ANNUAL
REPORT

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PARLIAMENT OF AUSTRALIA
DEPARTMENT OF PARLIAMENTARY SERVICES

THE PARLIAMENTARY LIBRARY

PARLIAMENTARY LIBRARY

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PARLIAMENTARY LIBRARIAN'S REVIEW

I am pleased to present the Parliamentary Librarian's annual report for 2018–19.

The Library has served the Australian Parliament since its establishment in 1901. Over that period, it has been a vital source of high quality, confidential and impartial analysis, information and advice to senators, members of the House of Representatives and parliamentary committees.

Our services continue to evolve to support the Parliament now and into the future as it deals with critical legislative and policy issues. In an environment of growing policy complexity, fast-moving debate, and contested facts, the need for objective, insightful and comprehensive information and analysis has never been more pressing.

This report highlights the Library's achievements and challenges in 2018–19 in fulfilment of our statutory mandate.

Achievements

2018–19 was a busy and productive year for the Library, and we performed strongly against key tasks and performance measures set out in the annual Resource Agreement. We offered significant support to individual parliamentarians and to committees on a broad range of public policy issues. The Library continued to be held in high regard, as evidenced by spontaneous client feedback, as well as by the extent to which Library advice was cited by senators and members. Our services were once again used by every parliamentarian, be it for confidential research briefs, mapping, training or orientation sessions, media services, or use of collection items.

The Library's research output comprises both publications and individualised and confidential client research. By year's end the Library had issued 385 research publications, including 80 Bills Digests. There were 7.9 million online uses of the Library's publications through ParlInfo Search and the internet. Over the course of the year, the Library answered over 10,000 requests for analysis and advice from parliamentarians and their staff, below our target of 13,000 and less than the 11,656 completed the previous financial year. This outcome reflects both the shortened 2018–19 parliamentary calendar and the characteristic dip in demand in election years as committees finalise inquiries and parliamentarians turn their focus elsewhere.

More than 5,700 books and serials were added to the Library's catalogue and over 189,700 items were added to Library databases.

Changes in information technology continued to shape the environment in which we work. Thus, in 2018–19 the Library continued to prioritise the digital delivery of products and services as set out in our digital delivery and digital preservation frameworks. The percentage of the collection available in digital form increased to more than 46 per cent (as at 30 June 2019); and there were 4.34 million searches of our online collections and databases. We explored innovative uses of technology, including implementing EZproxy to enable access to a wider range of Library services outside the parliamentary network.

In addition to our business as usual work, two major projects were completed. Library staff completed the digitisation and quality assurance of the Parliamentary Papers Series bound volumes, some 2.4 million pages in all. The full parliamentary biographies of all senators and members of the House of Representatives since 1901 from the *Parliamentary Handbook* database were also published digitally for the first time. Both collections are now available to all, full-text online, through ParlInfo Search.

The Library met or exceeded all its key performance measures for the timeliness of its services; and attendance at library public policy lectures and seminars and at training and orientation sessions remained high.

The Library also continued to support the Parliament's engagement with the Asia Pacific region. Library staff participated in United Nations Development Program missions to the parliaments of Samoa and Vanuatu. The Library also assisted the Japanese Diet Library organise the conference and general meeting of the Association of Parliamentary Librarians of Asia and the Pacific.

The 46th Parliament

Preparations for the 46th Parliament were a major focus for everyone in the Library. Given the number of parliamentarians retiring, it was clear that we would be welcoming a significant number of new members and senators after the election.

Accordingly, we assembled a new and enthusiastic cohort of contact officers to act as Library ambassadors, helping senators and members and their staff make best use of our products and services. Such personalised service helps forge relationships with our new clients and gives us an understanding of their individual needs and interests so that we can better tailor our services. I presented at induction sessions for new parliamentarians; and dedicated orientation and training sessions were also provided to their staff as the new offices were established. The success of this initiative is evident in the high demand for research and library services following the general election.

Another highlight of the Library's year was the preparation of the *Briefing Book*: a volume of strategic level snapshots of some of the big issues affecting Australia that were expected to figure in the Parliament's first year. Its purpose was two-fold: to provide senators and members with a high-level perspective of key public policy issues, and to showcase the breadth of expertise of the Library's specialist researchers.

Coinciding with the commencement of the new Parliament, the Library also refreshed its client services portal; and commenced work on the new edition of the *Parliamentary Handbook.*

Individualised services

Our clients face a deluge of information and opinion from articles, think tanks, universities and interest groups. To stand out in this crowded environment, the Library needs to combine our professional subject matter expertise with knowledge of our individual clients and what they need. This means that a client advice—whether to support a client speaking on a Bill, drafting amendments, participating in committee inquiries or developing policy proposals for costing—will be tailored to each client and fit for its purpose.

We know from feedback that such personalised services are highly valued.

This was an issue I noted in last year's Librarian's review, and this year we maintained a focus on building capability in this area. This included further in-house training in parliamentary business processes (detailed elsewhere) as well as an increased emphasis on personal engagement with clients via face to face meetings and briefings. Similarly, we re-tuned our support for Parliament's consideration of the federal Budget, offering information and training options early in the calendar year rather than focusing only on the immediate pre-Budget period.

The program to deliver these more integrated and personalised services will continue and be further enhanced next year.

Budget outlook

In previous reviews I have noted the tight budgetary environment in which the Library operates as a result of the compounding impact of efficiency dividends and increased employee and collection costs. Since 2005–06, the Library's operational funding has decreased significantly in real terms. The increase in the Department's appropriation in the 2014–15 Budget provided welcome respite and enabled us to begin to address a number of capacity gaps. However, the inevitable erosion of the Library's funding base due to the efficiency divided has continued, and will be accelerated by the decision to maintain the two per cent efficiency dividend for a further two years.

We have been able to offset the impact of these reductions to some extent by the (now fully realised) capacity to capitalise a significant portion of the core work of the Library Collections and Databases Branch. This has enabled us to develop and maintain critical aspects of our collection. However, it does not offer a broader solution. Providing specialist services to clients is resource intensive. Research and information services can only be provided by having sufficient skilled staff with subject-based knowledge and expertise. Despite harvesting productivity savings across the Library, Research Branch in particular is significantly below its optimum resourcing levels. In recognition of the decreasing levels of appropriation across the forward estimates, we will continue to carefully assess the allocation of staff and other resources across the Library and the appropriate balance between ongoing and non-ongoing staff to limit the impact upon services to senators and members to the greatest extent possible.

Quality of service

We know from formal evaluations and from direct feedback that parliamentarians value the Library's independence and expertise, and rate us very highly as a source of trusted information. We know, too, that they expect us to maintain the highest standards; and that any a lapse can diminish trust and affect perceptions of the overall

quality of our service. This message came sharply home during the year when a glitch in quality control processes for a Library publication resulted in controversy on social media and questioning at Senate Estimates hearings, and prompted us to refine our pre-publication processes to prevent any recurrence.

Strategies to improve consistency in quality remained a focus throughout the year.

A related priority is maintaining the professional skills and knowledge as many of our most experienced staff reach retirement age. This issue was particularly resonant in 2018–19, with eight age-related retirements. The benefits arising from the restructure of Library Collections and Databases Branch are already being realised with a sharper focus on systems and innovation. Implementation of our new strategic workforce plan will help ensure that Library staff have the right skills and knowledge to meet the current and future needs of the Parliament.

The year ahead

The focus for the last quarter of 2018–19 has been introducing the Library's services to a new cohort of parliamentarians. A key priority for the year ahead will be a program of outreach to longer serving senators and members and their staff to ensure that they too are able to benefit from the full suite of the Library's services. The Library will also continue its new program of visits to electorate offices to demonstrate how the Library can add value and support them in their daily work.

In regards to budgetary issues, the Library will seek to facilitate early finalisation of the Library's Resource Agreement for 2019–20. The budget will continue to be closely managed to ensure resources are deployed to greatest effect.

We anticipate the new digital edition of the *Parliamentary Handbook* will be released in 2020; a new print edition will also be published.

We expect to go to market by the end of the 2019–20 financial year for the client evaluation of Library services for the 46th Parliament.

The Library will implement its strategic human workforce plan to assist the recruitment, retention and development of staff with expertise and commitment to excellence in client service, and to improve succession planning and knowledge transfer.

The Library will continue to report regularly to the Presiding Officers and to the Joint Standing Committee on the Parliamentary Library on these matters.

I would like to thank the Presiding Officers and the members of the Joint Standing Committee on the Parliamentary Library for their ongoing support. Thanks go also to the Secretary DPS and colleagues across DPS and the parliamentary departments for their collegiality and their support for the Library's work. Finally, my particular thanks to everyone in the Parliamentary Library for their individual and collective contribution and commitment to supporting the work of the Parliament.

Dr Dianne Heriot
Parliamentary Librarian

THE LIBRARY ON A PAGE

Role

To provide high quality, impartial, timely and confidential information, analysis and advice to senators and members of the House of Representatives in support of their parliamentary and representational roles.

