





PARLIAMENTARY LIBRARY

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PARLIAMENTARY LIBRARIAN'S REVIEW

I am pleased to present the Parliamentary Library's annual report for 2017–18.

The Library's role is to provide high-quality information, analysis and advice to senators and members in support of their parliamentary and representational roles, and to do so in a timely, impartial and confidential manner whilst maintaining the highest standards of scholarship and integrity. The Library provides 'traditional' library services such as books, journals and newspapers, as well as a comprehensive range of value-added services, including online media monitoring, specialist databases, and statistical and mapping services. The Parliamentary Library is also one of Australia's major research libraries, providing senators and members tailored and confidential research briefs and general distributions on current legislation and on a wide range of other issues of interest to the Parliament.

In 2017–18, the Library offered significant support to the Parliament across a broad range of policy areas, and performed strongly against all its key tasks and performance measures (as set out in the Library Resource Agreement).

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. This is particularly notable given 13 new senators and members took their seats in the Parliament in 2017–18. Orientations and support for new parliamentarians and their staff remained a focus for the Library throughout the year.

Over the course of the year, the Library answered 11,656 individual requests for information and analysis. This was less than our target of 13,000. However, hours spent responding to parliamentarians' enquiries again increased by five per cent compared to 2016–17 (44,503 compared to 42,178). The Library issued nearly 300 research publications, including more than 130 Bills Digests. There were 7.2 million online uses of the Library's publications through ParInfo Search and the internet.

The Library met or exceeded all its key performance measures for the timeliness of its services.

More than 800 clients attended training and orientation sessions and we continued our program of outreach to electorate offices, visiting 37 during the year.

More than 6,300 new books and serials were added to the Library's catalogue and 175,249 items were added to Library databases. The Library also undertook a major collection review to ensure the collection remains accessible and relevant to the needs of the Parliament, and that our acquisitions represent best value for money. This review included analysis of all major databases and e-serials, examining usage and identifying potential overlap or duplication in aggregated collections.

Throughout the year, the Library continued to prioritise the digital delivery of services and products.

The percentage of the collection available in digital form increased to more than 45.5 per cent (as at 30 June 2018). There were 3.95 million uses of the Library's online collections and databases. In addition to our business as usual work, two longstanding projects also came to fruition late in the financial year: ParlMap, our new self-service mapping tool, and Wadsworth, the new database system for the *Parliamentary Handbook*. Work on our various digitisation projects also continued, and an important milestone was reached in regard to digitisation of the Parliamentary Papers Series.

An independent review of the Library's key performance indicators was also undertaken to ensure their effectiveness and robustness in measuring how we meet our strategic goals and objectives.

The Library continued to support the Parliament's broader engagement with the Australian community and with the region. Library staff provided support to the Parliament of the Solomon Islands and the Parliamentary Institute of Cambodia, as well as hosting staff from the parliaments of Fiji, Samoa, and Tonga. In addition, 2018 saw the launch by the Presiding Officers of the First Eight, a collaborative project looking at Australia's early Prime Ministers.

Evaluation of the Parliamentary Library's Services

The Library commissions an independent evaluation of its services once in every Parliament to measure performance and to gain insights into the use of its services and parliamentarians' changing information needs. The evaluation for the 45th Parliament was conducted in the first half of the 2017–18 financial year. The findings were extremely positive, particularly among parliamentarians and their staff, where satisfaction rates remained high (94 per cent), and the likelihood of recommending the Library higher again (99 per cent). 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. Two clear areas for improvement were identified: a perceived variability in the quality of research services by some clients, and issues of timeliness, the latter particularly in relation to Bills Digests. Perceptions of variability of quality and timeliness are not simple to address—noting, for example, that the Library met or exceeded all its timeliness KPIs for the year. However, the evaluation also points to the importance of improved communication with clients, including around the tracking of research requests. Certainly the message is clear: clients expect us to deliver to a high standard all the time; any lapse can lower trust and perceptions of the overall quality of our service. Strategies to address the evaluation's recommendations for enhanced outreach and communication with clients, timeliness and consistency in quality will be a focus for the coming year.

