13,994</b>    | <b>13,239</b>    | <b>13,994</b>    | <b>13,239</b>    |
| <b>Total property, plant and equipment</b>       | <b>1,351,630</b> | <b>1,509,953</b> | <b>1,351,630</b> | <b>1,509,953</b> |

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

All revaluations were conducted in accordance with the revaluation policy at Note 1. The effective date for all revaluations was 30 June 2015. 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 \$2,183,000 for buildings (2013-14: increment of \$21,791,000); land was found to be at fair value (2013-14: -\$835,000); leasehold improvements were found to be at fair value (2013-14: \$0); and a revaluation decrement of \$152,696,000 for heritage and cultural assets (2013-14: increment of \$20,469,000) were passed to the asset revaluation reserve by class and included in the equity section of the Statement of Financial Position.

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.

**Note 8C: Reconciliation of the Opening and Closing Balances of Property, Plant and Equipment**

Reconciliation of the opening and closing balances of property, plant and equipment for 2014-15 (Consolidated)

|   | Land<br>\$'000 | Buildings<br>\$'000 | Total land and<br>buildings<br>\$'000 | Heritage and<br>cultural<br>\$'000 | Other property,<br>plant and<br>equipment<br>\$'000 | Total<br>\$'000  |
|---|----------------|---------------------|---------------------------------------|------------------------------------|---|------------------|
| <b>As at 1 July 2014</b>  |                |                     |                                       |                                    |   |                  |
| Gross book value  | 15,100         | 211,499             | 226,599                               | 1,496,714                          | 15,772  | 1,739,085        |
| Accumulated depreciation / amortisation                               | -              | -                   | -                                     | -                                  | (2,533)   | (2,533)          |
| <b>Net book value 1 July 2014</b>                                     | <b>15,100</b>  | <b>211,499</b>      | <b>226,599</b>                        | <b>1,496,714</b>                   | <b>13,239</b>                                       | <b>1,736,552</b> |
| <b>Additions</b>  |                |                     |                                       |                                    |   |                  |
| Purchase or internally developed                                      | -              | 7,379               | 7,379                                 | 4,268                              | 3,395   | 15,042           |
| Donation/gift/at no cost  | -              | -                   | -                                     | 1,523                              | -   | 1,523            |
| Revaluations and impairments recognised in other comprehensive income | -              | 2,183               | 2,183                                 | (152,696)                          | -   | (150,513)        |
| Depreciation / amortisation expense                                   | -              | (4,112)             | (4,112)                               | (12,173)                           | (2,564)   | (18,849)         |
| Capitalised depreciation  | -              | -                   | -                                     | -                                  | (69)  | (69)             |
| Disposals   | -              | -                   | -                                     | -                                  | -   | -                |
| Other   | -              | -                   | -                                     | -                                  | (7)   | (7)              |
| <b>Net book value 30 June 2015</b>                                    | <b>15,100</b>  | <b>216,949</b>      | <b>232,049</b>                        | <b>1,337,636</b>                   | <b>13,994</b>                                       | <b>1,583,679</b> |
| <b>Net book value as of 30 June 2015 represented by</b>               |                |                     |                                       |                                    |   |                  |
| Gross book value  | 15,100         | 216,949             | 232,049                               | 1,337,636                          | 19,065  | 1,588,750        |
| Accumulated depreciation / amortisation                               | -              | -                   | -                                     | -                                  | (5,071)   | (5,071)          |
| <b>Net book value 30 June 2015</b>                                    | <b>15,100</b>  | <b>216,949</b>      | <b>232,049</b>                        | <b>1,337,636</b>                   | <b>13,994</b>                                       | <b>1,583,679</b> |

Notes:

- Table 8C is for the consolidated entity, as this is the same as the parent entity.
- Capitalised amortisation: Where the use of a non-current asset contributes towards the development of a new non-current asset, the associated amortisation expense is capitalised and forms part of the carrying amount of the new asset. In such situations the capitalised amortisation is excluded from the amortisation charge recognised in the Statement of Comprehensive Income.

| Reconciliation of the opening and closing balances of property, plant and equipment for 2013-14 (Consolidated) |                |                     |                                       |                                    |   |                  |
|--|----------------|---------------------|---------------------------------------|------------------------------------|---|------------------|
|  | Land<br>\$'000 | Buildings<br>\$'000 | Total land and<br>buildings<br>\$'000 | Heritage and<br>cultural<br>\$'000 | Other property,<br>plant and<br>equipment<br>\$'000 | Total<br>\$'000  |
| <b>As at 1 July 2013</b>   |                |                     |                                       |                                    |   |                  |
| Gross book value   | 15,935         | 190,352             | 206,287                               | 1,495,679                          | 13,953  | 1,715,919        |
| Accumulated depreciation / amortisation  | -              | -                   | -                                     | (12,359)                           | -   | (12,359)         |
| <b>Net book value 1 July 2013</b>  | <b>15,935</b>  | <b>190,352</b>      | <b>206,287</b>                        | <b>1,483,320</b>                   | <b>13,953</b>                                       | <b>1,703,560</b> |
| <b>Additions</b>   |                |                     |                                       |                                    |   |                  |
| Purchase or internally developed   | -              | 3,341               | 3,341                                 | 4,609                              | 2,326   | 10,276           |
| Donation/gift/at no cost   | -              | -                   | -                                     | 747                                | -   | 747              |
| Revaluations and impairments recognised in other comprehensive income  | (835)          | 21,791              | 20,956                                | 20,469                             | -   | 41,425           |
| Depreciation / amortisation expense  | -              | (3,985)             | (3,985)                               | (12,431)                           | (2,582)   | (18,998)         |
| Capitalised depreciation   | -              | -                   | -                                     | -                                  | (77)  | (77)             |
| Disposals  | -              | -                   | -                                     | -                                  | -   | -                |
| Other  | -              | -                   | -                                     | -                                  | (381)   | (381)            |
| <b>Net book value 30 June 2014</b>   | <b>15,100</b>  | <b>211,499</b>      | <b>226,599</b>                        | <b>1,496,714</b>                   | <b>13,239</b>                                       | <b>1,736,552</b> |
| <b>Net book value as of 30 June 2014 represented by</b>  |                |                     |                                       |                                    |   |                  |
| Gross book value   | 15,100         | 211,499             | 226,599                               | 1,496,714                          | 15,772  | 1,739,085        |
| Accumulated depreciation / amortisation  | -              | -                   | -                                     | -                                  | (2,533)   | (2,533)          |
| <b>Net book value 30 June 2014</b>   | <b>15,100</b>  | <b>211,499</b>      | <b>226,599</b>                        | <b>1,496,714</b>                   | <b>13,239</b>                                       | <b>1,736,552</b> |

| Consolidated |        | NLA    |        |
|--------------|--------|--------|--------|
| 2015         | 2014   | 2015   | 2014   |
| \$'000       | \$'000 | \$'000 | \$'000 |

**Note 8D – Intangibles****Computer software**

|                                    |              |              |              |              |
|------------------------------------|--------------|--------------|--------------|--------------|
| Internally developed - in progress | 643          | 1,711        | 643          | 1,711        |
| Internally developed - in use      | 9,430        | 6,501        | 9,430        | 6,501        |
| Purchased                          | 8,259        | 8,416        | 8,259        | 8,416        |
| Accumulated amortisation           | (11,383)     | (10,337)     | (11,383)     | (10,337)     |
| <b>Total computer software</b>     | <b>6,949</b> | <b>6,291</b> | <b>6,949</b> | <b>6,291</b> |

**Other intangibles**

|   |               |               |               |               |
|---|---------------|---------------|---------------|---------------|
| Heritage and cultural - National Collection | 43,329        | 37,993        | 43,329        | 37,993        |
| <b>Total other intangibles</b>              | <b>43,329</b> | <b>37,993</b> | <b>43,329</b> | <b>37,993</b> |
| <b>Total Intangibles</b>                    | <b>50,278</b> | <b>44,284</b> | <b>50,278</b> | <b>44,284</b> |

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.

**Note 8E: Reconciliation of the Opening and Closing Balances of Intangibles**

Reconciliation of the opening and closing balances for intangibles for 2014-15 (Consolidated)

|                                    | Computer software - internally developed \$'000 | Computer software - purchased \$'000 | Heritage and cultural \$'000 | Total \$'000  |
|------------------------------------|---|--------------------------------------|------------------------------|---------------|
| <b>As at 1 July 2014</b>           |   |                                      |                              |               |
| Gross book value                   | 8,212   | 8,416                                | 37,993                       | 54,621        |
| Accumulated amortisation           | (4,042)   | (6,295)                              | -                            | (10,337)      |
| <b>Net book value 1 July 2014</b>  | <b>4,170</b>                                    | <b>2,121</b>                         | <b>37,993</b>                | <b>44,284</b> |
| <b>Additions</b>                   |   |                                      |                              |               |
| Purchase or internally developed   | 1,920   | 154                                  | 5,336                        | 7,410         |
| Amortisation                       | (921)   | (481)                                | -                            | (1,402)       |
| Capitalised amortisation           | -   | (14)                                 | -                            | (14)          |
| Disposals                          |   |                                      |                              |               |
| Other                              | -   | -                                    | -                            | -             |
| <b>Net book value 30 June 2015</b> | <b>5,169</b>                                    | <b>1,780</b>                         | <b>43,329</b>                | <b>50,278</b> |

**Net book value as of 30 June 2015 represented by**

|                                    |              |              |               |               |
|------------------------------------|--------------|--------------|---------------|---------------|
| Gross book value                   | 10,073       | 8,259        | 43,329        | 61,661        |
| Accumulated amortisation           | (4,904)      | (6,479)      | -             | (11,383)      |
| <b>Net book value 30 June 2015</b> | <b>5,169</b> | <b>1,780</b> | <b>43,329</b> | <b>50,278</b> |

Notes:

- Table 8E is for the consolidated entity, as this is the same as the parent entity.
- Capitalised amortisation: Where the use of a non-current asset contributes towards the development of a new non-current asset, the associated amortisation expense is capitalised and forms part of the carrying amount of the new asset. In such situations the capitalised amortisation is excluded from the amortisation charge recognised in the Statement of Comprehensive Income.

## Reconciliation of the opening and closing balances for intangibles for 2013-14 (Consolidated)

|   | Computer software - internally developed<br>\$'000 | Computer software - purchased<br>\$'000 | Heritage and Cultural<br>\$'000 | Total<br>\$'000 |
|---|--|---|---------------------------------|-----------------|
| <b>As at 1 July 2013</b>                                |  |   |                                 |                 |
| Gross book value  | 6,483  | 8,244                                   | 31,916                          | 46,643          |
| Accumulated amortisation                                | (3,197)  | (6,212)                                 | -                               | (9,409)         |
| <b>Net book value 1 July 2013</b>                       | <b>3,286</b>                                       | <b>2,032</b>                            | <b>31,916</b>                   | <b>37,234</b>   |
| <b>Additions</b>  |  |   |                                 |                 |
| Purchase or internally developed                        | 1,729  | 569                                     | 6,077                           | 8,375           |
| Amortisation expense                                    | (845)  | (466)                                   | -                               | (1,311)         |
| Capitalised amortisation                                | -  | (14)                                    | -                               | (14)            |
| Disposals   |  |   |                                 |                 |
| Other   | -  | -                                       | -                               | -               |
| <b>Net book value 30 June 2014</b>                      | <b>4,170</b>                                       | <b>2,121</b>                            | <b>37,993</b>                   | <b>44,284</b>   |
| <b>Net book value as of 30 June 2014 represented by</b> |  |   |                                 |                 |
| Gross book value  | 8,212  | 8,416                                   | 37,993                          | 54,621          |
| Accumulated amortisation                                | (4,042)  | (6,295)                                 | -                               | (10,337)        |
| <b>Net book value 30 June 2014</b>                      | <b>4,170</b>                                       | <b>2,121</b>                            | <b>37,993</b>                   | <b>44,284</b>   |

| Consolidated   |                | NLA            |                |
|----------------|----------------|----------------|----------------|
| 2015<br>\$'000 | 2014<br>\$'000 | 2015<br>\$'000 | 2014<br>\$'000 |

**Note 8F – Inventories****Inventories held for sale**

|  |              |              |              |              |
|--|--------------|--------------|--------------|--------------|
| Work in progress                       | 251          | 285          | 251          | 285          |
| Finished goods                         | 830          | 851          | 830          | 823          |
| <b>Total inventories held for sale</b> | <b>1,081</b> | <b>1,136</b> | <b>1,081</b> | <b>1,108</b> |

**Inventories held for distribution**

|  |              |              |              |              |
|--|--------------|--------------|--------------|--------------|
| Work in progress                               | 21           | 5            | 21           | 5            |
| Finished goods                                 | 51           | 42           | 51           | 42           |
| <b>Total inventories held for distribution</b> | <b>72</b>    | <b>47</b>    | <b>72</b>    | <b>47</b>    |
| <b>Total inventories</b>                       | <b>1,153</b> | <b>1,183</b> | <b>1,153</b> | <b>1,155</b> |

Inventories are categorised as follows

|                          |              |              |              |              |
|--------------------------|--------------|--------------|--------------|--------------|
| No more than 12 months   | 552          | 566          | 552          | 546          |
| More than 12 months      | 601          | 617          | 601          | 609          |
| <b>Total inventories</b> | <b>1,153</b> | <b>1,183</b> | <b>1,153</b> | <b>1,155</b> |

During 2014-15 \$852,000 (2013-14: \$1,334,000) of inventory held for sale was recognised as an expense upon sale and \$102,000 (2013-14: \$163,000) 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 \$320,000 (2013-14: \$442,000).