Clients

- parliamentarians and their staff
- parliamentary committees
- the Governor-General
- staff of parliamentary departments.

Governance

- **Presiding Officers**—jointly vested with responsibility for the administration of the Department of Parliamentary Services, including the Parliamentary Library.
- **Joint Standing Committee on the Parliamentary Library**—provides advice to the Presiding Officers on matters relating to the Library.
- **Parliamentary Librarian**—statutory officer responsible for the control and management of the Library, reporting directly to the Presiding Officers and the Joint Standing Committee on the Parliamentary Library.

Structure

- Parliamentary Librarian
  – Office of the Parliamentary Librarian
- Research Branch
- Library Collections and Databases Branch.

Resource Agreement: 2018–19

- operational funding: $15.613 million
- capital funding: $3.033 million
- average staffing level: 136 FTE.

Services

- comprehensive library collection for reference and loan
- media monitoring—press, broadcast and social media
- confidential and tailored research and analysis
- mapping (electoral, socio-economic and demographic data)
- assistance with parliamentary delegation briefings
- research publications to help inform parliamentary debate, scrutiny and policy development
- 24/7 access to online databases and services
- training, lectures and seminars.

The Library in numbers: 2018–19

- 100 per cent of parliamentarians used the Library's services
- 10,299 individual client requests completed
- 385 research publications released, including 80 Bills Digests
- 688 clients attended training and seminars
- 20 electorate offices visited
- 5,756 new books and serial titles added to the catalogue
- 46.2 per cent of titles available online in full text
- 189,766 items added to Library databases

OVERVIEW

Governance

The *Parliamentary Services Act 1999* establishes the office of the Parliamentary Librarian whose primary function is 'to provide high quality information, analysis and advice to senators and members of the House of Representatives in support of their parliamentary and representational roles'.[1] These services are to be delivered:

- in a timely, impartial and confidential manner
- maintaining the highest standards of scholarship and integrity
- on the basis of equality of access for all senators, members of the House of Representatives, parliamentary committees and staff acting on behalf of senators, members or parliamentary committees, and
- having regard to the independence of Parliament from the Executive Government of the Commonwealth.[2]

The Librarian reports directly to the Presiding Officers and to the Parliament in respect of her statutory functions, and also to the Joint Standing Committee on the Parliamentary Library (JSCPL) which advises the Presiding Officers on matters relating to the Library.

The Library is also subject to scrutiny by the Senate Finance and Public Administration Committee as part of regular Senate Estimates hearings.

The Library's primary clients are senators, members and parliamentary committees. Other client groups include parliamentarians' staff, staff of the parliamentary departments, and the Governor-General. Service entitlements for all clients are outlined in the *Parliamentary Library Statement of Client Services* as approved by the JSCPL.

The Parliamentary Library is part of DPS' Program 1. In the DPS *Corporate Plan 2018–19*, the Library's services fall under the strategic theme: 'respond to the changing needs of the Parliament'.

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1   *Parliamentary Service Act 1999*, subsection 38B(1).
2   *Parliamentary Service Act 1999*, subsection 38B(2).

The Joint Standing Committee on the Parliamentary Library 45th Parliament. Standing (left to right): Senator Moore, Senator Brockman, Mr Zimmerman, Mr Broadbent, Dr Heriot (Committee Secretary); seated (left to right): Ms Stanley, Mr Ramsey (Joint Chair), Senator Lines (Joint Chair), Mr van Manen; inset (left to right): Mr Bryne, Senator Duniam, Dr Freelander, Senator Gichuhi. (Auspic)

Joint Standing Committee on the Parliamentary Library

The JSCPL is appointed each Parliament to:

- consider and report to the Presiding Officers on any matters relating to the Parliamentary Library referred to it by the President or the Speaker
- provide advice to the President and the Speaker on matters relating to the Parliamentary Library
- provide advice to the President and the Speaker on an annual Resource Agreement between the Parliamentary Librarian and the Secretary of DPS, and
- receive advice and reports, including an annual report, directly from the Parliamentary Librarian on matters relating to the Parliamentary Library.

The JSCPL for the 45th Parliament was established by motion of the House of Representatives and of the Senate on 1 September 2016 and 12 September 2016 respectively. The following senators and members served on the JSCPL In 2018–19:

- Mr Rowan Ramsey MP (Joint Chair)
- Senator Sue Lines (Joint Chair)
- Mr Russell Broadbent MP
- Senator Slade Brockman
- The Hon Anthony Byrne MP
- Senator Jonathon Duniam
- Dr Mike Freelander MP
- Senator Lucy Gichuhi
- Senator Claire Moore
- Ms Anne Stanley MP
- Mr Bert van Manen MP
- Mr Trent Zimmerman MP.

The JSCPL met privately on 10 September 2018, 26 November 2018 and 14 February 2019, and considered, inter alia:

- the client evaluation of Library services for the 45th Parliament
- digitisation of the Parliamentary Paper Series (1901–2012)
- news services and analytics
- future directions for the *Parliamentary Handbook*
- the 'ParlMap' service
- the Parliamentary Librarian's annual report, and
- the Library's Strategic Human Resource Plan.

Structure

The Parliamentary Library comprises the Parliamentary Librarian and the employees of DPS assisting her.[3] The Library's Executive is:

* Dr Dianne Heriot, Parliamentary Librarian
* Mr Jonathan Curtis, Assistant Secretary, Research Branch and
* Ms Liz Luchetti, Assistant Secretary, Library Collections and Databases Branch.

The Library's structure comprises:

* Office of the Parliamentary Librarian—a small unit consisting of the Parliamentary Librarian, the Library's executive support officers and Publishing Unit, and the Director, Client Relations, who co-ordinates outreach, orientation and training services for parliamentarians, their staff and other parliamentary staff.
* Research Branch—which provides information, research and analytical services including commissioned research, publications and statistical and mapping services.
* Library Collections and Databases Branch—which develops and manages access to the Library's print and electronic resources. The Branch also manages the main Library reference desk and the Senators and Members Reading Room.

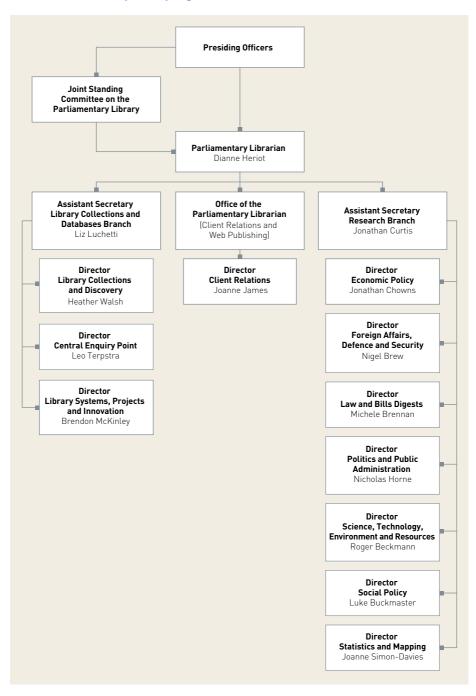3   *Parliamentary Service Act 1999*, subsection 38A(2).

FIGURE 1: Parliamentary Library Organisation Chart (as at 30 June 2019)

SUMMARY OF FINANCIAL PERFORMANCE

Resource Agreement 2018–19

The *Parliamentary Service Act 1999* requires that the Librarian and the Secretary DPS make an annual agreement specifying the resources that will be provided to the Library.[4] The Agreement must be made between the Secretary and the Parliamentary Librarian, and approved by the Presiding Officers in writing after receiving advice about its contents from the JSCPL.

The Resource Agreement helps assure the Parliamentary Librarian's continued independence and enables parliamentary scrutiny of the Library's resourcing.

The 2018–19 agreement was:

- signed by the Parliamentary Librarian and Secretary DPS on 1 June 2018
- considered by the JSCPL on 18 June 2018 and
- approved by the Presiding Officers on 2 August 2018.

Financial performance

The Resource Agreement 2018–19 provided:

- an operating budget of $15.613 million
- a capital budget (used for the Library collection and minor capital projects) of $3.033 million, and
- an average FTE of 136.

Actual expenditure was $15.693 million in operational funding and $2.828 million in capital funding.

Employee costs accounted for the majority of the Library's budget, with the remaining funds largely spent on the collection. Collection expenditure in 2018–19 comprised:

- information resources (including database and news services subscriptions)—$2.306 million (operational funding)
- reference serials and monographs—$0.439 million (capital funding)
- digitisation—$0.667 million (capital funding)
- press clips—$0.137 (capital funding).

The major pressures on the Library's budget in 2018–19 were cost increases for collection resources of around five per cent over the previous financial year, exacerbated by the fall in the Australian dollar. Both affected the Library's purchasing power.