Building our capacities

A key priority for the Library is developing and maintaining the professional skills and knowledge of the Library's staff. This remains an ongoing challenge as the Library's age profile means that many of our most experienced staff have reached, or will soon reach, retirement age. The Library has continued to recruit skilled staff to fill these vacancies. We have often also been fortunate to be able to draw upon the skills of former staff as Library Associates or on intermittent employment contracts.

Library researchers and information professionals work to ensure they are up to date on public policy issues and on industry offerings. In addition to participating in DPS corporate training, Library staff participated in a series of in-house seminars, peer led training, and external professional development. The Library has implemented a program of targeted learning and development for staff to build both their parliamentary knowledge and workplace skills. This helps us build institutional continuity while still enjoying the benefits of renewal. A particular focus over the past year has been training to help ensure Library staff understand the legislative and committee business processes of parliament and thereby deliver products that are best 'fit for purpose'. A new induction program was also implemented.

Work also continued to build stronger relationships with universities and individual academics.

Finally, the structure of Library Collections and Databases branch was reviewed, in close consultation with staff, to enhance its capacity for innovation in the delivery of digital content.

The year ahead

Addressing the recommendations of the client evaluation of Library services will be a focus in the coming year. In particular, the Library will continue to work to build its skills base and to improve the quality and timeliness of its work through staff training and by reviewing and improving quality assurance mechanisms.

Library Collections and Databases' new branch structure will take effect from 1 July.

The Library will continue to pursue opportunities to work collaboratively with other researchers and organisations, including the Australia and New Zealand Association of Clerks-at-the-Table.

Work will also begin in anticipation of a general or half-Senate election.

The Library will continue its program of visits to electorate offices.

Staffing and budgetary issues will continue to be closely managed so that services are delivered as effectively and efficiently as possible.

The Library will continue to report regularly to the Presiding Officers and to the Joint Standing Committee on the Parliamentary Library (JSCPL).

Conclusion

I would like to thank the Presiding Officers and the JSCPL for their support and guidance throughout the year. My thanks go also to the Secretary DPS and to colleagues across DPS and in the other parliamentary departments, and in state and territory parliamentary libraries.

And, finally, I would like to thank all the staff of the Parliamentary Library for their hard work, professionalism and enthusiasm. The Library's achievements arise from their collective efforts, and it is a privilege to work with them.

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

- senators, members, 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: 2017–18

- operational funding: \$15.491 million
- capital funding: \$3.593 million
- average staffing level: 137.5 FTE.

Services

- comprehensive library collection for reference and loan
- media monitoring—press, broadcast and social media
- confidential and tailored research and analysis
- mapping (electoral, social-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: 2017–18

- 100 per cent of parliamentarians used the Library's services
- 11,656 individual client requests completed
- 295 research publications released, including 133 Bills Digests
- 803 clients attended training and seminars
- 37 electorate offices visited
- 6,378 new books and serial titles added to the catalogue
- 45.5 per cent of titles available online in full text
- 175,249 items

OVERVIEW

Governance

The *Parliamentary Service 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'.²¹ These services are to be delivered:

- a) in a timely, impartial and confidential manner
- b) maintaining the highest standards of scholarship and integrity
- c) 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
- d) having regard to the independence of Parliament from the Executive Government of the Commonwealth.²²

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

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 2017–18*, the Library's services fall under the strategic theme: 'Respond to the changing needs of the Parliament'.

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.

²¹ *Parliamentary Service Act 1999*, subsection 38B(1).

²² *Parliamentary Service Act 1999*, subsection 38B(2).