**Note 8G - Other Non-Financial Assets**

|   |              |              |              |              |
|---|--------------|--------------|--------------|--------------|
| Prepayments   | 1,740        | 1,569        | 1,740        | 1,569        |
| <b>Total other non-financial assets</b>                                 | <b>1,740</b> | <b>1,569</b> | <b>1,740</b> | <b>1,569</b> |
| <b>Total other non-financial assets are expected to be recovered in</b> |              |              |              |              |
| No more than 12 months  | 1,620        | 1,453        | 1,620        | 1,453        |
| More than 12 months   | 120          | 116          | 120          | 116          |
| <b>Total other non-financial assets</b>                                 | <b>1,740</b> | <b>1,569</b> | <b>1,740</b> | <b>1,569</b> |

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

**Note 9: Payables**

| Consolidated |        | NLA    |        |
|--------------|--------|--------|--------|
| 2015         | 2014   | 2015   | 2014   |
| \$'000       | \$'000 | \$'000 | \$'000 |

**Note 9A – Suppliers**

|                              |              |              |              |              |
|------------------------------|--------------|--------------|--------------|--------------|
| Trade creditors and accruals | 3,756        | 3,490        | 3,756        | 3,491        |
| Operating lease rentals      | 1            | 4            | 1            | 4            |
| <b>Total suppliers</b>       | <b>3,757</b> | <b>3,494</b> | <b>3,757</b> | <b>3,495</b> |

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

**Suppliers in connection with**

|                        |              |              |              |              |
|------------------------|--------------|--------------|--------------|--------------|
| Related parties        | 43           | 58           | 43           | 58           |
| External parties       | 3,714        | 3,436        | 3,714        | 3,437        |
| <b>Total suppliers</b> | <b>3,757</b> | <b>3,494</b> | <b>3,757</b> | <b>3,495</b> |

**Note 9B – Grants**

|                             |          |           |          |           |
|-----------------------------|----------|-----------|----------|-----------|
| Private sector: Individuals | 8        | 46        | -        | 31        |
| <b>Total grants</b>         | <b>8</b> | <b>46</b> | <b>-</b> | <b>31</b> |

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 9C – Other Payables**

|                                      |              |              |              |              |
|--------------------------------------|--------------|--------------|--------------|--------------|
| Wages and salaries                   | 1,195        | 1,072        | 1,195        | 1,072        |
| Superannuation                       | 211          | 187          | 211          | 187          |
| Separations and redundancies         | -            | 30           | -            | 30           |
| Prepayments received/unearned income | 416          | 198          | 416          | 198          |
| Other                                | 3            | 6            | 3            | 6            |
| <b>Total other payables</b>          | <b>1,825</b> | <b>1,493</b> | <b>1,825</b> | <b>1,493</b> |

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

**Note 10: Provisions**

|   | Consolidated         |                      | NLA                  |                      |
|---|----------------------|----------------------|----------------------|----------------------|
|   | 2015<br>\$'000       | 2014<br>\$'000       | 2015<br>\$'000       | 2014<br>\$'000       |
| <b>Note 10A – Employee Provisions</b>             |                      |                      |                      |                      |
| Leave   | <u>12,079</u>        | <u>11,751</u>        | <u>12,079</u>        | <u>11,751</u>        |
| <b>Total employee provisions</b>                  | <b><u>12,079</u></b> | <b><u>11,751</u></b> | <b><u>12,079</u></b> | <b><u>11,751</u></b> |
| <b>Employee provisions expected to be settled</b> |                      |                      |                      |                      |
| No more than 12 months                            | <u>3,083</u>         | <u>3,072</u>         | <u>3,083</u>         | <u>3,072</u>         |
| More than 12 months                               | <u>8,996</u>         | <u>8,679</u>         | <u>8,996</u>         | <u>8,679</u>         |
| <b>Total employee provisions</b>                  | <b><u>12,079</u></b> | <b><u>11,751</u></b> | <b><u>12,079</u></b> | <b><u>11,751</u></b> |
| <b>Note 10B – Other Provisions</b>                |                      |                      |                      |                      |
| Provision for sales returns                       | <u>60</u>            | <u>82</u>            | <u>60</u>            | <u>82</u>            |
| <b>Total other provisions</b>                     | <b><u>60</u></b>     | <b><u>82</u></b>     | <b><u>60</u></b>     | <b><u>82</u></b>     |

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

|                                       | Provision for sales returns<br>\$'000 | Total<br>\$'000 |
|---------------------------------------|---------------------------------------|-----------------|
| <b>As at 1 July 2014</b>              | 82                                    | 82              |
| Additional provisions made            | 42                                    | 42              |
| Amounts used                          | (64)                                  | (64)            |
| Amounts reversed                      | -                                     | -               |
| <b>Total asset as at 30 June 2015</b> | <b>60</b>                             | <b>60</b>       |

**Note 11: Cash Flow Reconciliation**

|   | Consolidated   |                | NLA            |                |
|---|----------------|----------------|----------------|----------------|
|   | 2015<br>\$'000 | 2014<br>\$'000 | 2015<br>\$'000 | 2014<br>\$'000 |
| <b>Reconciliation of net cost of services to net cash from (used by) operating activities</b> |                |                |                |                |
| Net cost of services  | (59,453)       | (59,856)       | (59,930)       | (60,311)       |
| Revenue from Government   | 50,368         | 50,218         | 50,368         | 50,218         |
| <b>Adjustments for non-cash items</b>   |                |                |                |                |
| Depreciation / amortisation   | 20,251         | 20,309         | 20,251         | 20,309         |
| Loss/(Gain) on disposal of assets   | (26)           | 296            | (26)           | 296            |
| Resources received free of charge - goods   | (2,334)        | (1,653)        | (2,334)        | (1,653)        |
| Notional expenditure  | 938            | 1,022          | 938            | 1,022          |
| <b>Movement in assets / liabilities</b>   |                |                |                |                |
| <b>Assets</b>   |                |                |                |                |
| (Increase) / decrease in net receivables  | (181)          | 1,266          | (212)          | 1,278          |
| Decrease in inventories   | 30             | 1,224          | 2              | 1,081          |
| Increase in prepayments   | (171)          | (71)           | (171)          | (71)           |
| <b>Liabilities</b>  |                |                |                |                |
| Increase / (decrease) in prepayments received   | 218            | (241)          | -              | (241)          |
| Increase / (decrease) in employee provisions  | 328            | (923)          | 328            | (923)          |
| Increase / (decrease) in suppliers payables   | 263            | (250)          | 262            | (252)          |
| Increase in other payables  | 114            | 145            | 332            | 145            |
| Increase / (decrease) in grant payables   | (38)           | 26             | (31)           | 15             |
| Increase / (decrease) in other provisions   | (22)           | 12             | (22)           | 12             |
| <b>Net cash from / (used by) operating activities</b>   | <b>10,285</b>  | <b>11,524</b>  | <b>9,755</b>   | <b>10,925</b>  |
| <b>Non-cash financing and investing activities</b>  |                |                |                |                |
| National Collection material and other non-current assets received free of charge             | 1,479          | 722            | 1,479          | 722            |
| <b>Total Non-Cash Financing and Investing</b>   | <b>1,479</b>   | <b>722</b>     | <b>1,479</b>   | <b>722</b>     |

**Note 12: Contingent Assets and Liabilities**

|  | Guarantees |        | Indemnities |        | Claims for damages or costs |         | Total   |         |
|--|------------|--------|-------------|--------|-----------------------------|---------|---------|---------|
|  | 2015       | 2014   | 2015        | 2014   | 2015                        | 2014    | 2015    | 2014    |
|  | \$'000     | \$'000 | \$'000      | \$'000 | \$'000                      | \$'000  | \$'000  | \$'000  |
| <b>Contingent liabilities</b>              |            |        |             |        |                             |         |         |         |
| Balance from previous period               | -          | -      | -           | -      | 1,318                       | 1,318   | 1,318   | 1,318   |
| New  | -          | -      | -           | -      | -                           | -       | -       | -       |
| Re-measurement                             | -          | -      | -           | -      | (1,318)                     | -       | (1,318) | -       |
| <b>Total contingent liabilities</b>        | -          | -      | -           | -      | -                           | 1,318   | -       | 1,318   |
| <b>Net contingent assets (liabilities)</b> |            |        |             |        | -                           | (1,318) | -       | (1,318) |

**Quantifiable Contingencies**

The Library has no significant quantifiable contingencies.

**Unquantifiable Contingencies**

The Library has no significant unquantifiable contingencies.

**Significant Remote Contingencies**

The Library had no significant remote contingencies.

**Note 13: Senior Management Personnel Remuneration**

|  | 2015                          |                              | 2014                          |                              |
|--|-------------------------------|------------------------------|-------------------------------|------------------------------|
|  | \$<br>Substantive<br>managers | \$<br>Part-time<br>directors | \$<br>Substantive<br>managers | \$<br>Part-time<br>directors |
| <b>Short-term employee benefits</b>  |                               |                              |                               |                              |
| Salary   | 1,179,592                     | 206,507                      | 1,087,927                     | 159,316                      |
| Performance bonuses  | 45,813                        | -                            | 45,813                        | -                            |
| Motor vehicle and other allowances   | 207,653                       | -                            | 187,405                       | -                            |
| <b>Total short-term employee benefits</b>                                  | <b>1,433,058</b>              | <b>206,507</b>               | <b>1,321,145</b>              | <b>159,316</b>               |
| <b>Post-employment benefits</b>  |                               |                              |                               |                              |
| Superannuation   | 226,540                       | 19,618                       | 219,638                       | 14,737                       |
| <b>Total post-employment benefits</b>                                      | <b>226,540</b>                | <b>19,618</b>                | <b>219,638</b>                | <b>14,737</b>                |
| <b>Other long-term employer benefits</b>                                   |                               |                              |                               |                              |
| Annual leave accrued   | 130,137                       | -                            | 80,954                        | -                            |
| Long-service leave   | 65,846                        | -                            | 14,456                        | -                            |
| <b>Total other long-term employer benefits</b>                             | <b>195,983</b>                | <b>-</b>                     | <b>95,410</b>                 | <b>-</b>                     |
| <b>Termination benefits</b>  | <b>-</b>                      | <b>-</b>                     | <b>-</b>                      | <b>-</b>                     |
| <b>Total senior executive remuneration expenses</b>                        | <b>1,855,581</b>              | <b>226,125</b>               | <b>1,636,193</b>              | <b>174,053</b>               |
| <b>Number of senior management personnel by band of total remuneration</b> |                               |                              |                               |                              |
| \$330,000 to \$375,000   | 1                             | -                            | 1                             | -                            |
| \$240,000 to \$284,999   | 1                             | -                            | -                             | -                            |
| \$195,000 to \$239,999   | 5                             | -                            | 5                             | -                            |
| \$0 to \$194,999   | -                             | 11                           | 2                             | 13                           |
| <b>Total</b>   | <b>7</b>                      | <b>11</b>                    | <b>8</b>                      | <b>13</b>                    |

**Note 14: Related Party Disclosures****Transactions with Council members or Council member related entities**

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.

**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 15: Remuneration of Auditors**

|  | Consolidated   |                | NLA            |                |
|--|----------------|----------------|----------------|----------------|
|  | 2015<br>\$'000 | 2014<br>\$'000 | 2015<br>\$'000 | 2014<br>\$'000 |
| <b>The fair value of services received</b>   |                |                |                |                |
| Financial statement audit services           | 76             | 76             | 76             | 76             |
| <b>Total fair value of services received</b> | <b>76</b>      | <b>76</b>      | <b>76</b>      | <b>76</b>      |

No other services were provided by the Auditor-General.