The end of year result was closely aligned with the available budget. There were, however, some internal variations to anticipated expenditure on employee and collection costs (both operational funding).
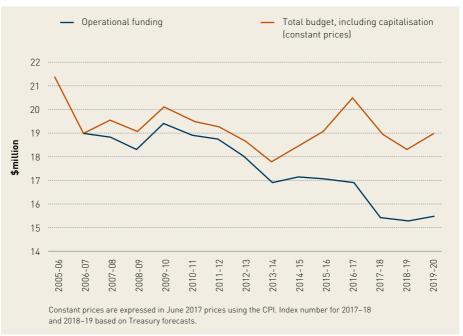
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4   *Parliamentary Service Act 1999* section 38G.

Collectively, the Library was underspent on employee costs by 2.5 per cent ($0.337 million). Research Branch employee costs were underspent by 6.2 per cent ($0.585 million). A number of factors contributed to this, including recruitment timelines. For Library Collections and Databases Branch, employee costs were overspent by 9.6 per cent ($0.279). This was the result of variations to monthly salary capitalisation claims. The small underspend in the Office of the Parliamentary Librarian ($0.031) was the consequence of the part absence of a senior manager due to work-related injury.

Collection costs were over-spent by 17 per cent ($0.334): this enabled the Library to renew collection resources despite vendor-imposed price increases and the weakened Australian dollar. The underspend from employee costs was directed to the collection allocation for this purpose.

The underspend of $0.205 million in the Library's capital budget was primarily the result of a delay in completing the procurement and contracting of new Library systems. The final payment for this work ($125,000) has been rolled-over to 2019–20. In addition, the Electronic Media Monitoring Service (EMMS) data remediation did not progress as planned due to delays with associated ICT projects.

A more detailed breakdown of budget and actual expenditure can be found in the financial tables at pages 43.
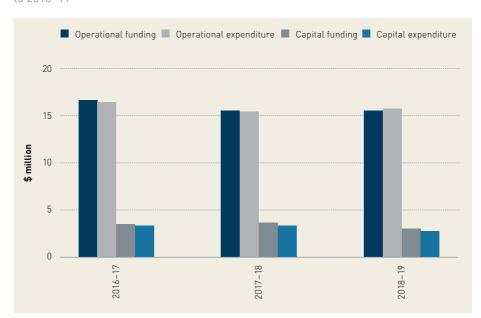
FIGURE 2: Parliamentary Library budget 2005–06 to 2019–20

Constant prices are expressed in June 2017 prices using the CPI. Index number for 2017–18 and 2018–19 based on Treasury forecasts.

FIGURE 3: Parliamentary Library budget (resource agreement) and expenditure 2016–17 to 2018–19

Financial outlook

The Librarian and the Secretary DPS agreed the Library's 2019–20 Resource Agreement on 27 June 2019. It will be considered by the incoming JSCPL at its first meeting in 2019–20, before being submitted to the Presiding Officers.

ACHIEVEMENTS 2018–19

The Library's *Strategic Plan 2015–16 to 2019–20* sets out the following strategic priorities to ensure that we remain relevant to the working lives of parliamentarians, today and in the future:

* delivering high quality library and research services
* increasing digital access and service
* supporting the Parliament's engagement with the community and with parliamentary strengthening activities and
* strengthening our staff's capability.

The strategic plan is supplemented by annual business plans which set out the key deliverables and service standards/targets for that year. These are approved each year by the Presiding Officers as annexures to Library's Resource Agreement.

Delivering high quality library and research services

The 45th Parliament: welcoming new senators and members

Support for new parliamentarians remained a focus of the Library's work. During the 2018—19 financial year, four new and one returning senator filled casual vacancies and six members were returned in by-elections (four of whom were returned members following section 44 resignations).

As a matter of practice, the Library assigns a contact officer to each new senator and member. Contact officers introduced them and/or their staff to the diverse range of Library products and services, and demonstrate how the Library could support them in their day-to-day work.

Individual orientation and training sessions were also offered throughout the year to new staff.

The success of this outreach is evident in the fact that 100 per cent of parliamentarians used the Library's services in 2018–19 notwithstanding the changes in representation across the two chambers.

Preparations for the 46th Parliament

Preparations for the new Parliament were a major focus of the Library's work for the last quarter of the financial year. A cohort of contact officers received fresher training to ensure they were familiar with all the Library's services. After the election, a contact officer was assigned to each new parliamentarian.

The Parliamentary Librarian presented at the formal induction sessions for new senators and members and their staff organised by the chamber departments. The Library also organised dedicated orientation and training sessions for parliamentarians' staff.

As part of the Library's support for the new Parliament, we again produced a *Briefing Book* covering a range of key issues that can be expected to confront Parliament over the next three years. The edition for the 46th Parliament contains 53 separate articles, across a broad range of subject areas, and focuses on key strategic issues, their context and significance for Australia. The opening chapter addresses the digital world and its impacts, reflecting the far reaching public policy impacts of digital technologies. This edition also reflects a move to slightly longer articles which enable more detailed analysis. As a result, the *Briefing Book* is the longest we have produced, running to 260 pages.

The *Briefing Book* was distributed to new and returning parliamentarians in June, and published on the Australian Parliament House website in July 2019.

In addition to the contact officer program, the Librarian wrote to all new and returning parliamentarians providing them with a customised package of information which included: maps and statistics relating to their electorate or state; a copy of the *Briefing Book;* and a guide to Library services.

Support to Parliament's consideration of the Budget

A major part of the Library's annual work is to provide detailed analysis and support to the Parliament's consideration of the federal budget. This year was notable for the compressed timing of the budget process due to the upcoming federal election; and the Library took the opportunity to trial a number of refinements to its budget products and services.

In addition to providing our annual seminar on Understanding the Budget on Budget morning, we offered information sessions to individual parliamentarians offices or groups of offices, early in the calendar year. These presentations, given by researchers in the Economic Policy section, proved very popular.

Other features were the pre-Budget publication of Quick Guides to assist clients to understand various aspects of the budget documents, and the production of high level summary briefs complemented by a reduced number of measures briefs and Budget related Flagposts.

The traditional budget seminars were well attended, with Professor Beth Webster (Pro Vice Chancellor, Swinburne University of Technology) and Professor James Morely (Professor of Macroeconomics, University of Sydney) presenting on the wider macro-economic context of the Budget.

Client requests

Senators, members and parliamentary committees, and the staff who support them, are able to request information or commission research and receive confidential, tailored responses by an agreed deadline, in person, by phone, email, or through detailed written advices. The 2017 client services evaluation found that research services remain the most often used of all Library services, with 94 per cent of parliamentarians and their staff using them to some degree.[5]

In 2018–19, Library staff answered 10,299 such requests (11,656 in 2017–18), providing one-on-one or group briefings, reports and memoranda, maps, statistics and other research products for individual senators and members, as well as analysis and information in support of committee inquiries and parliamentary delegations.

TABLE 1: Client requests completed in 2018–19

Requests	
Senators	2,935
Members of the House of Representatives	5,991
Parliamentary committees	168
Departments, reciprocal arrangements and other	1,205

This metric is further discussed at page 112.

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5   Uncommon Knowledge, *Australian Parliamentary Library: client service evaluation 2017*, p33.

Enhancing client service: face to face briefings

The 2017 client evaluation highlighted the importance of personalised services to enable parliamentarians to maximise the potential benefits of the Library's services.[6] Where practicable, over the past year the Library has been building on its written advice with face to face meetings, enabling parliamentarians to explore the advice, refine the issues, and sometimes commission new research on matters of interest. This is leading not only to better research that is fit for its specific purpose, but develops staff understanding of parliamentarians' business environment and needs.

Research publications

Each year the Library produces a broad range of general distribution publications to provide parliamentarians and their staff with authoritative and timely information and analysis of legislation and of current issues relevant to public policy and administration. These include short, topical FlagPost blogs, statistical bulletins, research papers, and Bills Digests. The 2017 client evaluation found that 87 per cent of parliamentarians and their staff, and 88 per cent of departmental staff make use of the Library's publications.[7]

In 2018–19, the Library issued 385 new or refreshed research products, including 80 Bills Digests and 58 research papers.

A new product was released this year in response to changes to the Commonwealth Electoral Divisions boundaries: 151 *Statistical Snapshots* of each electorate based on the most up-to-date boundaries. Using data sourced from the Australian Bureau of Statistics (ABS) 2016 Census of Housing and Population, each Snapshot covered a range of interesting topics from age and sex, birthplace, ancestry and language (top ten for each electorate), religious affiliation, schooling, employment statistics plus data on families and dwellings. An electoral map was also included, produced by the Mapping team within the Library.

From time to time the Library also commissions research papers from external experts. One of these was published in 2018–19: *Australia in the League of Nations: a centenary view* (Emer. Prof. James Cotton).

Library lectures

Reflecting the reduced number of sitting days due to the federal election, the Library held only 11 lectures this financial year, which included regular events on the Library program such as the Reconciliation Week Lecture by Professor Tom Calma AO, and the Budget seminars (both detailed elsewhere).