The Joint Standing Committee on the Parliamentary Library. 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 Frelander, Senator Gichuhi. [Auspic]

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 2017–18:

- Mr Rowan Ramsey MP (Joint Chair)
- Senator Sue Lines (Joint Chair)
- Senator Slade Brockman (from 17 August 2017)
- Mr Russell Broadbent MP
- The Hon Anthony Byrne MP
- Senator Jonathon Duniam
- Dr Mike Frelander MP
- Senator Lucy Gichuhi (from 5 February 2018)
- Senator Claire Moore
- Senator James Paterson (to 5 February 2018)
- Ms Anne Stanley MP
- Mr Bert van Manen MP
- Senator John Williams (to 17 August 2017)
- Mr Trent Zimmerman MP.

The JSCPL met privately on 5 December 2017, 5 February 2018 and 18 June 2018 and considered, *inter alia*:

- the client evaluation of Library services for the 45th Parliament
- the Librarian's annual report
- electorate office outreach
- a review of the Library's key performance indicators
- Library Census-related services
- strategic digital priorities, and
- correspondence to the committee.

Structure

The Parliamentary Library comprises the Parliamentary Librarian and the employees of DPS assisting her.²³ The Library's Executive is:

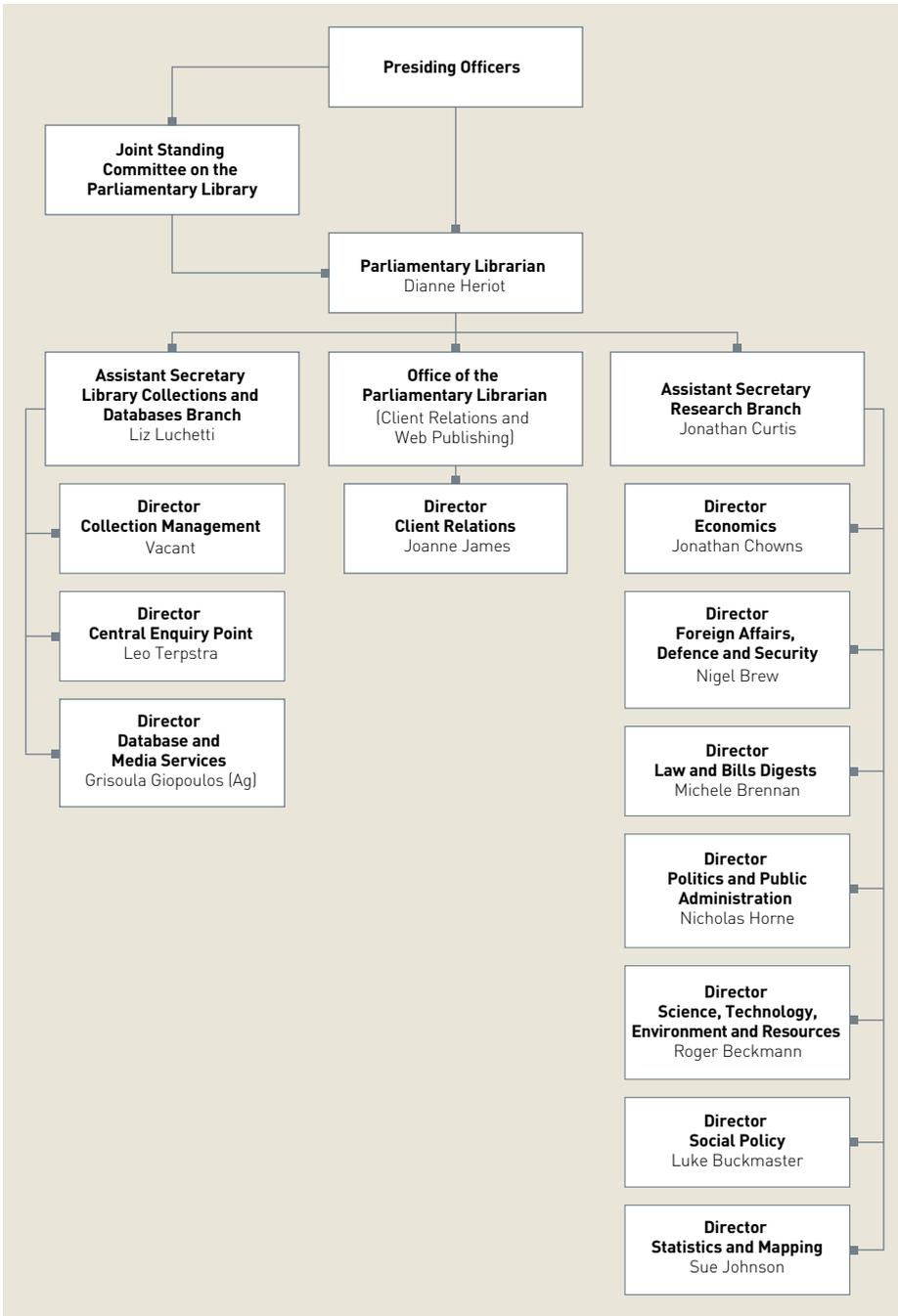
- Dr Dianne Heriot, Parliamentary Librarian
- Mr Jonathan Curtis, Assistant Secretary, Research Branch, and
- Ms Liz Luchetti, Assistant Secretary, Library Collections and Databases Branch.