**Note 16: Financial Instruments**

|   | Consolidated   |                | NLA            |                |
|---|----------------|----------------|----------------|----------------|
|   | 2015<br>\$'000 | 2014<br>\$'000 | 2015<br>\$'000 | 2014<br>\$'000 |
| <b>Note 16A – Categories of Financial Instruments</b> |                |                |                |                |
| <b>Financial Assets</b>                               |                |                |                |                |
| <b>Loans and receivables:</b>                         |                |                |                |                |
| Cash on hand or deposit                               | 4,969          | 5,857          | 4,457          | 5,250          |
| Receivables for goods and services                    | 813            | 568            | 813            | 568            |
| Interest receivable                                   | 688            | 836            | 592            | 733            |
| Fixed Term Deposit with a Bank                        | 47,484         | 48,982         | 39,751         | 41,874         |
| Accrued revenue                                       | 586            | 471            | 609            | 469            |
| <b>Total loans and receivables</b>                    | <b>54,540</b>  | <b>56,714</b>  | <b>46,222</b>  | <b>48,894</b>  |
| <b>Total financial assets</b>                         | <b>54,540</b>  | <b>56,714</b>  | <b>46,222</b>  | <b>48,894</b>  |

**Financial Liabilities****Financial liabilities measured at amortised cost**

|   |              |              |              |              |
|---|--------------|--------------|--------------|--------------|
| Supplier payables   | 3,757        | 3,494        | 3,757        | 3,495        |
| Grants payable  | 8            | 46           | -            | 31           |
| Other   | 3            | 6            | 3            | 6            |
| <b>Total financial liabilities measured at amortised cost</b> | <b>3,768</b> | <b>3,546</b> | <b>3,760</b> | <b>3,532</b> |
| <b>Total financial liabilities</b>                            | <b>3,768</b> | <b>3,546</b> | <b>3,760</b> | <b>3,532</b> |

**Note 16B – Net Gains and Losses from Financial Assets**

|                                       |              |              |              |              |
|---------------------------------------|--------------|--------------|--------------|--------------|
| <b>Loans and receivables</b>          |              |              |              |              |
| Interest revenue                      | 1,877        | 2,052        | 1,607        | 1,773        |
| <b>Net gain loans and receivables</b> | <b>1,877</b> | <b>2,052</b> | <b>1,607</b> | <b>1,773</b> |
| <b>Net gain on financial assets</b>   | <b>1,877</b> | <b>2,052</b> | <b>1,607</b> | <b>1,773</b> |

**Note 16C – 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 16D - 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 (2014-15: \$1,401,000 and 2013-14: \$1,042,000). The Library has assessed the risk of default on payment and has allocated \$2,000 in 2014-15 (2013-14: \$2,000) to an impairment account.

The Library manages its credit risks by limiting the provision to 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**

|                                    | <b>Not past due nor impaired</b> | Not past due nor impaired | <b>Past due or impaired</b> | Past due or impaired |
|------------------------------------|----------------------------------|---------------------------|-----------------------------|----------------------|
|                                    | <b>2015</b>                      | 2014                      | <b>2015</b>                 | 2014                 |
|                                    | <b>\$'000</b>                    | \$'000                    | <b>\$'000</b>               | \$'000               |
| Cash and cash equivalents          | 4,969                            | 5,857                     | -                           | -                    |
| Receivables for goods and services | 601                              | 112                       | 214                         | 458                  |
| Interest receivable                | 688                              | 836                       | -                           | -                    |
| Fixed term deposit with bank       | 47,484                           | 48,982                    | -                           | -                    |
| Accrued revenue                    | 586                              | 471                       | -                           | -                    |
| <b>Total</b>                       | <b>54,328</b>                    | 56,258                    | <b>214</b>                  | 458                  |

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

|                                    | <b>0 to 30 days</b> | <b>31 to 60 days</b> | <b>61 to 90 days</b> | <b>90+ days</b> | <b>Total</b>  |
|------------------------------------|---------------------|----------------------|----------------------|-----------------|---------------|
|                                    | <b>\$'000</b>       | <b>\$'000</b>        | <b>\$'000</b>        | <b>\$'000</b>   | <b>\$'000</b> |
| Receivables for goods and services | 156                 | 55                   | 1                    | 2               | 214           |
| <b>Total</b>                       | <b>156</b>          | <b>55</b>            | <b>1</b>             | <b>2</b>        | <b>214</b>    |

**Ageing of financial assets that were past due but not impaired in 2014**

|                                    | <b>0 to 30 days</b> | <b>31 to 60 days</b> | <b>61 to 90 days</b> | <b>90+ days</b> | <b>Total</b>  |
|------------------------------------|---------------------|----------------------|----------------------|-----------------|---------------|
|                                    | <b>\$'000</b>       | <b>\$'000</b>        | <b>\$'000</b>        | <b>\$'000</b>   | <b>\$'000</b> |
| Receivables for goods and services | 357                 | 99                   | 1                    | 1               | 458           |
| <b>Total</b>                       | <b>357</b>          | <b>99</b>            | <b>1</b>             | <b>1</b>        | <b>458</b>    |

**Note 16E – 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 – 2015 \$3,768,000 (2014: 3,546,000).

**Note 16F - 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'.

**Note 17: Financial Assets Reconciliation**

|  | Notes | Consolidated         |                | NLA                  |                |
|--|-------|----------------------|----------------|----------------------|----------------|
|  |       | 2015<br>\$'000       | 2014<br>\$'000 | 2015<br>\$'000       | 2014<br>\$'000 |
| <b>Total financial assets as per statement of financial position</b> |       | <b>54,934</b>        | 57,139         | <b>46,616</b>        | 49,320         |
| <b>Less: non-financial instrument</b>                                |       |                      |                |                      |                |
| Other receivables  | 7A    | <u>394</u>           | <u>425</u>     | <u>394</u>           | <u>426</u>     |
| <b>Total non-financial instrument</b>                                |       | <u>394</u>           | <u>425</u>     | <u>394</u>           | <u>426</u>     |
| <b>Total financial assets as per financial instruments note</b>      |       | <u><b>54,540</b></u> | 56,714         | <u><b>46,222</b></u> | 48,894         |

**Note 18: Trust Money Controlled by the Library**

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:

|   | 2015<br>\$'000    | 2014<br>\$'000    |
|---|-------------------|-------------------|
| (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. |                   |                   |
| Balance carried forward from previous year  | 514               | 489               |
| Receipts during the year  | 7                 | 5                 |
| Interest received   | 19                | 20                |
| Available for payments  | <u>540</u>        | <u>514</u>        |
| Payments made   | <u>-</u>          | <u>-</u>          |
| <b>Balance carried forward to next year</b>   | <u><b>540</b></u> | <u><b>514</b></u> |

|  | 2015<br>\$'000 | 2014<br>\$'000 |
|--|----------------|----------------|
| (b) The General Trust Fund comprises donations received for general purposes or where no purpose is specified by the donor.  |                |                |
| Balance carried forward from previous year   | 3,893          | 3,405          |
| Receipts during the year   | 672            | 804            |
| Interest received  | 139            | 133            |
| Available for payments   | 4,704          | 4,342          |
| Payments made  | (417)          | (449)          |
| <b>Balance carried forward to next year</b>  | <b>4,287</b>   | <b>3,893</b>   |
| (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. |                |                |
| Balance carried forward from previous year   | 24             | 25             |
| Receipts during the year   | 20             | 3              |
| Interest received  | 1              | 1              |
| Available for payments   | 45             | 29             |
| Payments made  | (19)           | (5)            |
| <b>Balance carried forward to next year</b>  | <b>26</b>      | <b>24</b>      |
| (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.   |                |                |
| Balance carried forward from previous year   | 89             | 85             |
| Receipts during the year   | -              | -              |
| Interest received  | 3              | 4              |
| Available for payments   | 92             | 89             |
| Payments made  | -              | -              |
| <b>Balance carried forward to next year</b>  | <b>92</b>      | <b>89</b>      |
| (e) The Acquisition Trust Fund comprises donations received specifically for the acquisition of library material.  |                |                |
| Balance carried forward from previous year   | 1,325          | 1,298          |
| Receipts during the year   | 5              | -              |
| Interest received  | 48             | 52             |
| Available for payments   | 1,378          | 1,350          |
| Payments made  | (44)           | (25)           |
| <b>Balance carried forward to next year</b>  | <b>1,334</b>   | <b>1,325</b>   |
| (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.   |                |                |
| Balance carried forward from previous year   | 373            | 330            |
| Receipts during the year   | 67             | 58             |
| Interest received  | 12             | 11             |
| Available for payments   | 452            | 399            |
| Payments made  | (18)           | (26)           |
| <b>Balance carried forward to next year</b>  | <b>434</b>     | <b>373</b>     |

- (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.

|   | 2015<br>\$'000   | 2014<br>\$'000   |
|---|------------------|------------------|
| Balance carried forward from previous year  | 18               | 17               |
| Receipts during the year                    | -                | -                |
| Interest received                           | 1                | 1                |
| Available for payments                      | <u>19</u>        | <u>18</u>        |
| Payments made                               | -                | -                |
| <b>Balance carried forward to next year</b> | <b><u>19</u></b> | <b><u>18</u></b> |

- (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.

|   |                   |                   |
|---|-------------------|-------------------|
| Balance carried forward from previous year  | 238               | 227               |
| Receipts during the year                    | 1                 | 2                 |
| Interest received                           | 9                 | 9                 |
| Available for payments                      | <u>248</u>        | <u>238</u>        |
| Payments made                               | -                 | -                 |
| <b>Balance carried forward to next year</b> | <b><u>248</u></b> | <b><u>238</u></b> |

- (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.

|   |                     |                     |
|---|---------------------|---------------------|
| Balance carried forward from previous year  | 1,241               | 1,240               |
| Receipts during the year                    | -                   | 9                   |
| Interest received                           | 45                  | 48                  |
| Available for payments                      | <u>1,286</u>        | <u>1,297</u>        |
| Payments made                               | <u>(22)</u>         | <u>(56)</u>         |
| <b>Balance carried forward to next year</b> | <b><u>1,264</u></b> | <b><u>1,241</u></b> |

#### Note 19: 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 20A – Net Cost of Outcome Delivery (Consolidated)

|                                     | Outcome 1      |                | Total          |                |
|-------------------------------------|----------------|----------------|----------------|----------------|
|                                     | 2015<br>\$'000 | 2014<br>\$'000 | 2015<br>\$'000 | 2014<br>\$'000 |
| <b>Expenses</b>                     | <b>75,643</b>  | 77,542         | <b>75,643</b>  | 77,542         |
| <b>Own Source Income</b>            | <b>16,190</b>  | 17,686         | <b>16,190</b>  | 17,686         |
| <b>Net cost of outcome delivery</b> | <b>59,453</b>  | <b>59,856</b>  | <b>59,453</b>  | <b>59,856</b>  |

## Note 20: Budgetary Reports and Explanations of Major Variances

The following tables provide a comparison of the original budget presented in the 2014-15 Portfolio Budget Statements (PBS) to the 2014-15 final outcome as presented in accordance with Australian Accounting Standards for the consolidated entity. The budget is not audited.

### Note 20A Consolidated Budget Reports

Statement of Comprehensive Income  
for the period ended 30 June 2015

|   | Actual           | Budget estimates      |                       |
|---|------------------|-----------------------|-----------------------|
|   | 2015             | Original <sup>1</sup> | Variance <sup>2</sup> |
|   | \$'000           | \$'000                | \$'000                |
| <b>NET COST OF SERVICES</b>   |                  |                       |                       |
| <b>Expenses</b>   |                  |                       |                       |
| Employee benefits   | 38,347           | 38,446                | (99)                  |
| Suppliers   | 16,195           | 16,930                | (735)                 |
| Grants  | 528              | 436                   | 92                    |
| Depreciation and amortisation   | 20,251           | 20,894                | (643)                 |
| Write-down and impairment of assets   | 297              | 100                   | 197                   |
| Other expenses  | 25               | -                     | 25                    |
| <b>Total expenses</b>   | <b>75,643</b>    | <b>76,806</b>         | <b>(1,163)</b>        |
| <b>Own-Source Income</b>  |                  |                       |                       |
| <b>Own-source revenue</b>   |                  |                       |                       |
| Sale of goods and rendering of services   | 10,102           | 9,631                 | 471                   |
| Deposit interest  | 1,877            | 1,500                 | 377                   |
| Royalties   | 115              | 72                    | 43                    |
| Other revenue   | 4,054            | 2,945                 | 1,109                 |
| <b>Total own-source revenue</b>   | <b>16,148</b>    | <b>14,148</b>         | <b>2,000</b>          |
| <b>Gains</b>  |                  |                       |                       |
| Gain from sale of assets  | 33               | -                     | 33                    |
| Other gains   | 9                | -                     | 9                     |
| <b>Total gains</b>  | <b>42</b>        | <b>-</b>              | <b>42</b>             |
| <b>Total own-source income</b>  | <b>16,190</b>    | <b>14,148</b>         | <b>2,042</b>          |
| <b>Net cost of services</b>   | <b>59,453</b>    | <b>62,658</b>         | <b>(3,205)</b>        |
| Revenue from Government   | 50,368           | 50,368                | -                     |
| <b>Deficit</b>  | <b>(9,085)</b>   | <b>(12,290)</b>       | <b>3,205</b>          |
| <b>OTHER COMPREHENSIVE INCOME</b>   |                  |                       |                       |
| <b>Items not subject to subsequent reclassification to net cost of services</b> |                  |                       |                       |
| Changes in asset revaluation surplus  | (150,513)        | -                     | (150,513)             |
| <b>Total comprehensive income (loss)</b>  | <b>(159,598)</b> | <b>(12,290)</b>       | <b>(147,308)</b>      |

- The Library's original budgeted financial statement that was first presented to parliament in respect of the reporting period (i.e. from the Library's 2014-15 Portfolio Budget Statements (PBS)).
- Between the actual and original budgeted amounts for 2015. Explanations of major variations are provided at Note 20B.