The program ranged from the historical, with 'Forgotten founder—George Houstoun Reid' by Dr David Headon, to the very contemporary and technical 'Section 44—Office of profit under the Crown' by Professor Anne Twomey. The impacts of technology on public policy and legislative issues were reflected in tech briefings on cybersecurity, blockchain and new genetic technologies.

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6   Ibid, p9.

7   Ibid., pp33 and 38.

Improving research quality

Two years ago, the Library implemented a number of strategies to enhance the quality and consistency of its research output, particularly client advices. These measures—such as automatic peer review—have become business as usual processes. We have also refined the use of caveats in advices to ensure clients are explicitly made aware of any limitations on the information or analysis in a client advice, such as policy matters for which there is limited information or substantial disagreement among experts.

We continue to develop ways to further refine our approach, as detailed elsewhere in the sections on increasing *Building our capacity* and *Enhancing client focus—face to face briefings.*

Proactive management of the Library collection

The Library maintains a carefully curated collection to meet the contemporary needs of the Parliament—such selectivity being enabled by the Parliament's ready access to the National Library of Australia's extensive holdings. The Library aims to keep the collection at around 145,000 monograph titles. It also holds around 50,000 individual print and electronic journal titles, including those contained in the large aggregated subscription services. New material is acquired, and outdated, damaged or redundant material is discarded regularly, while materials on Australian politics, legislation and constitutional matters are retained permanently.

The Library's budget for information resources is managed throughout the year to ensure resources are spent on a collection which remains relevant and focused. The major part of the Library's collection expenditure is on current (and digital) sources of information: journals, reference materials and news services.

Increasing digital access and service

Growth of online resources

The Library has, in recent years, increased the range of digital resources so that senators and members have access to this information regardless of time or location. By way of example, approximately 80 per cent of the collection budget was spent on electronic resources in 2018–19. The 2017 evaluation of Library services showed clients appreciated the move to online services and use of emerging technologies.[8]

The percentage of the Library's collection available in digital form increased from 45.5 per cent at the end of June 2018 to 46.2 per cent at the end of June 2019. A little over 90 per cent of titles in the serials collection, and 30 per cent of monograph titles are available in full text.

Use of these electronic collections is highest when Parliament is sitting; this has been a consistent trend over several years.

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8   Ibid, p5.

Better management of our digital collections

Increasing digital access and services remains a key priority. As part of its digital delivery strategy, the Library is working to ensure we have the necessary policy and procedures, ICT infrastructure, and staff capabilities to collect, preserve and deliver innovative digital content. The Library's *Framework for the Digital Delivery of Library Products and Services*, *Digital Preservation Framework* and *Digital Preservation Policy* were endorsed by the JSCPL at its 20 March 2017 meeting. The Library is implementing the strategic priorities identified in the frameworks and aims to complete activities by December 2020.

Achievements in 2018–19 included implementing EZproxy to allow greater access to Library products and services outside the parliamentary network, the completion of the digitisation of the Parliamentary Paper Series, the procurement of additional digital online newspapers and the recruitment of a Manager, Digital Resources position within Collection Management.

The Library continues to bed down the new digital policies and procedures; and a working group has been established to evaluate the Library's digital preservation framework, policies and procedures.

Library systems replacement

During 2018–19, the Library commenced a Library systems replacement project as a number of key contracts were due to expire in 2019. A Request for Tender was released on the 22 October 2018 for the provision of an Integrated Library System (ILS), a digital repository and a discovery and federated search solution. Tenders closed on the 26 November 2018.

After reviewing the tenders, the Tender Evaluation Committee recommended that a contract for the ILS and digital repository be awarded to SirsiDynix (the current provider) and a contract for the discovery and federated search solution be awarded to Ebsco Information Services. These contracts were finalised in July 2019.

The project offers an opportunity to improve the discoverability of Library information resources by providing a single discovery layer for print, digital and database content and will ensure Library systems are supported and fit-for-purpose—both in terms of our present requirements and the future strategic direction—with a strong focus on accessibility, discoverability and convenience for clients.

The ILS and digital repository will be upgraded and the discovery and federated search solution implemented during 2019–20.

Parliamentary Handbook online

Last year's annual report noted the completion of the Wadsworth database containing the digitised biographies of all Commonwealth parliamentarians since 1901 (numbering over 1,700), including information about their state and territory parliamentary service. The benefits of the database in serving the Library's research needs are already being realised. In 2018–19, the historical biographies were published in ParlInfo Search, providing public online access to this information for the first time, and supporting the provision of a wider range of historical information on the website.

In 2018–19 the Library also commenced work on a new, digital *Parliamentary Handbook*, which we expect to move into production next calendar year. Complementing the new edition of the printed Handbook to be issued for the 46th Parliament, it offers an enhanced and interactive experience for users. The online version of the *Parliamentary Handbook* will move into production in early 2020.

Library mapping services

The mapping team in the Library creates and prints custom maps for clients using specialised mapping software to display combinations of thematic data, such as socio-economic or infrastructure data, and electoral information. The Library obtains information from online data sources such as data.gov.au, ABS, the Australian Electoral Commission, Geoscience Australia, state and territory governments, and industry sector portals and websites.

The Library's mapping service remains popular with clients. During the 2018–19 financial year, the mapping team received 471 requests for mapping products, with the number of maps for each request ranging between 1 to 55 maps. Demand for maps fluctuates from year to year, reflecting increasing demand around the release dates of Census and election data.

TABLE 2: Mapping requests 2015–16 to 2018–19

Financial Year	Client Requests	Printed Maps	PDF Maps
2015–2016	568	1,585	1,175
2016–2017	442	1,715	1,723
2017–2018	500	1,437	2,764
2018–2019	471	1,425	2,956

Digitisation

Digitisation of the Library's collection, both contemporary and historic records, continued to be a major priority in 2018–19.

In 2014–15 the Parliamentary Library began a program of preservation digitisation of its information files dating from the 1950s to early 2000s, a unique collection of Australian political and public policy history still regularly used by clients, Library staff and occasional visiting scholars. Since 2014, the entire collection of approximately 10 million pages has been digitised: two million in 2014–15; two million in 2015–16; three million in 2016–17; 2.75 million in 2017–18; and the final 300,000 clips in 2018–19.

The digitised news clips are currently being quality assured and uploaded to ParlInfo Search. It is expected that all clips will be available in ParlInfo Search by December 2020, in line with the Library's 2020 vision for digital preservation. The Library met its 2018–19 KPI to quality assure and uploaded 20 per cent of the digitised files to ParlInfo Search and intends to achieve the same outcome in 2019–20.

This work is made possible by specific exemptions in the *Copyright Act 1968*.

Historic radio and television

Since 2014-15, the Library has also been digitising its large collection of radio and television news and current affairs programs. This collection of pre–2004 audio-cassette tapes and audio-visual tapes amounts to 55,000 hours of video footage and 38,000 hours of audio recordings. In many cases these are unique. During 2018–19, the Library digitised a further 9009 hours (9.7 per cent) of the collection, significantly exceeding its target to digitise 5 per cent of the collection. In total, 25,169 hours has been digitised since the commencement of this project.

Parliamentary Papers Series 1901–2012

In 2018–19 the Library completed its project to digitise the Parliamentary Papers Series (PPS) bound volumes from 1901 to 2012—some 25,000 reports amounting to around 2.4 million pages. (The project commenced in May 2016.)

The PPS comprises significant documents that have been formally presented to Parliament, and subsequently ordered to be printed; and so forms part of the public record of the proceedings in each Chamber. The PPS includes reports of parliamentary committees, Royal Commissions and other inquiries, Budget papers, annual reports of government agencies, white papers, and a variety of other material. As an original parliamentary record, the PPS is a core part of the Library's collection, and a key resource for its researchers. Digitisation of the PPS ensures it is preserved for the future and enables broader and easier access as it becomes available online as a series for the first time.

The PPS are now all digitised, quality assured and publicly accessible via ParlInfo Search.

A full set of TIFFs and metadata files is being provided to the National Library of Australia for ingestion into TROVE.

Library research data plan

As the world becomes more digitised, there are ever greater volumes of data available that can be used to provide insights into many public policy issues. This year the Parliamentary Library commenced a new project to expand our capabilities in data analysis. This will have several phases, ultimately involving systematic plans for the collection and storage of data, as well as the software and people skills to analyse it. In 2018–19, the project commenced with a stocktake of the Library's considerable data holdings. This information will provide the foundation for next stages in coming years.

Supporting the Parliament's engagement with the community and with parliamentary strengthening activities

National Reconciliation Week

Professor Tom Calma AO delivering the 2019 lecture

The Parliamentary Library initiated its National Reconciliation Week lecture in 2013 as a contribution to fostering understanding and respect for the histories and diverse, living cultures of Aboriginal and Torres Strait Islander peoples. This year's lecture was delivered by Professor Tom Calma AO, an Aboriginal elder from the Kungarakan tribal group and a member of the Iwaidja tribal group in the Northern Territory, and Co-Chair of Reconciliation Australia. Professor Calma spoke to the theme of Reconciliation Week 2019: 'Grounded in truth: walk together in courage'.

