The year in brief: Library Council of NSW – President’s message

On behalf of Library Council, I would like to place on record our sincere appreciation to NSW State Librarian & Chief Executive Regina Sutton who continues to provide strong leadership to the State Library of NSW. Regina’s passion, commitment and enthusiasm to engage staff have been critical to our success this year.

2008/09 was another year of significant advancement with our realignment completed by the appointment of a new Executive team. The impact of the new team on the Library’s operations has been reflected in improvement in most of our client service metrics. Internal staff survey results were also very positive.

Equality of access remains an important aim of Library Council. Further significant progress was made in our online exhibition program and our eRecords project, an important element of our business and client service transformation program. Our website completed its first stage of renewal and there was significant emphasis on developing our community learning services.

The important role of the State Library of NSW and the Public Library Network has been reinforced by the impact of the global financial crisis. Whether it be the free use of the internet, multilingual publications, access to information on health or legal services or traditional library services, libraries are playing an increasing role as centres of communities. Some 47% of the NSW population now have a library card, and with the greater focus on education, the needs of the ageing community and the provision of high-speed broadband, the Public Library Network will become even more relevant.

In this regard, Library Council warmly welcomed Premier Rees’ November announcement of a $9 million funding injection for country public libraries, commencing in 2008/09 and rolling out over the next four years.

GOVERNANCE

Library Council members participated in a governance survey this year. There was a high degree of satisfaction with the current operations and governance of Council. Suggestions regarding the refinement of processes and policies are being implemented.

KEY STRATEGIC OUTCOMES

Under the leadership of Carol Mills, Director General of the Department of the Arts, Sport and Recreation, the cultural institutions of NSW continue to work together to provide access, outreach and engagement with the community and offer education and inspiration to learners of all ages. Ms Mills’ active interest in the State Library and the Public Library Network is much appreciated by Library Council.

The next stage of the Building Master Plan has been completed with plans and drawings on target for completion by September 2009.

Library Council is pleased to note that the Legal Information Access Centre (LIAC) funding submission for the 2009−12 period was successful and almost $2.4 million was granted from the Public Purpose Fund to support core services and publications.

FINANCIAL MANAGEMENT

In accordance with the Library Act 1939, the Audit and Finance Committee is delegated Council’s powers of investment to make decisions concerning the management of Council and Library Foundation funds. While the 2008/09 year was eventful as a result of the global economic situation, I am pleased to report that with prudent oversight our conservative investment strategy has recorded a positive result. A review of our Investment Management Policy is in train for 2009/10.
The Audit & Finance Committee is responsible for determining the Internal Audit Plan and monitoring management's performance against that plan. The Library adhered to the Deloitte Internal Audit Plan and acted appropriately and promptly on recommendations.

**PUBLIC LIBRARIES**
New public library standards, entitled *Living Learning Libraries: Standards and Guidelines for NSW Public Libraries*, were developed and published. They provide up-to-date, evidence-based targets for the development of library services in NSW. The new standards have been welcomed by stakeholders and have attracted national interest.

I do wish to place on record Library Council’s appreciation for the work carried out by the Public Libraries Consultative Committee (PLCC). The PLCC, consisting of representatives of Library Council, metropolitan and regional libraries and local government, is critical in enabling Library Council to meet its obligations to the Public Library Network.

The $24.528 million Public Libraries Grants and Subsidies program was successfully administered in 2008/09.

**STATE LIBRARY FOUNDATION**
The Foundation’s Discover Collections program goes from strength to strength, receiving an outstanding accolade in August. A prestigious Australian Business Arts Foundation (AbAF) Marsh Partnering Award for NSW acknowledged the collaborative partnership of Rio Tinto and the Library for *Indigenous Australians*, an online exploration showcasing the Library’s extensive collection of material relating to the language, art and culture of the Aboriginal peoples of Australia.

The Foundation’s impressive digitisation strategy continues to grow. To date around 400,000 digital images have been created with links to several hundred thousand more pages. The Library now boasts 23 major Discover Collections online stories supported by over 30 partners.

An exciting new project to digitise the internationally renowned Holtermann Collection’s 3500 glass plate negatives is now underway, with the overwhelming support of more than 60 benefactors. A blog on the State Library website charting the project’s progress has attracted great interest.

Whether it be the free use of the internet, multilingual publications, access to information on health or legal services or traditional library services, libraries are playing an increasing role as centres of communities.