Statement of Financial Position  
for the period ended 30 June 2015

|  | Actual           | Budget estimates      |                       |
|--|------------------|-----------------------|-----------------------|
|  |                  | Original <sup>1</sup> | Variance <sup>2</sup> |
|  | 2015             | 2015                  | 2015                  |
|  | \$'000           | \$'000                | \$'000                |
| <b>ASSETS</b>                                      |                  |                       |                       |
| <b>Financial assets</b>                            |                  |                       |                       |
| Cash and cash equivalents                          | 4,969            | 6,230                 | (1,261)               |
| Trade and other receivables                        | 1,895            | 2,295                 | (400)                 |
| Other investments                                  | 47,484           | 36,154                | 11,330                |
| Other financial assets                             | 586              | 1,271                 | (685)                 |
| <b>Total financial assets</b>                      | <b>54,934</b>    | <b>45,950</b>         | <b>8,984</b>          |
| <b>Non-financial assets</b>                        |                  |                       |                       |
| Land and buildings                                 | 232,049          | 210,222               | 21,827                |
| National Collection, property, plant and equipment | 1,351,630        | 1,484,028             | (132,398)             |
| Intangibles  | 50,278           | 51,648                | (1,370)               |
| Inventories  | 1,153            | 2,407                 | (1,254)               |
| Other non-financial assets                         | 1,740            | 1,498                 | 242                   |
| <b>Total non-financial assets</b>                  | <b>1,636,850</b> | <b>1,749,803</b>      | <b>(112,953)</b>      |
| <b>Total assets</b>                                | <b>1,691,784</b> | <b>1,795,753</b>      | <b>(103,969)</b>      |
| <b>LIABILITIES</b>                                 |                  |                       |                       |
| <b>Payables</b>                                    |                  |                       |                       |
| Suppliers  | 3,757            | 3,744                 | 13                    |
| Grants   | 8                | 20                    | (12)                  |
| Other payables                                     | 1,825            | 1,755                 | 70                    |
| <b>Total payables</b>                              | <b>5,590</b>     | <b>5,519</b>          | <b>71</b>             |
| <b>Employee provisions</b>                         |                  |                       |                       |
| Other provisions                                   | 12,079           | 12,674                | (595)                 |
| Total provisions                                   | 60               | 70                    | (10)                  |
| <b>Total provisions</b>                            | <b>12,139</b>    | <b>12,744</b>         | <b>(605)</b>          |
| <b>Total liabilities</b>                           | <b>17,729</b>    | <b>18,263</b>         | <b>(534)</b>          |
| <b>Net assets</b>                                  | <b>1,674,055</b> | <b>1,777,490</b>      | <b>(103,435)</b>      |
| Contributed equity                                 | 79,755           | 79,755                | -                     |
| Reserves   | 211,129          | 320,217               | (109,088)             |
| Retained surplus                                   | 1,383,171        | 1,377,518             | 5,653                 |
| <b>Total equity</b>                                | <b>1,674,055</b> | <b>1,777,490</b>      | <b>(103,435)</b>      |

1. The Library's original budgeted financial statement that was first presented to parliament in respect of the reporting period (i.e. from the Library's 2014-15 Portfolio Budget Statements (PBS)).
2. Between the actual and original budgeted amounts for 2015. Explanations of major variations are provided at Note 20B.

Statement of Change in Equity  
for the period ended 30 June 2015

|  | Retained earnings |   | Asset revaluation surplus               |   | Contributed equity / capital            |   | Total equity                            |   |   |
|--|-------------------|---|---|---|---|---|---|---|---|
|  | Actual            | Budget estimate                         | Actual                                  | Budget estimate                         | Actual                                  | Budget estimate                         | Actual                                  | Budget estimate                         |   |
|  | 2015<br>\$'000    | Original <sup>1</sup><br>2015<br>\$'000 | Variance <sup>2</sup><br>2015<br>\$'000 |
| <b>Opening balance</b>                       |                   |   |   |   |   |   |   |   |   |
| Balance carried forward from previous period | 1,392,256         | 1,389,808                               | 2,448                                   | 361,642                                 | 320,217                                 | 41,425                                  | 69,963                                  | 1,823,861                               | 1,779,988                               |
| <b>Adjusted opening balance</b>              | <b>1,392,256</b>  | <b>1,389,808</b>                        | <b>2,448</b>                            | <b>361,642</b>                          | <b>320,217</b>                          | <b>41,425</b>                           | <b>69,963</b>                           | <b>1,823,861</b>                        | <b>1,779,988</b>                        |
| <b>Comprehensive income</b>                  |                   |   |   |   |   |   |   |   |   |
| Deficit for the period                       | (9,085)           | (12,290)                                | 3,205                                   | -                                       | -                                       | -                                       | -                                       | (9,085)                                 | (12,290)                                |
| Other comprehensive income                   | -                 | -                                       | -                                       | (150,513)                               | -                                       | (150,513)                               | -                                       | (150,513)                               | -                                       |
| <b>Total comprehensive income</b>            | <b>(9,085)</b>    | <b>(12,290)</b>                         | <b>3,205</b>                            | <b>(150,513)</b>                        | <b>-</b>                                | <b>(150,513)</b>                        | <b>-</b>                                | <b>(159,598)</b>                        | <b>(12,290)</b>                         |
| <b>Transactions with owners</b>              |                   |   |   |   |   |   |   |   |   |
| Contributions by owners                      | -                 | -                                       | -                                       | -                                       | -                                       | -                                       | 9,792                                   | 9,792                                   | 9,792                                   |
| Equity injection                             | -                 | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       |
| <b>Total transactions with owners</b>        | <b>-</b>          | <b>-</b>                                | <b>-</b>                                | <b>-</b>                                | <b>-</b>                                | <b>-</b>                                | <b>9,792</b>                            | <b>9,792</b>                            | <b>9,792</b>                            |
| <b>Closing balance as at 30 June</b>         | <b>1,383,171</b>  | <b>1,377,518</b>                        | <b>5,653</b>                            | <b>211,129</b>                          | <b>320,217</b>                          | <b>(109,088)</b>                        | <b>79,755</b>                           | <b>1,674,055</b>                        | <b>1,777,490</b>                        |

1. The Library's original budgeted financial statement that was first presented to parliament in respect of the reporting period (i.e. from the Library's 2014-15 Portfolio Budget Statements (PBS)).

2. Between the actual and original budgeted amounts for 2015. Explanations of major variations are provided at Note 20B.

Cash Flow Statement  
for the period ended 30 June 2015

|   | Actual          | Budget estimates      |                       |
|---|-----------------|-----------------------|-----------------------|
|   |                 | Original <sup>1</sup> | Variance <sup>2</sup> |
|   | 2015            | 2015                  | 2015                  |
|   | \$'000          | \$'000                | \$'000                |
| <b>OPERATING ACTIVITIES</b>   |                 |                       |                       |
| <b>Cash received</b>  |                 |                       |                       |
| Receipts from Government  | 50,368          | 50,368                | -                     |
| Sales of goods and rendering of services                            | 11,036          | 10,616                | 420                   |
| Interest  | 2,025           | 1,500                 | 525                   |
| Net GST received  | 1,791           | 1,783                 | 8                     |
| Other   | 1,691           | 1,182                 | 509                   |
| Cash received on behalf of others                                   | 327             | -                     | 327                   |
| <b>Total cash received</b>  | <b>67,238</b>   | <b>65,449</b>         | <b>1,789</b>          |
| <b>Cash used</b>  |                 |                       |                       |
| Employees   | (37,825)        | (38,361)              | 536                   |
| Suppliers   | (18,558)        | (18,838)              | 280                   |
| Other   | (570)           | (436)                 | (134)                 |
| <b>Total cash used</b>  | <b>(56,953)</b> | <b>(57,635)</b>       | <b>682</b>            |
| <b>Net cash from operating activities</b>                           | <b>10,285</b>   | <b>7,814</b>          | <b>2,471</b>          |
| <b>INVESTING ACTIVITIES</b>   |                 |                       |                       |
| <b>Cash received</b>  |                 |                       |                       |
| Proceeds from sales of property, plant and equipment                | 33              | -                     | 33                    |
| Investments   | 14,417          | 8,285                 | 6,132                 |
| <b>Total cash received</b>  | <b>14,450</b>   | <b>8,285</b>          | <b>6,165</b>          |
| <b>Cash used</b>  |                 |                       |                       |
| Purchase of property, plant and equipment                           | (15,086)        | (14,929)              | (157)                 |
| Purchase of intangibles   | (7,410)         | (8,549)               | 1,139                 |
| Investments   | (12,919)        | -                     | (12,919)              |
| <b>Total cash used</b>  | <b>(35,415)</b> | <b>(23,478)</b>       | <b>(11,937)</b>       |
| <b>Net cash used by investing activities</b>                        | <b>(20,965)</b> | <b>(15,193)</b>       | <b>(5,772)</b>        |
| <b>FINANCING ACTIVITIES</b>   |                 |                       |                       |
| <b>Cash received</b>  |                 |                       |                       |
| Contributed equity  | 9,792           | 9,792                 | -                     |
| <b>Total cash received</b>  | <b>9,792</b>    | <b>9,792</b>          | <b>-</b>              |
| <b>Net cash from financing activities</b>                           | <b>9,792</b>    | <b>9,792</b>          | <b>-</b>              |
| <b>Net increase (decrease) in cash held</b>                         | <b>(888)</b>    | <b>2,413</b>          | <b>(3,301)</b>        |
| Cash and cash equivalents at the beginning of the reporting period  | 5,857           | 3,817                 | 2,040                 |
| <b>Cash and cash equivalents at the end of the reporting period</b> | <b>4,969</b>    | <b>6,230</b>          | <b>(1,261)</b>        |

1. The Library's original budgeted financial statement that was first presented to parliament in respect of the reporting period (i.e. from the Library's 2014-15 Portfolio Budget Statements (PBS)).
2. Between the actual and original budgeted amounts for 2015. Explanations of major variations are provided at Note 20B.

**Note 20B Major Variances for 2015**

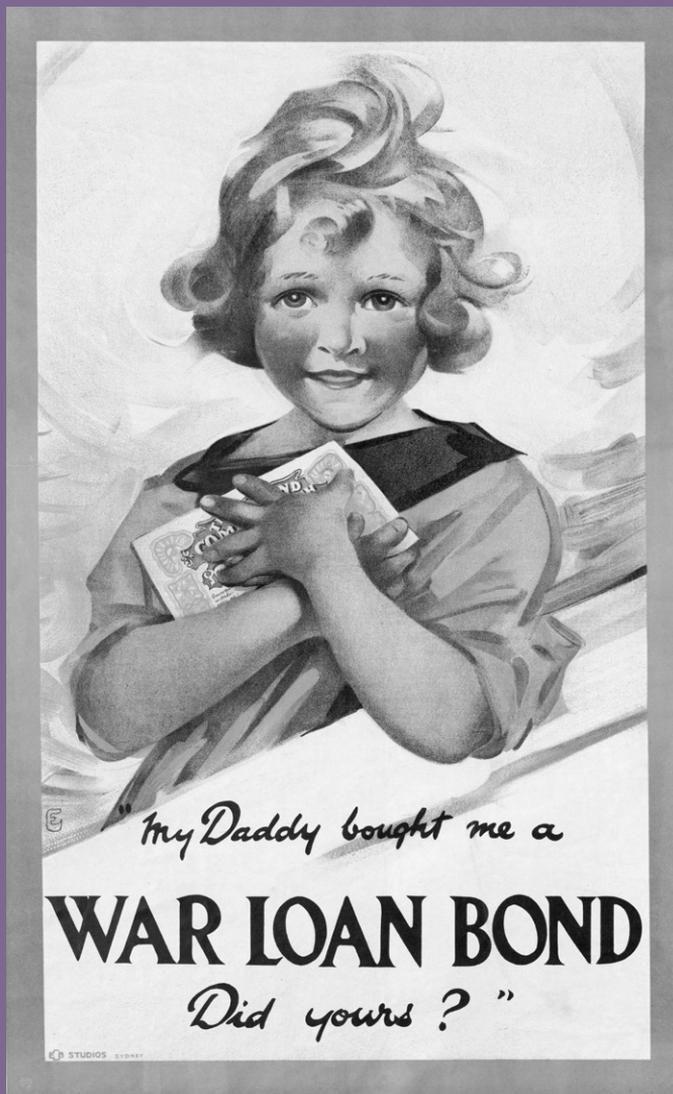
| Explanation of major variances   | Affected line Items (ar statement)                                 |
|--|--|
| <p>Deposit interest revenues are higher than the original budget with a variation of \$377,000 or 7.8%. This variation relates to achieving higher than budgeted interest rates over longer terms and having more cash available for investment than originally budgeted for as a consequence of a higher opening balance for investments and better than budgeted cash flow as a result of higher net cash flow from operating activities and lower requirements for cash for capital purchases.</p>  | <p>Deposit interest – Statement of Comprehensive Income</p>        |
| <p>Other revenue is higher than the original budget with a variation of \$1,109,000 or 37.7% and this variation primarily relates to higher revenues received for resources received free of charge (\$499,000) for collection material received under the Cultural Gifts Program, donations (\$279,000), and grants (\$209,000). The increase in grants mainly relates to the provision of support for a major Chinese exhibition planned for 2015-16.</p>  | <p>Other revenue - Statement of Comprehensive Income</p>           |
| <p>Cash and cash equivalents are lower than the original budget with a variation of -\$1,261,000 or -20.2%. Cash and cash equivalents are difficult to accurately estimate and are dependent on several factors including the phasing of supplier, capital and revenue budgets and the consequential cash flow.</p>  | <p>Cash and cash equivalents – Statement of Financial Position</p> |
| <p>Other investments are higher than the original budget with a variation of \$11,330,000 or 31.3% and this reflects a variation in the 1 July opening balance between the actual and the budget of \$4,543,000 and the original budget provided for a drawdown of invested funds of \$8,285,000, however during 2014-15 the net amount drawn down was \$1,498,000. The variance in the drawdown was due to having a lower than budgeted cash balance and a better than budgeted cash flow for operating activities (\$2,471,000) and for the purchase of assets (-\$982,000).</p> | <p>Other investments – Statement of Financial Position</p>         |
| <p>Land and buildings is higher than the original budget with a variation of \$21,827,000 or 10.4%. The major factor contributing to this variance is that the 1 July opening balance was \$17,819,000 higher than budget and during 2014-15 there were net revaluation increments of \$2,183,000 which were not budgeted for, as they are unknown in advance.</p>   | <p>Land and building – Statement of Financial Position</p>         |