Collaborative partnerships

The 'First Eight' Project

In March 2018, the Presiding Officers officially launched 'The First Eight—Australia's early Prime Ministers', a collaboration between the Parliamentary Library, the National Museum of Australia, the National Archives of Australia, the Victorian Parliamentary Library, the Australian National University's Australian Studies Institute and Canberra historian Dr David Headon.

Work in 2018–19 focused on Australia's fourth Prime Minister, George Reid. The Library published a commemorative Flagpost Blog on Reid to mark the 100th anniversary of his death on 12 September 2018. Reid was the subject of centenary lecture at Australia House in London in September 2018, and a Parliamentary Library lecture in December 2018, both delivered by Dr Headon. The Library will publish the associated monograph in the 2019–20 financial year.

Work is also underway on a collection of Alfred Deakin's articles published anonymously in the London *Morning Post*, the first volume of which will also be published in 2019–20.

Fifty Great Acts project

This year, the Parliamentary Library began a joint project with the National Library of Australia to produce *50 Great Acts: Legislation that Changed the Nation*, a book that will showcase the important role of Parliament over time in shaping Australian society and institutions through milestone pieces of legislation. The Parliamentary Library will provide some of the underlying research, while the National Library of Australia will manage the detailed authorship, design and production as well as itself conducting research. We would like to also acknowledge the significant contribution by other parliamentary staff, from Hansard and the Department of the Senate, who prepared research briefs during the election period.

The book is expected to be published in 2020.

Regional engagement

Support to the Pacific Parliaments

In 2018–19, the Parliamentary Library participated in two United Nations Development Program (UNDP) missions to the parliaments of Vanuatu and Samoa as part of its 'Floating Budget Analysis' initiative. This innovative capacity building program enables Pacific parliamentary staff to enhance their skills by working together collaboratively and with staff from more established parliaments to undertake analyses of national budgets.

Parliamentary Library staff had previously participated in budget missions to Fiji.

The November–December 2018 mission to the Vanuatu Parliament comprised staff from the Australian Parliamentary Library (senior researcher Michael Klapdor) and the parliaments of Fiji, New South Wales, New Zealand and Tonga. The team for the May 2019 mission to the Samoan Parliament comprised senior researcher Juli Tomaras and colleagues from the parliaments of Fiji, Papua New Guinea, Tonga and Vanuatu.

Both teams worked with local staff to produce independent and non-partisan research and analysis of the respective country's national budget. The missions culminated in workshops open to all parliamentarians in which presentations on the budget process, the budget at a glance, and selected ministries were delivered to enable enhanced budget scrutiny.

Association of Parliamentary Librarians of Asia and the Pacific (APLAP)

APLAP was founded in 1990 to encourage cooperation and knowledge sharing between bodies that provide library and research services to parliaments in Asia and the Pacific. Throughout 2018–19, the Parliamentary Library worked closely with other members of the APLAP executive in preparation for its upcoming conference and General meeting in Tokyo in October 2018.

Delegates from 27 institutions across 21 countries attended the conference which was hosted by the National Diet Library as part of its 70th anniversary celebrations. The conference theme, 'Developing human resources for research services and parliamentary libraries', allowed delegates to present on the latest developments in staff training, strategic human resource planning and improving staff capacity to support parliamentary processes and provide specialised research services.

The Parliamentary Librarian ceased her term on the APLAP Executive at the 2018 General Meeting; however, the Library continues to administer APLAP's website and Facebook group.

Participants at the 2018 APLAP Conference, National Diet Library, Tokyo

International Federation of Library Associations and Institutions (IFLA)

IFLA is the leading international body for library and information services and its Library and Research Services for Parliaments Section (IFLAPARL) brings together specialist legislative information services from around the world. In 2018–19, the Parliamentary Librarian remained an active member of the Standing Committee administering IFLAPARL.

In addition to contributing to preparations for the IFLAPARL's annual meetings and training workshops, the Library has been part of a project to produce a revised and updated edition of the IFLA Guidelines for Legislative Libraries.

Other engagement

The Library is also active in the Association of Parliamentary Libraries of Australasia (APLA), a collaborative network of federal and state parliamentary libraries in Australia, New Zealand and Papua New Guinea, including managing the association's website.

The Librarian and senior staff met with delegations from ASEAN member states and from the parliaments of: Ghana, Malaysia and Timor Leste; and presented to the participants of the 2019 Inter-parliamentary Study Program.

Recognising the importance of supporting the development of professional skills in the library community, the Library also hosted a group of library students from Charles Sturt University.

Summer Research Scholarship

The Parliamentary Library's Summer Research Scholarship offers post-graduate students the opportunity to undertake a research project at the Parliamentary Library. Scholars undertake a six-week placement in the Library during the summer academic break. They have access to the Library's collections and facilities, the opportunity to interact with expert librarians and researchers, and mentoring for their research project. Upon submission of their final report, scholars receive a small honorarium.

One scholarship was awarded in 2019, to Graeme Read, a PhD candidate at the Australian Centre on China in the World, Australian National University College of Asia and the Pacific.

As has now become tradition, the Presiding Officers hosted a reception in the Speaker's courtyard for the 2019 summer scholars from the Library and the national cultural institutions.

Parliamentary Library intern programs

Since 2014 the Library has been offering four-week placements for interns in the Research and Library Collections and Databases Branches. Fourteen interns have participated in the program in Library Collections and Databases (two in 2018–19), six of whom are currently employed in the Parliamentary Library following graduation (four ongoing and two in non-ongoing positions).

Research Branch hosted four interns in 2018–19, three under the Australian National Internship Program and one under the ANU College of Law program.

The Library also provides assistance to the wider cohort of interns placed in the Parliament, including access to the Library's databases and collections. The Parliamentary Librarian is also a member of the Commonwealth Parliamentary Internship Program Steering Committee.

Assistance to other parts of DPS

Since July 2014 the Library has selected and recommended politically themed book titles for sale in The Parliament Shop. Over this period, the Library's acquisitions team has recommended 688 titles (62 in 2018–19), helping ensure that The Parliament Shop is the 'go to' place for politically themed books.

The Library also provided specialised indexing services to DPS for the 2017–18 annual report. The use of in-house Library skills to achieve this legislative requirement also met the Library's performance measure of supporting the Parliament's engagement with the community.

Strengthening our staff's capability

Restructure of the Library Collections and Databases Branch

In July 2018, a new structure in the Library Collections and Databases Branch was implemented. This restructure was the result of a 2017–18 review undertaken in close consultation with Library Collections and Databases Branch staff. (The restructure was budget neutral and did not result in any redundancies.) The restructure aimed to position the Library strategically to deal with rapidly evolving library technologies and systems, whilst still maintaining high quality business as usual activities.

In January 2019, Library Collections and Databases Branch staff were further consulted to gain feedback on the restructure and to determine if any further fine tuning was required.

The new structure has established two new sections: *Library Collections and Discovery and Library Systems, Projects and Innovation*. The *Library Collections and Discovery* section (combining the former Collection Management and Database and Media Services) has focussed on enhanced acquisition, management and organisation of Library collections and content and making them easily discoverable to Library clients. The *Library Systems, Projects and Innovation* section has focussed on enhanced digital delivery of library products and services and the Library's digital preservation priorities. The Central Enquiry Point section has remained unchanged.

The new structure has already realised many benefits: the completion of the Parliamentary Papers Series project, progression of the Wadsworth project, a successful Request for Tender for our Library systems, the achievement of branch key performance measures and the establishment of the Library Systems, Projects and Innovation Advisory Group.

Cyber working group

Many public policy issues do not sit neatly within the boundaries of a particular subject discipline, and insightful analysis requires multi-disciplinary expertise, and the digital world is a case in point. The Library this year created a working group to analyse cyber issues and includes research specialists from across Research Branch.

As its major focus in 2018–19, the group devised a program of publications that will continue into 2019–20. Under the auspices of the program, three Quick Guides and a Flagpost were published in 2018–19, and work commenced on several other publications. The completed and in-progress publications contributed to the Library's responses to client requests, as well as other Library publications, most notably the chapter 'The Digital World and its impacts' in the *Briefing Book: Key issues for the 46th Parliament.*

Strategic Workforce Plan

In 2018–19, the Library developed a strategic workforce plan to inform future capability requirements, ensure employees have the right skills, knowledge and experience to meet current and future challenges, foster a positive workplace culture and align the Library's strategic plan, business plan and budget to human resource strategy.

The plan will be implemented from July 2019.

Training and skills development

The value of the analysis and advice provided to our clients depends in large part on the professional skills and knowledge of the Library's staff.

In 2018–19 staff attended a wide variety of externally provided conferences and seminars but also participated in a full program of development activities held in-house. These included training courses covering statutory interpretation, writing for the library, editing skills, preparation of Bills Digests and two Study of Parliament courses (also open to non-Library staff). We have continued to host a program of in-house seminars run by visiting experts or colleagues, which this year numbered fifteen.