**FELLOWSHIP PROGRAM**
Our Fellowship Program is an important component of the Library’s role as a custodian for Australia’s heritage materials and their dissemination. The program has expanded considerably in recent years due to the generosity of existing and new benefactors. We were delighted to award the inaugural David Scott Mitchell Fellowship and the Merewether Scholarship in 2008, and look forward to the fruits of the scholars’ research. It has been gratifying to see the outcomes of many of the projects supported by the Fellowships Program achieve critical acclaim in the Australian cultural community.

**ACKNOWLEDGMENTS**
Council was delighted to note the award of a Medal (OAM) of the Order of Australia in the Australia Day honours list to Mitchell Library Emeritus Curator Elizabeth Ellis. Council also notes the awarding of Council member Graham Bradley as a Member (AM) of the Order of Australia in the Queen’s Birthday honours list. Warmest congratualtions, Elizabeth and Graham.

On behalf of Council, I sincerely thank Regina, her Executive team and all our staff for their commitment to the Library in delivering quality library and information services. I would also like to thank our volunteers, Friends and other supporters, without whom we could not function. They contribute immensely to the vibrancy and value that the Library brings to the community.

Council was saddened to note the untimely passing of well-respected staff member Arthur Easton this year, and the passing of Harold Schultz, one of the Library’s most generous supporters through his work as a benefactor, custodian and volunteer.

Many individuals and organisations have given generously to the Library throughout the year. Library Council gratefully acknowledges this support.

Much of the detailed work of Council is undertaken by standing committees. I would like to thank all Council members and committee chairs, as well as the Capital Campaign Committee of our Foundation, for their time, expertise and commitment to the State Library.

Finally, I would like to thank Council members for their commitment and contribution to Council, the State Library and public libraries throughout NSW.
From the State Librarian and Chief Executive

I am delighted to report that the Library continues to move forward with initiatives and projects in line with our revised five-year strategy. We are focusing on four strategic priorities — Client-focused Library, Values-based Culture, Revenue Growth and Sustainability — that support our goal to expand the value of our collections and services to maximise access by current and future generations.

Over the 2008/09 year, we have reshaped the organisation and its leadership. We will continue this transformation over the coming year, as we celebrate the centenary of the Mitchell Library with the community and recognise the Library’s ongoing contribution to Australia’s cultural life.

We are also working in collaboration with our fellow libraries — National and State Libraries Australasia — to revitalise our services to meet the changing needs of the community. Our vision is to become leaders in empowering people to create, discover, use and transform our collections, content and global information services. This initiative aims to create a consistent library experience for our users, to promote a new culture that supports innovation and emerging technologies, and to improve access to our content, with more unique material available online.

**CLIENT-FOCUSED LIBRARY**

Significant progress has been made on this strategic priority through the diligent efforts of staff and the Executive team. Client-driven collections and services have been greatly enhanced with new online resources and onsite services. Achievements include:

* Improved online client service through the release of 30,000 images for unpublished collections, 19,000 eBooks, 182,500 new eRecords, 485 ‘born digital’ NSW publications, new online research guides, digitisation blogs and RSS feeds on new acquisitions
* Improved onsite client service through updating our open-access collections, doubling the number of journals displayed, introducing a children’s browsing collection and providing USB access for scanning devices.

Our most recent survey shows that client satisfaction has risen to 83%, compared with 75% in the last financial year.

A highlight of the year was our purchase of an Edward Close sketchbook from the early 1800s at auction in May. One of the Library’s most significant acquisitions in recent years, this sketchbook includes unrivalled illustrations of Sydney, the Illawarra and the colonists themselves. Further information on Close and the sketchbook is available on pp 4–7.

We are engaging with our clients in new ways through online social media. Everyone with an interest in the Library’s collections, exhibitions and current projects can join our specialist staff on our four new blogs discussing:

* HSC Legal Studies
* the Holtermann Collection digitisation project
* the Nelson Meers Foundation Heritage Collection
* the eRecords project

We have also uploaded over 500 of our favourite images to Flickr. And clients can now receive information about new acquisitions through RSS feeds.

We have been thrilled by the audience response to our exhibition program this year. The exhibitions *Bondi Jitterbug: George Caddy and his Camera* and *Wisdom* attracted a record-breaking number of visits to our galleries. We have significantly improved community awareness of our collections and services, with the most recent survey results indicating market awareness has risen from 54% in 2007/08 to 75% in the current year.

Our new Community Learning Services initiative is developing innovative learning programs to encourage people of all ages to build an ongoing relationship with the Library. Over summer 2008/09, school holiday programs for children returned to the Library, for the first time in many years, with highly successful programs offered again in January and April. These programs build links between young people and our collections, including original material relating to Australian history, literature and society.