| Explanation of major variances  | Affected line Items (ar statement)   |
|---|--|
| <p>National Collection, property, plant and equipment is less than the original budget with a variation of -\$132,398,000 or -8.9%. The major factors contributing to this variance is that the 1 July opening balance was \$20,033,000 higher than budget and during 2014-15 there was net revaluation movement of -\$152,696,000 for the National Collection which was not budgeted for, as revaluation movements are unknown in advance. Note 1.4 provides additional information on the fair value of the National Collection. The 2014-15 revaluation movement arises mostly from a fall in average values of items sampled from the collections of general manuscripts \$47,788,000, and picture photographs \$95,401,000.</p>                        | <p>National Collection, property, plant and equipment – Statement of Financial Position</p>  |
| <p>Inventories are lower than the original budget with a variation of -\$1,254,000 or -52.1% and this reflects a variation in the 1 July opening balance between the actual and the budget of -\$1,224,000.</p>   | <p>Inventories – Statement of Financial Position</p>   |
| <p>Reserves are lower than the original budget with a variation of -\$109,088,000 or -34.1% and this reflects a variation in the 1 July opening balance between the actual and the budget of \$41,425,000 and the revaluation adjustments for 2014-15 of -\$150,513,000, which were not provided for in the budget due to an inability to estimate future revaluation adjustments.</p>  | <p>Equity, Reserves – Statement of Financial Position and Statement of Change in Equity</p>  |
| <p>Cash received for investments are higher than the original budget with a variation of \$6,132,000 or 74.0% and Cash used for investments are lower than the original full year budget (\$0) with a variation of -\$12,919,000. The original budget reflected the net cash received from investments rather than budgets for both the inflow and outflow and in addition the actual funds available for investment were higher than originally budgeted for (\$4,543,000). It is difficult in advance to estimate the flow of investments 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.</p> | <p>Investing Activities – Cash Received – Investments - Cash Flow Statement and Investing Activities – Cash Used – Investments - Cash Flow Statement</p> |
| <p>The purchase of intangibles are lower than the original budget with a variation of \$1,139,000 or 13.3% and this reflects lower than anticipated expenditure on digitisation assets for the newspaper programs and this reflects delays in processing due to issues with the quality of the material to be digitised.</p>  | <p>Investing Activities – Cash Used – Purchase of Intangibles – Cash Flow Statement</p>  |





# APPENDICES



*My Daddy Bought Me a War Bond, Did Yours?*  
Sydney: E.B. Studios, 1917  
Pictures Collection  
[nla.gov.au/nla.pic-an7721277](http://nla.gov.au/nla.pic-an7721277)

## 5.1 APPENDIX A

THE COUNCIL OF THE NATIONAL LIBRARY  
OF AUSTRALIA AND ITS COMMITTEES**COUNCIL**

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**Chair****Mr Ryan Stokes** BCom (Curtin)

Non-executive member, New South Wales

Managing Director and Chief Operating 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 six meetings

## Members



**Mr Thomas Bradley** QC, LLB (Qld), 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 three of three eligible 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 six meetings



**Mr Laurie Ferguson** MP, 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  
 There were no eligible meetings to attend



**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 four of six meetings



**Dr Nicholas Gruen** BA (Hons), PhD (ANU), LLB (Hons) (Melbourne)  
 Non-executive member, Victoria  
 Chairman, Australian Centre for Social Innovation  
 Chief Executive Officer, Lateral Economics  
 Non-executive member, Innovation Australia  
 Patron, Australian Digital Alliance  
 Appointed on 11 April 2013 for a three-year term until 10 April 2016  
 Attended six of six meetings



**Mr Chris Hayes** MP, Dip Labour Relations and Law (Sydney)  
 Non-executive member, New South Wales  
 Federal Member for Fowler  
 Elected by the House of Representatives on 26 May 2014 for  
 a three-year term until 25 May 2017  
 Resigned from Council with effect from 5 June 2015  
 Attended three of six meetings



**Ms Jane Hemstrich** BSc (Hons) (London), FCA, FAICD  
 Non-executive member, Victoria  
 Chair, Victorian Opera  
 Director, Walter and Eliza Hall Institute of Medical Research  
 Non-executive Director, Commonwealth Bank of Australia  
 Non-executive Director, Lend Lease  
 Non-executive Director, Santos Ltd  
 Non-executive Director, Tabcorp Holdings Ltd  
 Reappointed on 25 July 2013 for a second three-year term until  
 24 July 2016  
 Attended six 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



**Professor Janice Reid** AC, FASSA, BSc (Adelaide), MA (Hawaii), MA, PhD (Stanford)  
 Non-executive member, New South Wales  
 Former Vice-Chancellor, University of Western Sydney  
 Chair, Pacific Friends of the Global Fund  
 Advisory Board member, St Vincent's and Mater Hospitals (NSW)  
 Australian representative, Council of the University of the South Pacific  
 Appointed on 14 June 2012 for a three-year term until 13 June 2015  
 Attended three of six meetings  
 Term expired



**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 four of six meetings



**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  
 Appointed on 9 February 2011 for a five-year term until 8 February 2016  
 Attended six of six meetings

## AUDIT COMMITTEE

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### Chair

#### **Ms Jane Hemstrich**

Non-executive member of Council  
Attended two of three meetings

### Members

#### **Mr John M. Green**

Non-executive member of Council  
Attended one of three meetings

#### **Ms Deborah Thomas**

Non-executive member of Council  
Attended two of three meetings

#### **Mr Geoff Knuckey**

External member  
Attended two of three meetings

#### **Other Council members attended meetings as follows:**

- Mr Ryan Stokes (three);
- Ms Anne-Marie Schwirtlich AM (three);
- Mr Thomas Bradley QC (one);
- The Hon. Mary Delahunty (two);
- Dr Nick Gruen (one);
- Dr Nonja Peters (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 to recommend its adoption to Council;
- f. consider the appropriateness of the external performance reporting.

### Meetings

The Audit Committee met on:

- 8 August 2014;
- 5 December 2014;
- 10 April 2015.

## CORPORATE GOVERNANCE COMMITTEE

---

### Chair

#### **Ms Deborah Thomas**

- Non-executive member of Council
- Attended two of two meetings

### Members

#### **The Hon. Mary Delahunty**

- Non-executive member of Council
- Attended one of two meetings

#### **Ms Jane Hemstritch**

- Non-executive member of Council
- Attended two of two meetings

#### **Mr Ryan Stokes**

- Non-executive member 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:

- 6 February 2015;
- 5 June 2015.

## 5.2 APPENDIX B

# NATIONAL LIBRARY OF AUSTRALIA FOUNDATION BOARD

### Chair

**Mr Kevin McCann** AM

### Members

**The Lady Ebury**

**The late Ms Lorraine Elliott** AM

**Ms Kathryn Favelle**

National Library of Australia

**Mr Brand Hoff** AM

(until 31 July 2014)

**Mr David Kenyon**

(from 9 January 2015)

**Ms Julia King** AM

(until 2 November 2014)

**Mr Simon Moore**

(from 9 January 2015)

**Ms Cathy Pilgrim**

National Library of Australia

**Ms Anne-Marie Schwirtlich** AM

National Library of Australia

**Mr Doug Snedden**

**Ms Deborah Thomas**

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 Stempel**

Public Library Services (South Australia)

#### Members

**Dr Craig Anderson**

RMIT University

**Ms Liz Burke**

(until September 2014)

Murdoch University

**Dr Alex Byrne**

State Library of New South Wales

**Mr Peter Conlon**

(until August 2014)

Queanbeyan City Library

**Mr Robert Gerrity**

(from October 2014)

The University of Queensland

**Ms Catherine Kelso**

(from October 2014)

State Library of Western Australia

**Ms Amelia McKenzie**

National Library of Australia

**Mr Ben O'Carroll**

(until February 2015)

State Library of Queensland

**Ms Alison Oliver**

(from February 2015)

City of Rockingham Libraries

**Ms Ann Ritchie**

Barwon Health

**Ms Anne-Marie Schwirtlich AM**

National Library of Australia

**Ms Rosa Serratore**

National Meteorological Library

**Ms JoAnne Sparks**

Macquarie University

#### Secretariat

**Resource Sharing 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

**Emeritus Professor Graeme Clarke** AO,  
FSA, FAHA  
Australian Academy of the Humanities

**Dr Patricia Clarke** OAM, FAHA  
Australian Society of Authors

**Emeritus Professor Rod Home** AM, FAHA  
Australian Academy of Science

**Professor Pat Jalland** FASSA  
Academy of the Social Sciences in Australia

**Dr Joyce Kirk** FALIA  
Australian Library and Information Association

**Professor Julie Marcus**  
Independent Scholars Association of Australia

### 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**  
(from 16 February 2015)  
National Archives of Australia

**Ms Meg Labrum**  
National Film and Sound Archive

**Mr Stuart Ray**  
Attorney-General's Department

**Ms Rosemary Turner**  
National Library of Australia

**Ms Helen Walker**  
(until 1 December 2014)  
National Archives 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

# PRINCIPAL SUPPORTING POLICIES AND DOCUMENTS

Information about the Library's functions, objectives, policies and activities can be found in the documents listed below. Most policy documents are available on the Library's website.

### Legislation

*National Library Act 1960*  
 National Library Regulations 1994  
 Portfolio Budget Statement  
*Public Governance, Performance and Accountability Act 2013*  
 Public Governance, Performance and Accountability (Financial Reporting) Rule 2015  
 Public Governance, Performance and Accountability Rule 2014  
*Public Service Act 1999*

### Strategic and Operational

Balanced Scorecard  
 Business Continuity Framework (2012)  
 Disability Framework (2011)  
 15-Year Long-Term Strategic Building Management Plan (2012)  
 IT Security Policy (2015)  
 IT Strategic Plan (2013–2016)  
 Resource Sharing Strategic Plan (2012–2015)  
 Risk Management Register (2013)  
 Social Media Policy (2012)  
 Strategic Directions (2012–2014)  
 Strategic Workforce Plan (2012–2015)

### Collection

Collection Development Policy: Australian Collecting (2008)  
 Collection Development Policy: Overseas, Asian and Pacific Collecting (2013)  
 Collection Digitisation Policy (2015)  
 Trove Content Inclusion Policy (2012)

### Cataloguing

Cataloguing Authority Control Policy (2011)  
 Cataloguing Policy (2011)

### E-Resources

Acceptable Use of Information and Communications Technology Policy (2015)

### Preservation

Collection Disaster Plan (2012)  
 Digital Preservation Policy (2012)  
 Policy on Participation in Cooperative Microfilming Projects with Other Institutions (2010)  
 Policy on Preservation Copying of Collection Materials (2007)  
 Preservation Policy (2009)

### Service Charter

Policy on Handling Complaints and Other User Feedback (2011)  
 Service Charter (2011)

### Reader Services

Code of Conduct for Readers and Visitors (2014)  
 Information and Research Services Policy (2011)

### **Corporate Services**

Aboriginal and Torres Strait Islander  
Employment Strategy (2013)  
Disability Action Plan (2015)  
Enterprise Agreement (2011–2014)  
Environmental Management System (2014)  
Fraud Control Plan (2014–2015)  
Protective Security Policy and Procedures  
(2013)  
User Charging Policy (2015)  
Visitor Access to, and Use of, Medications  
and Other Personal Medical Equipment in  
the Library (2013)

### **Public Programs**

Donor Recognition Policy (2013)  
Events Policy (2013)  
Exhibitions Loans Policy (2011)  
Exhibitions Policy (2015)  
Learning Policy (2014)  
Policy on Bequests (2015)  
Publications Policy (2014)

## 5.5 APPENDIX E

# CONSULTANCY SERVICES

Table E.1 shows new consultancy services with an individual value of \$10,000 or more that were engaged in 2014–15, the nature of the consultancy, its value or estimated value, the selection process and justification of the decision to use the consultancy.