These activities are now also underpinned by the development in 2018–19 of the Research Branch knowledge and capability framework that provides a structured syllabus and associated training for staff of all levels of experience.

The Editors group continued its program of in-house seminars, which this year covered areas such as accessibility standards.

The Library continues to welcome the opportunity to send officers to the ANZACATT Parliamentary Law, Practice and Procedure (PLPP) Course, with one officer from Research Branch receiving excellent results. Five Library staff attended the 2019 Australian Library and Information Association (ALIA) Information Online conference. This conference focuses on managing digital resources, library systems and library innovation.

WORKFORCE ISSUES

At 30 June 2019, the Library's workforce comprised 155 staff:

* Office of the Parliamentary Librarian—8 employees (6.9 FTE)
* Library Collections and Databases Branch—59 employees (56.4 FTE)
* Research Branch—88 employees (75.3 FTE)

During 2018–19, the Library workforce:

* decreased slightly from 156 to 155 employees, and in FTE from 144.6 (at 30 June 2018) to 138.6 (at 30 June 2019), 34 (22 per cent) of whom were non-ongoing
* had a median age of 46 years (up slightly from 45 years in 2018).

Age profile

At 30 June 2018, 30 per cent of the Library's ongoing employees were aged 55 years and over; a further 26 per cent will move into that age cohort within the next 10 years. The age profile of the Library's ongoing employees remains considerably older than that of the Australian Public Service (APS); the proportion of ongoing employees aged 60 years and over (just over 13 per cent) is more than twice that of the APS (seven per cent).[9]

The Library's relatively older age profile has been evident for some years, but is less pronounced than it was just over a decade ago; the proportion of ongoing employees aged 45 years and over fell from 69 per cent in 2008[10] to 58 per cent in 2018, and fell slightly again to 55 per cent in 2019. However, the impact was felt strongly in the reporting period with eight age retirements.

Classification

Given the nature of much of the work undertaken in the Library, the classification profile remains concentrated at PEL 1, with 44 per cent of ongoing employees being at the level—the majority of whom are in Research Branch. In contrast, only 19 per cent of ongoing APS employees are at the equivalent EL 1.[11]

The proportion of employees at middle management (PEL 2) is slightly below the APS average—seven per cent of ongoing employees compared with eight per cent for the APS.

Another measure of classification profile is span of control: at June 2019, the Library had 12.2 ongoing employees at lower classifications for each PEL 2, compared with 10.6 for the APS.[12]

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9   Australian Public Service Commission (APSC), APS Statistical Bulletin December 2018, Table 23.

10 Department of Parliamentary Services Annual Report and Financial Statements 2007–08, p45.

11 APSC, op cit., Table 22.

12 APSC, op cit., Table 22.

Employment status

As noted earlier, the Library's non-ongoing workforce at June 2019 accounted for 22 per cent of all employees, unchanged from the previous year.

Non-ongoing employees are generally engaged to replace staff on long leave, to work on specific projects, to meet demands in peak periods, and while recruitment processes are underway. Using fixed-term positions (one or two years) also allows flexibility to redirect resources according to business needs as new areas of interest to the Parliament emerge or as the level of the Library's funding varies year to year.

The proportion of non-ongoing employees in the Library is substantially higher than in the APS (ten per cent),[13] reflecting the sessional nature of many of our work patterns. The Library continued to maintain its temporary employment register to support this demand.

Recruitment

During 2018–19, there were 32 new external employees recruited—12 were ongoing and the remainder were engaged on a fixed-term or sessional basis.

- Research Branch recruited 20 new employees (10 ongoing and 10 non-ongoing)
- Library Collections and Databases Branch recruited 10 new employees (two on-going and eight non-ongoing)
- the Office of the Parliamentary Librarian recruited two new employees (both non-ongoing).

Separations

Thirty-three staff left the Library during 2018–19: 16 were ongoing employees, one was a secondee and the remainder were non-ongoing on fixed-term or sessional contracts.

For all staff, the separation rate was 21 per cent, an increase from 17 per cent the previous year, but similar to the 20 per cent recorded in the year ending 30 June 2017. For ongoing staff, the separation rate of 13 per cent was somewhat higher than that for the APS (nine per cent in 2018).[14] Half of these were age retirements (reflecting the Library's age profile).

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13 Ibid, Table 1
14 Ibid., Tables 1 and 48

TABLE 3: Separation by organisation unit

Separation method	Branch	Ongoing	Non-ongoing	Total
Age retirement	Research	7	1	8
	Library Collections and Databases		1	1
	Office of the Parliamentary Librarian	1		1
End of contract or end of temporary transfer from APS	Research		9	9
	Library Collections and Databases		4	4
	Office of the Parliamentary Librarian		1	1
Promotion or transfer to APS or Parliamentary Service	Research	1		1
	Office of the Parliamentary Librarian	1		1
Resignation	Research	4		4
Voluntary retrenchment	Research	1		1

PERFORMANCE REPORT

The Parliamentary Library aims to provide an effective knowledge centre for the Parliament through the provision of information, analysis and advice. These services are provided through two sub programs:

* Research Services: These services include responding to requests from individual parliamentary clients for information and research, and the production of print and electronic publications.

* Library Collections and Databases: Information services are provided to the Library's clients by acquiring and providing access to information resources, through the selection, processing and indexing of material for library and media databases in ParlInfo Search.

Staff from the Office of the Parliamentary Librarian contribute to the work of both programs.

Performance is assessed using indicators that cover quality, quantity and price. Indicators, performance results and relevant comments are shown against each of the Library programs.

Progress in key projects identified in the Library's Business Plan 2018–19 was the subject of discussion in the previous section. The Performance Report focusses on analysis of the Library's achievement against service standards set out in that same document.

Methodology

Key priorities and performance indicators for the Parliamentary Library are approved each year by the Presiding Officers as part of the Library's Annual Resource Agreement (PS Act, section 38G). The KPIs in each Resource Agreement set out the outcomes and key deliverables for that year and also measure the:

* percentage of clients using the Library's services

* customer satisfaction

* number of completed client requests

* number of publications produced

* number of online uses of the Library's publications

* attendance at training courses and events

* timeliness of research and library services

* number of items added to the Library's Electronic Media Monitoring Service (EMMS) and ParlInfo data bases

* number of new titles added to the catalogue

* percentage of the collection available online, and

* use of the Library's collections and data-bases and the media portal.

The Library uses the RefTracker Information Request Management System to manage client requests and other client related work. This provides a rich array of client related data, including number of requests, usage, and timeliness. Satisfaction data is derived primarily from a formal evaluation of the Library's services conducted once in every Parliament, the most recent being undertaken in 2017. Data regarding the number of publications produced and the number of items added to the EMMS and ParlInfo Search databases is obtained from the Australian Parliament House website and ParlInfo Search. Data relating to visits to the Library client portal (intranet) are captured by Sitecore's engagement analytics. The Parliamentary Library currently uses Google analytics and Splunk web-analytics application to analyse statistics for use of publications and collection items. A manual count is used to report on attendance at training courses and events and new titles added to the Library catalogue. Reports generated from the ILS provide information regarding the percentage of titles in the Library's collection available online in full-text. Statistics on the use of the Library's collections and databases is formulated from ILS reports, Splunk data and vendor provided usage statistics.

Research services

The services contributing to this program are as follows:

- commissioned information, research and advisory services—these are tailored and confidential responses prepared following requests from individual parliamentarians and their staff, and other parliamentary clients and

- general distribution publications (publications)—these are prepared where strong client demand is anticipated for briefing on specific policy issues. Publications include the *Parliamentary Handbook, Briefing Book,* Budget Review, Bills Digests, Research Papers, Quick Guides and FlagPost blog posts. Publications are available to clients and the public, through the Internet.

Client requests

During 2018–19, 100 per cent of the Library's primary clients (parliamentarians' offices, including ministers' offices) used the client request service at least once, a considerable achievement given the number of new senators and members taking their seats during the financial year.

The 'number of client requests' target is a demand driven indicator, representing a best estimate of how many requests the Library expects to complete annually. Complex, multi-part requests are generally recorded as a single client job although they may require significant and discrete input from researchers in different sections.

The Library answered 10,299 individual client requests in 2018–19, below its target of 13,000, and below the 11,600 or so requests completed in the previous two financial years. The outcome reflects the nature of the 2018–19 parliamentary calendar (with relatively few sitting days between late February and April) and the prorogation of the 45th Parliament and dissolution of the House of Representatives on 11 April. (The use of research services is heaviest when Parliament is sitting.)

TABLE 4: Research services

Deliverable	Measure	Performance			
		2015–16	2016–17	2017–18	2018–19
Individual client requests	Percentage of primary clients using the service Target: 100%	100%	100%	100%	100%
	Number of individual client requests completed Target: 13,000	13,113	11,681	11,656	10,299
Self-service requests	Number of online uses of the Parliamentary Library's publications, including the *Parliamentary Handbook*, through ParlInfo and the Internet Target: 4m	6.74m	6.4m	7.2m	7.9m
Publications	Number of publications produced Target: 260	267	280	295	385
Client training and seminars	Attendance at training courses and events (e.g. Vital Issues Seminars) Target: 500	729	1,101	803	688

The following table illustrates the costs associated with providing research services.