New and enhanced partnerships with various organisations to broaden client services have also been a focus. These include collaborations with:

* Powerhouse Museum and Historic Houses Trust on a range of exhibitions and collection initiatives
* University of Technology, Sydney, the Professional Historians Association, State Records NSW and the ANZAC Memorial Committee
* NSW Legal Aid, University of NSW Press and NSW Department of Education and Training on publications.
We continue to plan for a much-needed transformation of the Library’s physical space and have completed renovation plans that will deliver an enhanced experience for visitors to the Library and our reading rooms. In addition, we have revised our 2007 Building Master Plan with a final concept design for the future development of the site.

VALUES-BASED CULTURE
We continue to reinforce the importance of operating within a values-based culture with the active engagement and ownership of staff remaining a priority for the Library. The benefits of these initiatives continue to flow from staff to clients and the community. We have established Graduate Development and Executive Development programs, and an Early Career Development Program will be released in 2009/10.

One of the year’s highlights has been the launch of the Library’s Staff Recognition Program. Developed and implemented by staff for staff, the program offers a variety of ways to recognise and celebrate staff achievement.

REVENUE GROWTH
An e-commerce facility has been established in collaboration with the NSW Department of Commerce to develop the Library Shop’s web presence, enabling the Library to offer secure e-commerce facilities to clients and the community.

The Library is collaborating with the NSW Film & TV Office to develop a ‘film friendly’ policy and attract interest from film producers in using the State Library as a venue.

Supporting our priority to increase online access to unique material, we have created a new Digitisation Unit and converted our imaging studio into a purpose-built digital facility.

In a significant advance, the creation of 182,500 new electronic records for books, maps and heritage research collections has been achieved through the eRecords project — exceeding its target by 8%.

A new Foundation Executive Director, Susan Hunt, has been appointed to lead fundraising and sponsorship for the Library. Through the generous support of the State Library Foundation, and private sponsors and benefactors, digitisation priorities have been realised. The Holtermann Collection digitisation project is well underway, with state-of-the-art equipment installed and a digitisation officer appointed.

SUSTAINABILITY
I am pleased to report that more efficient and effective processes were established in many areas of the Library’s operations. The value of technology has also been leveraged through a range of projects and improvements internally and in partnership with the Public Library Network.

New public library standards, Living Learning Libraries, were developed and published, providing up-to-date, evidence-based service delivery targets for public libraries in NSW and attracting national interest.

The 2009 State Librarian’s Staff Fellowship focused on the digital representation of complex collections, with an emphasis on the Library’s rich collection of World War I diaries and journals. This project enhances staff capacity to present online collections to a range of clients.

The Annual Performance Development Review program has been implemented with 90% staff participation.

ACKNOWLEDGMENTS
The staff of the Library continue to deliver excellent services to the community in an environment of significant social and technological transformation. I receive a considerable number of personal comments, telephone calls, emails and letters praising their skills and expertise, their efforts and their friendly service. I would like to acknowledge their service orientation in delivering a range of positive benefits to the NSW community.

The Library Council of NSW continues to provide me with wise counsel and strong encouragement. Their experience and support is greatly appreciated.

The Library is incredibly fortunate with the depth and breadth of its supporter base. My sincere gratitude goes to our benefactors, sponsors, donors, Friends and Volunteers for their steadfast support and encouragement.

We will continue to provide, in the year ahead, significant enhancements to the way in which we deliver library and information services to our broad community of clients and stakeholders.
Strategic framework 2008/09

STATE LIBRARY OF NSW STRATEGY MAP:
2009 TO 2013

NSLA Priorities
Strategic Goal
Strategic Priorities

Desired Outcomes

Balanced Scorecard
Categories
Key Performance Indicators

EXTERNAL STAKEHOLDER
LEARNING & GROWTH
FINANCIAL
INTERNAL

% Market aware of services
% Increase in visitation: onsite
% Increase in visitation: online
% Client satisfaction

% Staff engagement & ownership
% Staff agree environment truly embodies values
% Staff agree Library has effective leaders
% Staff agree Library has effective communications framework

# Digital files created
# of eRecords created
% Increase in revenue: retail sales
% Increase in revenue: Foundation

% Decrease in energy consumption
% Decrease in staff paper consumption
% Reduction in cycle time for key processes
% Corrective actions taken on identified hazards and incidents within agreed time frames

CLIENT-FOCUSED LIBRARY
VALUES-BASED CULTURE
REVENUE GROWTH
SUSTAINABILITY

Expand the Value of Our Collection and Services to Maximise Access by Current and Future Generations

Consolidated KPI Performance:
98% of target

Client Focused Library
Value-Based Culture
Revenue Growth
Sustainability

Outcomes Self Assessment:
KPI Performance:

Outcomes Self Assessment:
KPI Performance:

Outcomes Self Assessment:
KPI Performance:

Outcomes Self Assessment:
KPI Performance:

Library Council of NSW 2008/09 Annual Report
**KEY ACHIEVEMENTS:**

- Online access to 182,500 new records for books, maps and heritage collections achieved by eRecords Project surpassing the target by 8%
- The acquisition of Edward Close’s c. 1817 sketchbook provides unrivalled illustrations of Sydney, the Illawarra and colonists
- The $24.5m Public Library Grants and Subsidies program successfully administered and allocated to councils
- Brand research, strategy and design developed and delivered to transform the Library’s presence
- Implementation of Web 2.0 technologies blogs, podcasts, videos and public blogs for Intranet/website presence

**KEY PERFORMANCE INDICATORS**

**PRIORITY: CLIENT-FOCUSED LIBRARY**

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>Baseline 2007/08</th>
<th>Target 2008/09</th>
<th>Year End result 2008/09</th>
<th>Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Market aware of services</td>
<td>54%</td>
<td>75%</td>
<td>Not available</td>
<td>Visitation recording recently identified as faulty. Work is underway to rectify for 2009/10.</td>
</tr>
<tr>
<td>% Increase in visitation — onsite</td>
<td>0.64 m</td>
<td>7% increase</td>
<td>Not available</td>
<td></td>
</tr>
<tr>
<td>% Increase in visitation — online</td>
<td>New measure</td>
<td>Not available</td>
<td></td>
<td></td>
</tr>
<tr>
<td>% Client satisfaction</td>
<td>75%</td>
<td>83%</td>
<td>Not available</td>
<td></td>
</tr>
</tbody>
</table>

**PRIORITY: VALUES-BASED CULTURE**

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>Baseline 2007/08</th>
<th>Target 2008/09</th>
<th>Year End result 2008/09</th>
<th>Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Staff engagement and ownership</td>
<td>New measure</td>
<td>74%</td>
<td>Not available</td>
<td></td>
</tr>
<tr>
<td>% Staff agree environment truly embodies values</td>
<td>57%</td>
<td>66%</td>
<td>Not available</td>
<td></td>
</tr>
<tr>
<td>% Staff agree Library has effective leader</td>
<td>40%</td>
<td>52%</td>
<td>Not available</td>
<td></td>
</tr>
<tr>
<td>% Staff agree Library has effective communication framework</td>
<td>49%</td>
<td>64%</td>
<td>Not available</td>
<td></td>
</tr>
</tbody>
</table>

**PRIORITY: REVENUE GROWTH**

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>Baseline 2007/08</th>
<th>Target 2008/09</th>
<th>Year End result 2008/09</th>
<th>Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td># Digital files created (collection digitisation)</td>
<td>23,519</td>
<td>Maintain</td>
<td>21,796 digital images</td>
<td>Not available</td>
</tr>
<tr>
<td># eRecords created specifically for the eRecords Project</td>
<td>New measure</td>
<td>169,000</td>
<td>162,505 eRecords created</td>
<td>Not available</td>
</tr>
<tr>
<td>% Increase in non-government revenue — retail sales</td>
<td>$1,735m</td>
<td>2%</td>
<td>Actual: $1.809m</td>
<td>Not available</td>
</tr>
<tr>
<td>% Increase in non-government revenue — Foundation</td>
<td>$1,450m</td>
<td>2%</td>
<td>Actual: $1.219m</td>
<td>Not available</td>
</tr>
</tbody>
</table>

**PRIORITY: SUSTAINABILITY**

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>Baseline 2007/08</th>
<th>Target 2008/09</th>
<th>Year End result 2008/09</th>
<th>Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Decrease in energy consumption</td>
<td>8,663,538 kWh</td>
<td>1% decrease</td>
<td>1.6% decrease</td>
<td>Not available</td>
</tr>
<tr>
<td>% Decrease in staff paper consumption</td>
<td>Not applicable</td>
<td>New KPI — reporting will begin in 2009/10</td>
<td></td>
<td></td>
</tr>
<tr>
<td>% Reduction in cycle/service time for key processes</td>
<td>New measure</td>
<td>Reduction in target time for responding to information requests: from 10 working days to 7 working days</td>
<td>30% reduction</td>
<td>Not available</td>
</tr>
<tr>
<td>% Staff with Performance Development Plans</td>
<td>New measure</td>
<td>85%</td>
<td>90%</td>
<td>Not available</td>
</tr>
</tbody>
</table>

**KPI KEY**

- **100% OF TARGET**
- **90-99% OF TARGET**
- **<90% OF TARGET**