The following are justifications for decisions to undertake consultancies:

A: skills currently unavailable within organisation;

B: need for specialised or professional skills;

C: need for independent research or assessment.

**Table E.1: Consultancy Services Engaged, 2014–15**

| Consultant                                  | Purpose  | Contract Price* (\$) | Selection process | Justification |
|---|--|----------------------|-------------------|---------------|
| Ashurst Australia                           | Provide general legal advice   | 58,028               | Direct sourcing   | B             |
| Bendelta Pty Ltd                            | Assist with the development of the 2015–19 Strategic Workforce Plan  | 11,969               | Direct sourcing   | B             |
| Business Aspect Pty Ltd                     | Undertake a review of corporate support arrangements   | 66,000               | Direct sourcing   | B             |
| Bobby Graham Publishers Pty Ltd             | Undertake a review of the National Library's Open Journal Systems service  | 13,860               | Direct sourcing   | B             |
| Carter & Ormsby Books Publishing Consultant | Undertake a review of Bookshop operations  | 12,650               | Direct sourcing   | B             |
| Clayton Utz                                 | Provide general legal advice   | 41,130               | Direct sourcing   | B             |
| DGR Consulting Pty Ltd                      | Assist with the development of new key performance indicators  | 77,500               | Select tender     | B             |
| Gundabluey Research Pty Ltd                 | Explore the use of Trove among NESB, secondary school student and teacher user groups                                | 63,450               | Direct sourcing   | A             |
| Infront Systems Pty Ltd                     | Investigate the feasibility of placing Trove in the cloud  | 42,075               | Direct sourcing   | B             |
| KPMG  | Assist with absence management analysis and policy development   | 16,500               | Direct sourcing   | B             |
| Sandwalk Partners Pty Ltd                   | Investigate commercial engagement opportunities for the <i>Celestial Empire: Life in China, 1644–1911</i> exhibition | 11,000               | Direct sourcing   | B             |
| Transformed Pty Ltd                         | Provide project and project governance advice for the DLIR project   | 30,008               | Direct sourcing   | C             |
| <b>TOTAL (12)</b>                           |  | <b>444,170</b>       |                   |               |

\*Values are GST inclusive.

## 5.6 APPENDIX F

# 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 SES level are contained in the Library's Enterprise Agreement 2011–2014. Some staff received enhanced benefits through an Individual Flexibility Arrangement.

At 30 June 2015, the Library had 397 full-time and part-time ongoing staff, 32 full-time and part-time non-ongoing staff and 15 casual staff. Refer to Table F.1 for more details. The average full-time equivalent staffing for 2014–15 was 420, compared with 424 in 2013–14.

### Staff Distribution

**Table F.1: Staff Distribution by Division, 30 June 2015**

| Division                                   | Ongoing    |           | Non-ongoing |           |           | June 2015 Total | June 2014 Total |
|--|------------|-----------|-------------|-----------|-----------|-----------------|-----------------|
|  | Full-time  | Part-time | Full-time   | Part-time | Casual    |                 |                 |
| Collections Management                     | 113        | 27        | 7           | 2         | 6         | 155             | 153             |
| Australian Collections and Reader Services | 85         | 22        | 3           | 2         | 6         | 118             | 118             |
| Resource Sharing                           | 20         | 7         | 0           | 1         | 0         | 28              | 28              |
| Information Technology                     | 43         | 6         | 2           | 0         | 0         | 51              | 47              |
| Executive and Public Programs              | 32         | 8         | 9           | 2         | 2         | 53              | 61              |
| Corporate Services                         | 29         | 5         | 2           | 2         | 1         | 39              | 42              |
| <b>Total</b>                               | <b>322</b> | <b>75</b> | <b>23</b>   | <b>9</b>  | <b>15</b> | <b>444</b>      | <b>449</b>      |

## Staff Classification

**Table F.2: Ongoing and Non-ongoing Full-time and Part-time Staff by Classification and Gender, 30 June 2015**

| Classification          | Ongoing    |            |           |           | Non-ongoing |           |           |          |           |          | June 2015 Total |            | June 2014 Total |            |
|-------------------------|------------|------------|-----------|-----------|-------------|-----------|-----------|----------|-----------|----------|-----------------|------------|-----------------|------------|
|                         | Full-time  |            | Part-time |           | Full-time   |           | Part-time |          | Casual    |          |                 |            |                 |            |
|                         | M          | F          | M         | F         | M           | F         | M         | F        | M         | F        | M               | F          | M               | F          |
| Statutory office holder | 0          | 0          | 0         | 0         | 0           | 1         | 0         | 0        | 0         | 0        | 0               | 1          | 0               | 1          |
| SES Band 1              | 2          | 4          | 0         | 0         | 0           | 0         | 0         | 0        | 0         | 0        | 2               | 4          | 2               | 4          |
| EL 2                    | 14         | 13         | 2         | 1         | 0           | 0         | 0         | 0        | 0         | 0        | 16              | 14         | 16              | 12         |
| EL 1                    | 29         | 32         | 2         | 9         | 3           | 0         | 0         | 1        | 2         | 0        | 36              | 42         | 34              | 41         |
| APS 6                   | 27         | 36         | 3         | 16        | 0           | 1         | 0         | 2        | 0         | 0        | 30              | 55         | 26              | 58         |
| APS 5                   | 17         | 37         | 1         | 13        | 0           | 1         | 0         | 0        | 0         | 2        | 18              | 53         | 22              | 50         |
| APS 4                   | 13         | 45         | 2         | 14        | 0           | 5         | 0         | 0        | 1         | 1        | 16              | 65         | 19              | 65         |
| Graduate                | 1          | 0          | 0         | 0         | 0           | 0         | 0         | 0        | 0         | 0        | 1               | 0          | 1               | 0          |
| APS 3                   | 10         | 32         | 0         | 6         | 3           | 8         | 0         | 3        | 0         | 0        | 13              | 49         | 14              | 50         |
| APS 2                   | 4          | 6          | 1         | 5         | 1           | 0         | 0         | 3        | 4         | 5        | 10              | 19         | 11              | 22         |
| APS 1                   | 0          | 0          | 0         | 0         | 0           | 0         | 0         | 0        | 0         | 0        | 0               | 0          | 0               | 0          |
| Cadet                   | 0          | 0          | 0         | 0         | 0           | 0         | 0         | 0        | 0         | 0        | 0               | 0          | 0               | 1          |
| <b>Total</b>            | <b>117</b> | <b>205</b> | <b>11</b> | <b>64</b> | <b>7</b>    | <b>16</b> | <b>0</b>  | <b>9</b> | <b>7</b>  | <b>8</b> | <b>142</b>      | <b>302</b> | <b>145</b>      | <b>304</b> |
| <b>Grand total</b>      | <b>322</b> |            | <b>75</b> |           | <b>23</b>   |           | <b>9</b>  |          | <b>15</b> |          | <b>444</b>      |            | <b>449</b>      |            |

Note: Table is based on paid employees. Employees on long-term leave for more than 12 weeks are not included.

## SES Staff Movements

There were no SES engagements or retirements during the reporting period.

## Equal Employment Opportunity

**Table F.3: Staff by Equal Employment Opportunity Group and APS Classification, 30 June 2015**

| Classification          | Male       | Female     | Total      | Indigenous people | People with disability | People from a CALD background |
|-------------------------|------------|------------|------------|-------------------|------------------------|-------------------------------|
| Statutory office holder | 0          | 1          | 1          | 0                 | 0                      | 1                             |
| SES Band 1              | 2          | 4          | 6          | 0                 | 1                      | 0                             |
| EL 2                    | 16         | 14         | 30         | 0                 | 1                      | 4                             |
| EL 1                    | 36         | 42         | 78         | 0                 | 3                      | 13                            |
| APS 6                   | 30         | 55         | 85         | 1                 | 5                      | 11                            |
| APS 5                   | 18         | 53         | 71         | 0                 | 3                      | 14                            |
| APS 4                   | 16         | 65         | 81         | 4                 | 7                      | 19                            |
| Graduate                | 1          | 0          | 1          | 1                 | 0                      | 1                             |
| APS 3                   | 13         | 49         | 62         | 1                 | 5                      | 22                            |
| APS 2                   | 10         | 19         | 29         | 0                 | 0                      | 13                            |
| APS 1                   | 0          | 0          | 0          | 0                 | 0                      | 0                             |
| Cadet                   | 0          | 0          | 0          | 0                 | 0                      | 0                             |
| <b>Total</b>            | <b>142</b> | <b>302</b> | <b>444</b> | <b>7</b>          | <b>25</b>              | <b>98</b>                     |

*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 resulting 2014–15 training calendar focused on the capabilities needed across the Library's workforce, in technical skills and behavioural capabilities, as well as to embed the Library's Leadership Capability Model (LCM). Development opportunities included activities in four specific areas—communication and digital skills, management and organisation, culture and recognition, and leadership. 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 2014–15 focused on learning through relationships. This included a mentor program and a reflective leadership forum. The Library also offered workshops in each of the four pillars of the Library's LCM. Participating leaders were able to learn new approaches to harnessing the diversity of teams, developing external relationships, managing cultural change, and innovation and creativity in leadership.

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.

A digital capability plan was implemented during the reporting period. The plan focuses on development strategies that will increase the confidence of all staff working in a digital environment. Work has also begun on a digital confidence planner, which will assist staff in identifying behavioural capability gaps related to digital confidence and the available development options. The Library has also partnered with NSLA to develop training programs to address digital capability gaps in specific library professions, such as digital preservation.

Online learning modules on Risk Management and Recruitment and Selection Panel Training are also in development and scheduled for implementation in the 2015–16 training calendar.

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 \$311,662. The number of training days undertaken by staff is set out in Table F4.

### Digital Skills Training

The successful management of digital collections requires Library staff to have the skills and understanding necessary to adapt to a digital world. An intensive digital skills training course was developed specifically for staff acquiring, describing and managing digital publications, such as ebooks, for the collections. Using a model of specialist co-presenters working with experienced trainers, staff became familiar with relevant software, publishing trends and digital preservation issues relevant to their day-to-day work. The highly successful course will now be adapted for presentation to other staff working with digital collections throughout the Library and has been made available to other libraries through NSLA's Digital Skills project.

**Table F.4: Staff Training Days, 2014–15**

| Classification | Male       | Female     | Total        |
|----------------|------------|------------|--------------|
| SES            | 16         | 22         | 38           |
| EL 1–2         | 152        | 167        | 319          |
| APS 5–6        | 175        | 249        | 424          |
| APS 1–4        | 50         | 235        | 285          |
| <b>Total</b>   | <b>393</b> | <b>673</b> | <b>1,066</b> |

## 5.7 APPENDIX G

# GIFTS, GRANTS AND SPONSORSHIPS

### **SUBSTANTIAL COLLECTION MATERIAL DONATIONS**

---

|   |  |
|---|--|
| Ms Susan Allen                          | Mr Chris McCullough                            |
| Ms Robyn Archer AO, CdOAL               | Ms Esther Missingham                           |
| Belvoir Street Theatre                  | Professor John Mulvaney                        |
| Mr Peter Bradley                        | National Central Library Taiwan                |
| Ms Lily Brett                           | Ms Ann Nugent                                  |
| The Casey Family / Marian McGowan       | The Estate of Professor Judith Robinson-Valery |
| The Castles Family                      | Ms Diane Romney                                |
| Ms Jill Causer                          | Dr Robyn Rowland AO                            |
| Ms Shelley Cohny                        | Ms Louise Saxton                               |
| Mr Roger Dargie                         | Dr Mike Smith AM                               |
| Ms Sara Dowse                           | Mr Robert Southey                              |
| Ms Claire Dunne OAM                     | Professor Frank Stilwell                       |
| Ms Helen Evans                          | Ms Jane Sullivan                               |
| Ms Samantha Flanagan                    | Mr John Ulm                                    |
| Dr Paul Fox                             | Uniting Church in Australia Frontier Services  |
| Ms Andrea Goldsmith                     | Mrs Vera Werder                                |
| Professor Virginia Hooker               |  |
| Dr Jamie Kassler and Dr Michael Kassler |  |

### **GRANTS**

---

|  |  |
|--|--|
| Attorney-General's Department<br>(Community Heritage Grants)                   | National Film and Sound Archive<br>(Community Heritage Grants) |
| Geoscience Australia (Oral History Project)                                    | National Folk Festival<br>(National Folk Fellowship)           |
| Museum of Australian Democracy<br>(Oral History Project)                       | National Museum of Australia<br>(Community Heritage Grants)    |
| National Archives of Australia<br>(Community Heritage Grants)                  |  |
| National Collecting Institutions Touring and<br>Outreach Program (Exhibitions) |  |