TABLE 5: Research services—price indicators

Deliverable	Measure	Performance			
		2015–16	2016–17	2017–18	2018–19
Cost of research services	Average cost per individual client request	$527.22	$556.39	$562.03	$598.41
	Average direct cost per self-service client request (staff time only)	$0.11	$0.16	$0.12	$0.12

2018–19 saw the continuation of the trend towards fewer but increasingly complex client requests. As illustrated in the graph below, Library data continues to show an overall decline in the number of completed client requests of 60 per cent per FTE between the financial years 2000–01 and 2018–19. However, while year-to-year outcomes vary, over the same period there has been an overall increase in the average amount of time spent per FTE on individual requests. The average amount of time per FTE per request in 2018–19 was 4.2 hours, over two and half times the 2000–01 figure of 1.5 hours.
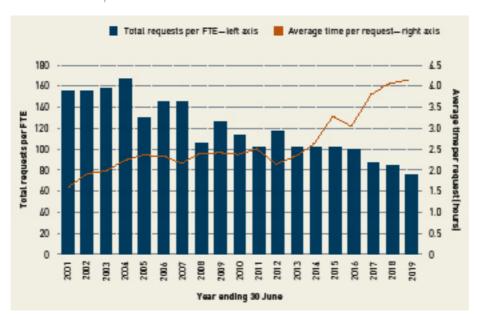
FIGURE 4: Client requests—relative indicators

The Library will continue to monitor usage closely and consult with clients to ensure services are appropriately targeted. In particular, a targeted program of client outreach has been planned for the early weeks of the new Parliament.

Publications

In meeting the need to provide high quality information, analysis and advice to parliamentarians, the Library produces information and advice for individual clients on an 'in confidence' basis. It also produces publications for broader distribution in areas where there is strong client interest and demand, or where such demand is anticipated.

In 2018–19, the Library issued 385 new or revised research publications. Hours spent on publications increased by 3.9 per cent to 19,100 (compared to 18,418 hours the previous financial year).

The Library published 80 Bills Digests in 2018–19, as compared to 133 in 2017–18. The low number reflects the reduced number of sitting weeks and the lapsing of 29 bills on prorogation of the Parliament and dissolution of the House of Representatives. Two digests were produced on private senators' or members' Bills. Twenty six digests were not published in time for debate in the first chamber. Digests were not produced for 40 Government Bills. Of these:

- two passed both Houses on the day of introduction
- four passed within one day of introduction, and
- four passed within a week of introduction.

Flagposts were published on 10 of these Bills.

In the context of prioritising research work, Bills Digests and client requests receive the highest priority, with other publications worked on as time permits.
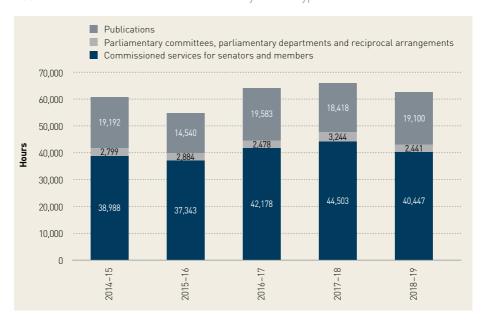
FIGURE 5: Distribution of client service hours by service type 2018–19

Client training and seminars

The Parliamentary Librarian participated in induction sessions organised by the chamber departments for new senators and members. Library staff also served as contact officers for all new senators and members.

During the year, Library induction and orientation services continued to be successful in providing, through individual and small group sessions, a timely and detailed introduction to Library services.

The Library supplements its regular one-on-one training with other training programs including 'drop in' sessions in the Senators and Members Reading Room during sitting weeks. In 2018–19, four sessions were offered on news services, new releases of Census data, e-books, and the new ParlMap service.

One of the recommendations of the Client Service Evaluation 2015 was that the Library focus more on providing orientation and training, and consider conducting some of these in other capital cities to make it easier for electorate staff to attend. The Library continued its program of electorate office visits, visiting 20 offices in Victoria, New South Wales and the ACT, meeting its target for the financial year.

In 2018–19, the Library also continued its program of consultation and outreach to parliamentary committees.

The Library continued to deliver a program of lectures and seminars bringing notable speakers to the Parliament to give parliamentarians and their staff the opportunity to hear, first hand, expert opinion on a range of currently relevant topics. In addition to the Budget seminars, the Library hosted the following lectures and seminars for clients:

- *National Reconciliation Week lecture: 'Grounded in truth: walk together in courage'*, Professor Tom Calma AO, Co-Chair Reconciliation Australia
- *Forgotten founder—George Houstoun Reid*, Dr David Headon
- *The National Disability Insurance Scheme: is it meeting its objectives?*, Helen Dickinson, UNSW Canberra
- *Rising Inequality? A stocktake of the evidence*, Jonathan Coppel, Productivity Commission
- *Section 44—Office of profit under the Crown,* Professor Anne Twomey, University of Sydney
- *Developments on the Korean Peninsula,* Dr Euan Graham, Senior Fellow, Lowy Institute
- *Cybersecurity and electoral integrity,* Tom Uren, Australian Strategic Policy Institute
- *Tech briefing: New Genetic Technologies,* Dr TJ Higgins, Australian Academy of Science
- *Tech briefing: Blockchain technologies,* Rob Hanson, ANU and Data61.

Most lectures are available for download from the Australian Parliament House website.

Client satisfaction with requests and publications

TABLE 6: Research services—key performance indicators

Deliverable	Measure	Performance			
		2015–16	**2016–17**	**2017–18**	**2018–19**
Client satisfaction with requests and publications	High level of customer satisfaction Target: 95%	93%[15]	93%[16]	94%[17]	94%[18]
	Client service delivered to timeliness service standard Target: 90%	90.4%	97.9%	99.33%	99.71%
	Number of complaints from clients remains low	2	1	2	0

The 2017 client service evaluation found the general response to the Library was very positive. Satisfaction among senators, members, and their staff is high at 94 per cent (though slightly below the target of 95 per cent), with 97 per cent of senators and members indicating they would recommend the Library's services to a colleague. Pleasingly, since the last evaluation in 2015, the percentage who were extremely satisfied increased by five per cent (to 50 per cent), and the number dissatisfied decreased to only one per cent (compared to five per cent in 2015).

Most respondents considered Library staff to be hard-working, professional and friendly and the services to be of a high quality. Clients valued the Library's independence and its capacity to provide analysis; and regarded the Library very highly as a source of trusted information. It was found to perform strongly on issues of balance, impartiality and confidentiality. There was also a significant and welcome increase in the number of respondents who thought the Library's performance had improved. Reasons given for this included the time taken to understand individual requests, innovation, promotion of Library services, and building of relationships.

This is consistent with spontaneous feedback received from clients throughout the reporting period.

The Library received no complaints in 2018–19.

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15 As measured in Uncommon Knowledge, *Australian Parliamentary Library: client service evaluation 2015.*

16 Ibid.

17 As measured in Uncommon Knowledge, *Australian Parliamentary Library: client service evaluation 2017.*

18 Ibid.

Library Collections and Databases

The services contributing to this program include:

- the Library collection—development of the collection to meet users' needs and provision of access through the catalogue and ParlInfo Search

- online full-text content such as news clippings

- media services—desktop access to television and radio news and current affairs programs broadcast in Canberra, provided to senators and members for their parliamentary duties

- commercial databases—including online full-text journal and newspaper services available through the Library Client Services' portal and the Senators' and Members' Services Portal, and

- client services including the Central Enquiry Point and self-help services.

As far as possible, usage rates of all of these services are monitored to ensure that they remain relevant and are of practical assistance to senators, members, and their staff.

TABLE 7: Information access services—deliverables

Deliverable	Measure	Performance			
		2015–16	2016–17	2017–18	2018–19
Material added to Library databases	Number of items added to the Library's Electronic Media Monitoring Service and to ParlInfo databases Target: 150,000	177,644	168,788	175,249	189,766
Material added to Library collection	Number of new titles (books and serials) added to the Library's catalogue Target: 5,000	7,318	6,575	6,378	5,756
	Percentage of titles (books and serials) in Library's collection available to clients online in full-text Target: 46%	41.2%	42.2%	45.5%	46.2%
Use of the Library collection and databases	Use of the collections and databases, including loans from the collection, radio and television programs from the Electronic Media Monitoring Service, and from ParlInfo databases Target: 4 million searches	4.44m	3.81m	3.95m	4.34m

TABLE 8: Information access services—price indicators

Deliverable	Measure	Performance			
		2015–16	2016–17	2017–18	2018–19
Cost of information services	Average cost per item added to the Library's collection	$155.81	$152.91	$162.93	$137.54
	Average cost per item added to the Library's databases	$17.47	$17.85	$14.62	$16.34
	Average cost per use of the Library's databases and collection	$1.57	$1.85	$1.59	$1.56

Material added to Library databases

In 2018–19, the Library selected and indexed approximately 10,071 newspaper clippings a month, up from an average of 9,231 a month in 2017–18. Of all the Library databases that are indexed for ParlInfo Search, the newspaper clippings accounted for 94 per cent of the indexed content.