## SPONSORSHIPS

---

### National Library Partners

The Brassey of Canberra (Accommodation)  
 Eden Road Wines  
 Embassy of Portugal  
 Forrest Hotel and Apartments  
 (Accommodation)  
 Realm Precinct (Accommodation)

### In-kind Sponsors

Jenny Oates & Associates  
 Seven Network

## BEQUESTS

---

The late Victor Crittenden OAM  
 The Estate of Mr Harold S. Williams

## CURATORSHIPS, FELLOWSHIPS AND PUBLIC PROGRAMS

---

Friends of the National Library of Australia  
 (Creative Arts Fellowship)  
 Friends of the National Library of Australia  
 (Friends of the National Library Travelling  
 Fellowship)  
 James and Bettison Treasures Curatorship  
 Linnaeus Estate Fellowship  
 Mrs Pat McCann (Norman McCann Summer  
 Scholarship)  
 The Myer Foundation (Kenneth Myer Lecture)  
 The late Mrs Alison Sanchez (Kenneth Binns  
 Travelling Fellowship / Kenneth Binns Lecture)  
 Dr John Seymour and Dr Heather Seymour  
 AO (Seymour Summer Scholarship / Seymour  
 Biography Lecture)

### National Library Fellowships

Professor Donald H. Akenson  
 Dr Patricia Clarke OAM  
 The Hon. Mary Delahunty  
 The Hon. Martin Ferguson AM  
 Mr John M. Green  
 The late Dr Pamela Gutman  
 Ms Jane Hemstritch  
 Dr Joyce Kirk  
 Ms Marjorie Lindenmayer  
 Ms Yuan Yuan Liu  
 Mr Brian Long  
 Mrs Deidre McCann and  
 Mr Kevin McCann AM

Mrs Janet McDonald AO

Macquarie Group Foundation Limited

Dr Doug Munro

Professor Janice Reid AC, FASSA

Emeritus Professor Alan Robson AO

Dr Ian C. Ross

Mrs Margaret S. Ross AM

Mr Doug Snedden

The Hon. James Spigelman AC

Mr Ryan Stokes

Ms Deborah Thomas

*Three supporters donated anonymously.*

## 5.8 APPENDIX H: 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 medieval manuscripts preservation and digitisation project, and support for the Library's national discovery service, Trove.

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 2014–15. (An asterisk beside a name in the lists below indicates Patrons who donated during 2014–15.)

### **PRINCIPAL PATRONS**

---

Vincent Fairfax Family Foundation

### **PLATINUM PATRONS**

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Mrs Pat McCann\*

Ms Simone Vinall\*

## GOLD PATRONS

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Friends of the National Library of Australia\*

Mr Kevin McCann AM and  
Mrs Deidre McCann\*

Macquarie Group Foundation Limited\*

Planet Wheeler Foundation

The late Mrs Alison Sanchez\*

Dr John Seymour and Dr Heather Seymour AO\*

Mr Ryan Stokes\*

## SILVER PATRONS

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Mrs Adrienne Dan\*

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Ms Catherine Hope Gordon\*

Ms Jane Hemstritch\*

Dr Ron Houghton DFC and the late  
Mrs Nanette Houghton

Minerals Council of Australia

Origin Foundation

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Dr Ian C. Ross and Mrs Margaret S. Ross AM\*

Ms Josephine Shanks and Emeritus Professor  
Dr Robert Shanks\*

Mr Doug Snedden and Ms Belinda Snedden\*

In memory of the late Ms Della Keren  
Thomas\*

Wesfarmers Limited

Mr Stephen Yorke\*

*Three supporters donated anonymously.*

## BRONZE PATRONS

---

Mr Jim Bain AM and Mrs Janette Bain

Mrs Alison J. Bloomfield

In memory of the late Mavis Thorpe Clark\*

Ms Christine Courtenay AM and the late  
Mr Bryce Courtenay AM

Mr John Fairfax AO and Mrs Libby Fairfax

Mr Tim Fairfax AC\*

Mr James Ferguson

The Hon. Martin Ferguson AM and  
Ms Patricia Waller\*

Sir James Gobbo AC, CVO

Mr John M. Green\*

Dr Joyce Kirk and Dr Terry Kirk\*

Liberty Financial

Ms Marjorie Lindenmayer\*

Mr Brian Long and Ms Cathy Long\*

Lovell Chen\*

Mrs Janet McDonald AO and  
Mr Donald McDonald AC\*

Mr Simon Moore\*

The late Dame Elisabeth Murdoch AC, DBE

The Myer Foundation\*

Mrs Maria Myers AO

Ms Meg Paul

Professor Janice Reid AC, FASSA\*

Mr Jack Ritch and Mrs Diana Ritch  
 Emeritus Professor Alan Robson AO\*  
 Mr Robin V.F. Smith  
 The Hon. James Spigelman AC\*  
 Dr Fiona Powell

Ms Deborah Thomas\*  
 Mr A.G.D. White OAM and  
 Mrs Sally White OAM  
*Two supporters donated anonymously.*

## FOUNDING PATRONS

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 Dr R.L. Cope PSM\*  
 The late Mr Victor Crittenden OAM  
 Ms Lauraine Diggins\*  
 The Lady Ebury\*  
 Mr Andrew Freeman  
 Ms J.L. Fullerton AO  
 Griffith 8 Book Group  
 Mrs Claudia Hyles  
 Dr Joyce Kirk and Dr Terry Kirk  
 Dr Jan Lyall PSM  
 Mrs V. McFadden\*

Mr Peter McGovern AM\*  
 Mrs Glennis Moss and the late  
 Dr Kenneth Moss AM  
 Mr John Oliver and Mrs Libby Oliver\*  
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 Mrs Gwenda Robson  
 Miss Kay Rodda\*  
 Rotru Investments Pty Ltd for Mrs Eve Mahlab  
 AO and Mr Frank Mahlab\*  
 Mrs Angela Thorn and the late Mr Bill Thorn  
 Mr John Ulm and Mrs Valda Ulm  
 Ms Lucille Warth  
*Three supporters donated anonymously.*

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 Dr David Bennett AC, QC  
 Ms Baiba Berzins

Professor Geoffrey Blainey AC  
 Mr Max Bourke AM and Ms Margaret Bourke\*  
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 Dr Desmond Bright and Dr Ruth Bright AM\*  
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 Emeritus Professor Mairead Browne FALIA  
 and Dr David Browne\*  
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Mrs Jennie Cameron\*  
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 Ms Perri Cutten and Mr Jo Daniell  
 Mrs Rowena Danziger AM and  
 Mr Ken Coles AM  
 Dr Michelle Deaker  
 The Hon. Mary Delahunty\*  
 Dr Annie Duncan and Mr Peter Duncan  
 Ms Jane Edmanson OAM\*  
 The Hon. R.J. Ellicott QC  
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 Ms Christine Goode PSM\*  
 Ms Grazia Gunn and Emeritus Professor  
 Ian Donaldson FAHA, FBA, FRSE  
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 Professor Margaret Harris\*  
 Mr Colin Hauff\*  
 Mr Peter Henderson AC and  
 Mrs Heather Henderson  
 The Heraldry & Genealogy Society of  
 Canberra Inc.\*  
 Dr Basil S. Hetzel\*  
 Dr Marian Hill\*  
 Mr Robert Hill-Ling AO and  
 Mrs Rosemary Hill-Ling OAM\*  
 Mrs Rosanna Hindmarsh OAM  
 Inside History\*  
 The Kenyon Family\*  
 The late Dr J.S. Kerr AM  
 Mr James Kidd\*  
 Mr Robert Kirby and Mrs Mem Kirby OAM\*  
 Mr Lou Klepac OAM and  
 Mrs Brenda Klepac  
 KPMG  
 Dame Leonie Kramer AC, OBE\*  
 Dr Elizabeth Lawson\*  
 Mr Frank Lewincamp and  
 Ms Barbara Lewincamp\*  
 Dr F. Lilley and Mrs P. Lilley  
 The Linnaeus Estate\*  
 Ms Robyn McAdam\*  
 The late Capt. Paul J. McKay  
 Emeritus Professor Campbell Macknight  
 Ms Fiona McLeod SC  
 Mr Ronald McLeod AM  
 Mr Simon McMillan\*  
 Ms Janet Manuell SC  
 Ms Kathleen Marshall

|   |   |
|---|---|
| Dr Rod Marston*   | Mr Bob Santamaria*                              |
| Mr Julian Martyn and Ms Linda Sproul                      | The Hon. Joseph Santamaria*                     |
| Sir Anthony Mason AC, KBE, GBM                            | The late H. Maurice Saxby AM*                   |
| Dr Thomas Mautner*  | The Reverend G.T. Shaw and Mrs J.D. Shaw*       |
| Mr Baillieu Myer AC and Mrs Sarah Myer*                   | Mr Stephen Shelmerdine and Mrs Kate Shelmerdine |
| Ms Jane Needham SC  | Mr Tony Shepherd AO                             |
| Professor Colin Nettelbeck FAHA and Mrs Carol Nettelbeck* | Mrs Mary Simpson                                |
| Ms Marion Newman*   | Dr Kerry Smith*                                 |
| Professor Brian O’Keeffe AO                               | Mr Ezekiel Solomon AM*                          |
| Dr Melissa A. Perry QC                                    | Mrs Helene L. Stead*                            |
| Mr Chester Porter QC*                                     | Associate Professor Bruce Steele AM*            |
| Lady Potter AC, CMRI*                                     | Mr Howard Tanner AM*                            |
| The Hon. Margaret Reid AO                                 | Mr Arnold Thomas                                |
| Mr Ian Renard*  | Mr Robert Thomas AM                             |
| Dr Craig J. Reynolds FAHA*                                | Dr Bernadette Tobin and Mr Terence Tobin QC*    |
| The late Mrs E. Richardson OAM                            | Ms Lisa Turner                                  |
| Mr G. Robinson and Mrs B. Robinson*                       | The late Mr Gerald Walsh MA                     |
| Mr Geoffrey Robinson and Ms Julie Burdis                  | Ms Alexandra Wedutenko*                         |
| Dr Maxine Rochester*                                      | Ms Joy Wheatley and Mr Norman Wheatley*         |
| Emerita Professor Jill Roe AO*                            | Dr Peter White                                  |
| Professor Michael Roe                                     | Mr Marie Wood and Mrs Greg Wood*                |
| The Rome Family   | Dr Malcolm Wood                                 |
| Ms Christine Ronalds AM, SC                               | Dr Michael W. Young                             |
| Mr Alan Rose AO and Mrs Helen Rose*                       | <i>Eleven supporters donated anonymously.</i>   |
| Mr William Rutledge and Mrs Julia Rutledge*               |   |

## **DONORS 2014–15**

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|  |  |
|--|--|
| Mrs Heather Abbott and Mr Christopher Abbott | Mrs Patricia Allen                     |
| Professor Donald H. Akenson                  | Mr Chris Ansted and Ms Angelika Dunker |
| Dr Cynthia Allen                             | Mr Quentin Anthony                     |

Associate Professor John Arnold  
Mr Peter Ashen  
Mrs Margaret Astbury  
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Mr Bruno Yvanovich  
Mrs D.R. Zerbe  
*Ninety-eight supporters donated  
anonymously.*

## 5.9 APPENDIX I

# NOTABLE ACQUISITIONS

### Australian and Overseas Publications

- Important music collections from two well-known Australian conductors. The headline item was the collection of world-renowned conductor and pianist Richard Bonyngé AC, CBE, which comprises some 65 boxes of material. The collection consists chiefly of conductor scores for performances in Europe and Australia annotated by Maestro Bonyngé, and also contains posters, magazines, theatre programs, ephemera and manuscripts, which will be housed with the relevant special collections. Most of these conductor scores were prepared for Dame Joan Sutherland OM, AC, DBE, and the collection also includes a large scrapbook covering Dame Joan's early career, compiled by her sister. This collection is a significant addition to preserving Australia's important musical heritage and joins Maestro Bonyngé's already substantial collections at the Library;
- *A Cabinet of Quadrupeds* (1805), 'consisting of highly-finished engravings by James Tookey; from drawings by Julius Ibbetson; with historical and scientific descriptions by John Church'. Two Australian animals are included: the relatively newly described 'flying opossum' depicted with its Virginian cousin and the 'kanguru' drawn from the group 'now living in the Royal Gardens at Kew, where they breed, and appear quite naturalised';
- Websites, programs of service and original musical compositions, produced to commemorate the Anzac expedition to Gallipoli. These items were collected by the Library and provide an enduring record of the importance of the Anzac tradition. Historical Anzac items include a program for the first Anzac Day parade in Melbourne in 1916 and a signed menu for the dinner of the 6th Light Horse in Cairo in 1916, featuring Consommé Royal à la 'Anzac', Loup de Mer Mayonnaise à la 'Gaba Tipe', Pommes à la 'Stolly Ridge', Desert 'Rest Gully' and Café à la Turquie;
- Nearly 6,500 items received from the Commonwealth Department of Environment Library upon its closure. Due to resourcing constraints, the Library only accepted Australian publications not available in any other Australian library from the Department of Environment. The items include material previously held in the National Heritage collection, primarily government-commissioned studies and reports. Without resources available to process this collection, it will remain securely stored but unavailable for the present;
- *Tiananmen Square and U.S. China Relations, 1989–1993*, which hosts digitised primary source documents relating to the demonstrations and their aftermath, including public mail, memoranda, reports, cables, meeting notes and news clippings from the US White House Office of Records Management files. This collection documents the response of the White House to deteriorating relations between the United States and China, and the worldwide response;

- *Punch Magazine Historical Archive 1841–1992*. This archive matches previously anonymous *Punch* articles and those written under pseudonyms with the private ledgers of contributors kept by the magazine's editors, in many cases revealing for the first time the true identity of the authors.

## Pictures

- The photographic archive of journalist Wilfred Burchett, including photographs of the Korean and Vietnam wars, often from the Communist side of the trenches;
- Forty-eight photographs of the Northern Territory, taken soon after the Commonwealth took control in 1911, including images of the Government Residency, the Administrator and his family, social activities and the demonstration farms established at Batchelor and Daly River in 1912;
- A collection of embroidered signatures of prisoners from both the men's and the women's Changi and Sime Road camps, made by women prisoners of war;
- The original drawing for one of Australia's most famous cartoons, long thought to be lost, *For Gor'sake, Stop Laughing—This Is Serious* by Stan Cross, an example of Depression-era humour;
- More than a hundred portraits of Indigenous people dating to 1885 photographed by Charles Kerry and Henry King.

## Manuscripts

- The Nottingham town gaol ledger, 1836–1845, which details the crimes and sentences of convicts sentenced to transportation to Australia;
- Letters patent granted by Queen Victoria in 1863, creating the Anglican Diocese and the city of Goulburn, the last such instance in the British Empire once it was established that the monarch had no ecclesiastical jurisdiction in self-governing colonies;
- The illustrated manuscript journal of Captain Foley Vereker, which records the voyage of HMS *Myrmidon* in the 1880s and is particularly significant for its description of survey work along Australia's north-western coast;
- The records of Mitchell / Giurgola & Thorp Architects, documenting the commissioning of art and craft for the new Australian Parliament House;
- New acquisitions of personal papers, including the family papers of bibliographer Sir John Ferguson, writer Michael Boddy and artist Janet Dawson-Boddy, critic Professor Roger Covell AM, sociologist Professor Peter Beilharz and composer Gerard Brophy.

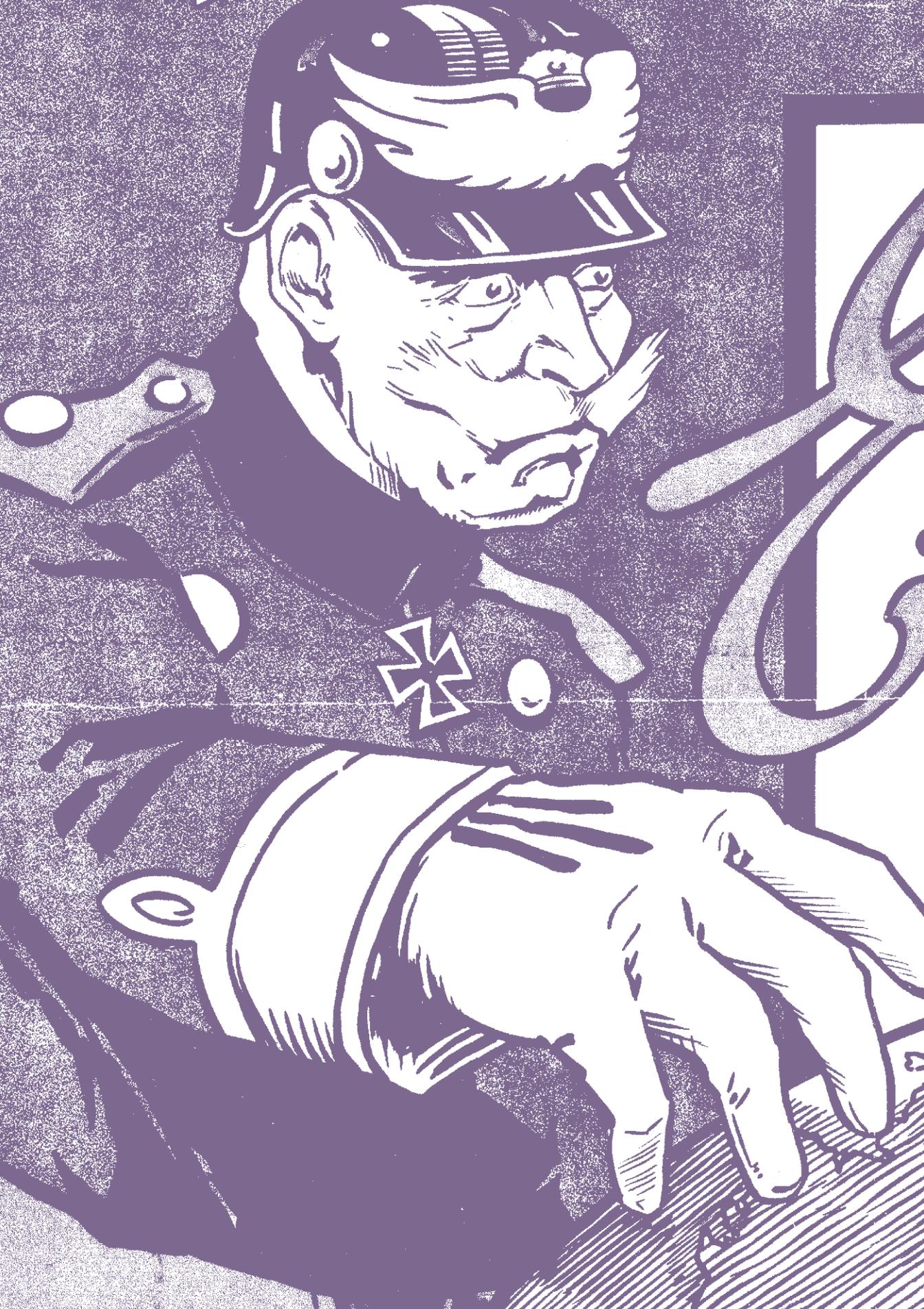
## Maps

- *The Battle of Bantam*, 1601, which is an early illustrated 'news-map' created to publicise the Dutch victory over the larger Portuguese fleet and includes a depiction of the *Duyfken*, the first European craft to chart Australian waters in 1606;
- A fragile cartographic toy, produced in Nuremberg c. 1830, which shows 'N South Wales' marked on the tiny globe and includes a folding paper concertina of vignettes of 28 hand-coloured figures from different countries;
- *Lotharingia, Vastum Regnum*, by Martin Waldseemüller, published in Strasbourg in 1513 in an early edition of Ptolemy's *Geographia* and considered the earliest known specimen of map printing in colours;
- *Haand-atlas til Brug for Lærde-, Borger- og Almue-skoler*, an 1819 Danish atlas for children, providing evidence of geography teaching about the new colonies of Australia and New Zealand;
- *The Anzac Panorama*, an unusual map of the Gallipoli peninsula, sketched from memory by Major L.F.S. Hore. Printed in Cairo in early 1916, it is the only known surviving copy and shows the dispositions of Australian forces on 7 August 1915, the day of the attack on The Nek;
- Rare maps of Manchuria, printed during the period of Japanese Manchukuo prior to the Second World War, commissioned for military and administrative uses;
- A small collection of manuscript charts, drawn by the trawler operator Captain Charles R. Stuart, documenting fishing grounds in New South Wales in 1923;
- *Carte Archéologique du Cambodge*, maps commissioned by UNESCO, showing archaeological and monument sites across Cambodia in 2007.

## Oral History

- Four current Australian Research Council-funded projects, with the Library participating as an industry partner, including: Trailblazing Women and the Law led by the University of Melbourne; Press Photography in Australia led by the University of Melbourne; Australian Lesbian and Gay Life Stories led by Macquarie University; and the Australian Generations project, led by Monash University, which concluded in June 2015, having recorded 300 interviews, over 80 of which are now available online;
- Collaborations with: Geoscience Australia, recording interviews with individuals active in research, exploration and industry from the 1960s; the Museum of Australian Democracy, recording interviews with former politicians, including Margaret Reynolds, Kay Patterson, John Hewson and Bruce Childs; and the Australian Broadcasting Corporation, recording interviews documenting the history of rural broadcasting;

- Interviews with eminent Australians, including Lonely Planet founder Tony Wheeler, business woman Janet Holmes à Court, author Linda Jaivin, physicist Professor Harry Messel, archaeologist John Mulvaney, Ballets Russes dancer Edna Busse, former South Australian Premier the Hon. John Bannon, glass artist Klaus Moje, diplomat Frances Adamson, football coach Ron Barassi, shipbuilder John Rothwell and Sex Discrimination Commissioner Elizabeth Broderick.
- Additions to the Folklore collection, including recordings of old-time dance bands from regional Victoria in the early 1980s, and interviews covering diverse practices from Japanese tea ceremonies in Australia to bus driving and the emergence of Australian bluegrass music;
- New social history interviews, including: recordings for the Centenary of Canberra project with urban planner Keith Storey and property developers John Hindmarsh and Sotiria Liangis; six interviews about the work of Australian People for Health, Education and Development, including with former ACTU president Sharan Burrow; and a new project on Community Sheds.





# GLOSSARY AND INDICES



B.E. Pike  
*Must It Come to This? Enlist!* c. 1915  
Pictures Collection  
[nla.gov.au/nla.pic-vn4938854](http://nla.gov.au/nla.pic-vn4938854)

# GLOSSARY

| Term                  | Definition   |
|-----------------------|--|
| Balanced Scorecard    | A strategic management tool  |
| Libraries Australia   | A service providing information about items held by Australian libraries, used by Australian libraries for automated cataloguing and inter-lending; see <a href="http://librariesaustralia.nla.gov.au">librariesaustralia.nla.gov.au</a>                 |
| logarithmic scale     | 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                          |
| outcomes              | The results, impacts or consequences of actions by the Australian Government on the Australian community   |
| Pandora               | Australian web archive established by the Library in 1996; see <a href="http://pandora.nla.gov.au">pandora.nla.gov.au</a>  |
| performance           | The proficiency of an agency or authority in acquiring resources economically and using those resources efficiently and effectively in achieving planned outcomes  |
| performance targets   | Quantifiable performance levels or changes in level to be attained by a specific date  |
| petabyte              | 1,000 terabytes  |
| quality               | Relates to the characteristics by which customers or stakeholders judge an organisation, product or service  |
| Reimagining Libraries | An initiative of National and State Libraries Australasia, in which the Library is working with the state and territory libraries and the National Library of New Zealand to transform its library services to better meet user needs in the digital age |
| terabyte              | 1,000 gigabytes  |
| Trove                 | 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                               |

## SHORTENED FORMS

| Abbreviation  | Definition  |
|---------------|---|
| AASB          | Australian Accounting Standards Board                             |
| ABC           | Australian Broadcasting Corporation                               |
| ANAO          | Australian National Audit Office                                  |
| API           | Application Programming Interface                                 |
| APS           | Australian Public Service   |
| CMG           | Corporate Management Group  |
| Copyright Act | <i>Copyright Act 1968</i>   |
| CSS           | Commonwealth Superannuation Scheme                                |
| DLIR          | Digital Library Infrastructure Replacement project                |
| EL            | Executive Level   |
| FOI Act       | <i>Freedom of Information Act 1982</i>                            |
| FRR           | Financial Reporting Rule  |
| GST           | goods and services tax  |
| ICT           | information and communication technologies                        |
| ILMS          | Integrated Library Management System                              |
| IPS           | Information Publication Scheme                                    |
| IT            | information technology  |
| LCM           | Leadership Capability Model                                       |
| NESB          | non-English speaking background                                   |
| NLA           | National Library of Australia                                     |
| NSLA          | National and State Libraries Australasia                          |
| PGPA Act      | <i>Public Governance, Performance and Accountability Act 2013</i> |
| PSS           | Public Sector Superannuation Scheme                               |
| PSSap         | PSS accumulation plan   |
| SES           | Senior Executive Service  |
| UNESCO        | United Nations Educational, Scientific and Cultural Organization  |

# COMPLIANCE INDEX

This report complies with sections 7AB and 7AC of the Public Governance Performance and Accountability (Consequential and Transitional Provisions) Rule which, for 2014-15 reporting, continues the application of the Commonwealth Authorities (Annual Reporting) Orders 2011 issued by the Minister for Finance and Deregulation on 22 September 2011.

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While not required of statutory authorities, this report also selectively complies with the Department of the Prime Minister and Cabinet's Requirements for Annual Reports approved on 25 June 2015 by the Joint Committee of Public Accounts and Audit under subsections 63(2) and 70(2) of the *Public Service Act 1999*.

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