Since the introduction of the automated Library Authoring System and Thesaurus (LAST) in 2010, the Library has been able to publish the latest newspaper clippings in ParlInfo Search, as well as produce the senators' and members' news clips of the day by 7:30am. Data shows that the introduction of LAST significantly improved the Library's productivity in the selection and indexing of newspaper clippings.

Material added to the Library collection

The number of new titles (books and serials) added to the Library's catalogue exceeded the 5,000 target at 5,756.

The percentage of titles available online (full-text) increased from 45.5 per cent to 46.2 per cent, meeting the year's target.

Use of the Library's collection and databases

The target figure of four million uses of the Library's collection and databases was exceeded with 4.34 million uses being reported. This is the first year the KPI has been met since 2015–16. The increase in 2018–19 reflects the expansion of digital newspapers and clients accessing these through the Library.
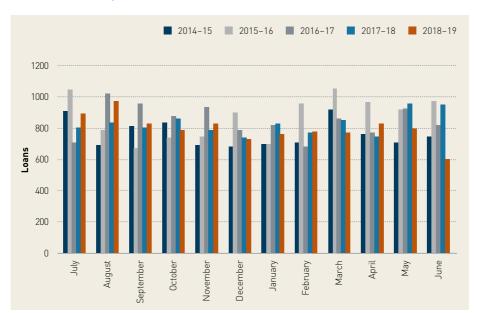
Use of the print collection

Use of the print collection remained stable with a total of 9,557 loans during 2018–19 (compared to 9,913 in 2017–18). The 2017 client evaluation of Library services found that use of the Library's print collection has fallen slightly from 85 per cent in 2015 to 75 per cent in 2017 (after increasing significantly from 61 per cent in 2012).

Though still quite low when compared to usage of the print collection, ebook usage increased slightly during 2018–19, with 1,244 loans being processed (compared to 1,100 the previous financial year). Overall, the proportion of print versus electronic loans during 2018–19 was 88.5 per cent print and 11.5 per cent electronic. In 2017–18 it was 90 per cent print and 10 per cent electronic. This increase may be attributable to the Library's increased promotion of the ebook services and the promotion of the EZproxy system which provides a more seamless (single sign-on) access to our subscribed ebook collections outside the PCN.

TABLE 9: Subprogram 2—collections and databases—key performance indicators

Deliverable	Measure	Performance			
		2015–16	2016–17	2017–18	2018–19
Client satisfaction with collections and database services	High level of customer satisfaction Target: 95%	93%[19]	93%[20]	94%[21]	94%[22]
	Number of urgent new titles (books and serials) added to the Library's catalogue within timeliness service standard Target: 100%	100%	100%	100%	100%
	Senators' and members' offices using the iSentia Mediaportal Target: 90%	89%	96%	99%	99%
	Senators' and members' offices using social media monitoring service (new KPI 2016–17) Target: 45%	-	56%	66%	70%
	New items added to the Library's Electronic Media Monitoring Service and the ParlInfo newspaper clippings database within timeliness service standard Target: 95%	94.7%	94.4%	99.07%	95.8%
	Number of complaints from clients remains low	0	1	0	0

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19 As measured in Uncommon Knowledge, *Australian Parliamentary Library: client service evaluation 2015.*

20 Ibid.

21 As measured in Uncommon Knowledge, *Australian Parliamentary Library: client service evaluation 2017.*

22 Ibid.

Client satisfaction with Library Collection and Databases

See the discussion on client satisfaction indicators at page 36.

Cataloguing

The key performance indicator for 'urgent new titles (books and serials) added to the Library's catalogue within timeliness service standard' measures timeliness in relation to cataloguing items obtained as a result of direct client requests (with a turnaround deadline of 24 hours). These items are classed as urgent and are catalogued as a priority by Library staff.

The cataloguing team met both its timeliness target for direct client requests and exceeded the target (5,000) for the number of new titles (books and serials) added to the Library's catalogue by processing 5,756 titles. The team also exceeded its target of 85 per cent for adding routine items (those selected by the Library's Acquisitions staff) to the catalogue within the two week service standard, with 100 per cent of material being added within this time-frame.

Expansion of news services

The Parliamentary Library provides a comprehensive news service to clients. The Library is proactive in its endeavours to enhance its news services within its available budget. Several services that were procured in 2017–18 were successfully implemented in July 2018, these included: the Front Pages service that conveniently bundles all daily front pages of national and metropolitan newspapers; access to Analytics, another service available through the iSentia MediaPortal that provides quantitative analysis tools for measuring media coverage and; IP access to The West Australian. These services performed well over the past 12-months and have seen good usage by clients. During 2018–19 the news services were further expanded to include online access to *The Canberra Times.*

The Library has had a strong focus on broadening the scope of news services for the Parliament and making them more convenient to access. The costs for online news services for the Parliament are funded as business as usual through the Information Resources allocation. In 2018–19, the Library spent $0.746 million on all its news services. This includes online news services, news databases and hardcopy newspapers located in the Newspaper Reading Room.

iSentia MediaPortal

Senators and members are able to access a wide variety of metropolitan and regional press and broadcast news media through the iSentia MediaPortal, including news from over 300 regional radio and television stations. Clients are able to set up alerts to push news stories directly to their inbox and to have easy access to the news services even when they are not on the parliamentary network.

Use of this service has grown significantly since it was introduced in 2013–14. As of 30 June 2019, 99 per cent of clients have a logon to this service, well above the target of 90 per cent. These users have received over 1,440 email alerts per month.

Social media monitoring

iSentia retired its BuzzNumbers product in December 2018. The service was conveniently rolled into the iSentia MediaPortal allowing consolidated access through a single interface. The MediaPortal now provides access to social media commentary from assorted blogs, Twitter and Facebook. Users can ask iSentia to set-up searches to monitor particular areas of interest and receive alerts. During the year 70 per cent of senators and members offices made use of the Library's social media monitoring services (target 45 per cent).

Performance

The news services' KPI in table 9 above combines the performance outcomes of the daily press clips service and Electronic Media Monitoring Service against their individual performance benchmarks or standards. Performance against this KPI was excellent, with both teams overall achieving 95.8 per cent against a target of 95 per cent.

FINANCIAL REPORT

Budget (Resource Agreement)

TABLE 10: Budget (Resource Agreement)

Resource Agreement 2018–19	$
Operational funding	15,613,010
Capital funding	3,033,105
Total	18,646,115

Expenditure against budget (Resource Agreement)

TABLE 11: Expenditure against budget (Resource Agreement)

	2018–19	2018–19
	Budget ($)	Actual ($)
Expenditure—Operating appropriation	15,613,010	15,693,245
Employee (including entitlements)		
Research Branch	9,356,675	8,771,630
Library Collections and Databases Branch	2,909,276	3,188,200
Office of the Parliamentary Librarian	1,020,820	989,923
Total employee	13,286,771	12,949,753
Collection (information resources)	1,971,496	2,305,916
Other expenses	280,568	353,009
Asset maintenance (software licences/maintenance)	74,175	84,567
Total operational expenditure	15,613,000	15,693,245
Expenditure—Capital	3,033,105	2,827,948
Summary by organisational unit (operational + capital)		
Parliamentary Librarian	1,081,184	1,044,379
Research Branch	9,172,986	9,019,172
Library Collections and Databases Branch	8,391,945	8,457,642
Total expenditure including capital funding	18,646,115	18,521,192

TABLE 12: Revenue

	2018–19	2018–19
	Budget ($)	Actual ($)
Revenue (Inter-Library Loans)	-9,600	-9,366

Capital Expenditure against budget (Resource Agreement)

TABLE 13: Capital Expenditure against budget (Resource Agreement)

DPS Capital Budget allocation by project	2018–19	2018–19
	Budget ($)	Actual ($)
Collection	320,000	439,492
Capitalised salaries—acquisition management	300,000	490,143
Other capital—*Parliamentary Handbook* database and handbook	50,000	20,900
Small Library systems	170,000	266,336
Digitisation capitalised salaries[35]	712,428	457,612
Digitisation of *Parliamentary Papers Series*	0	210,000
Library databases news clips	130,677	137,386
Library databases capitalised salaries	860,000	741,274
EMMS date remediation	90,000	8,336
Integrated Library System Project	400,000	56,469
Total	**3,033,105**	**2,827,948**

23   This amount includes $120,000 that represents final payment to The Information Management Group Pty Ltd for digitalised materials. The budget for this was carried over from 2017–18 and shown as part of the total 2018–19 budget of $712,428.