The Library's structure comprises:

- Office of the Parliamentary Librarian—a small unit consisting of the Parliamentary Librarian, three Library executive support officers, the Library Publishing Unit and the Director, Client Relations, who provides orientation and training services for parliamentarians, their staff and other parliamentary staff
- Research Branch—which provides information, research and analytical services including individually commissioned research, publications and statistical and mapping services, and
- 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.

²³ *Parliamentary Service Act 1999*, subsection 38A(2).

FIGURE 5: Parliamentary Library Organisation Chart (as at 30 June 2018)



SUMMARY OF FINANCIAL PERFORMANCE

Resource Agreement 2017–18

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.²⁴ The agreement must be made between the Secretary and the Parliamentary Librarian, and approved by the Presiding Officers in writing after receiving advice about the contents of the agreement from the JSCPL.

The Resource Agreement helps assure the Parliamentary Librarian's continued independence and enables parliamentary scrutiny of the Library's resourcing. The 2017–18 agreement was:

- signed by the Parliamentary Librarian and Secretary DPS on 1 June 2017
- considered by the JSCPL on 19 June 2017, and
- approved by the Presiding Officers on 22 June 2017.

Financial performance

The Resource Agreement 2017–18 provided:

- an operating budget of \$15,491,243
- a capital budget (used for the Library collection and minor capital projects) of \$3,593,168, and
- an average FTE, including capitalised salaries, of 137.5

Actual expenditure was \$15.367 million in operational funding and \$3.304 million in capital.

Employee costs accounted for the majority of the Library's budget, with the remaining funds largely spent on the collection. Collection expenditure in 2017–18 comprised:

- information resources (including database subscriptions and news services)—\$2.139 million (operational)
- reference serials and monographs—\$0.649 million (capital)
- digitisation—\$1.436 million (capital)
- digital repository—\$0.059 (capital), and
- news clips—\$0.116 (capital).

The major pressures on the Library's budget in 2017–18 were cost increases for collection resources of around five per cent over the previous financial year, exacerbated by fluctuations in the value of the Australian dollar. Both affected the Library's purchasing power.

²⁴ *Parliamentary Service Act 1999* section 38G.

The end of year result was closely aligned with the available budget. There were, however, some minor internal variations to anticipated expenditure on employee and collection costs (both operational funding). Employee costs were under-spent by some 2.5 per cent (\$0.329 million). A number of factors contributed to this, including recruitment timelines and the absence of a senior manager due to a work-related injury. The underspend of \$0.288 million in the Library’s capital budget was primarily the result of the vendor delay in completing the final phase of the scanning of the information files. In 2017–18, news clips from the 1950s began to be digitised. These are in a more fragile state than those from later decades, and, as a consequence, the pace of digitisation slowed considerably. The final payment for this work has been rolled over to 2018–19.

A more detailed breakdown of budget and actual expenditure can be found in the financial tables at pages 142–143.

FIGURE 6: Parliamentary Library budget 2005–06 to 2018–19

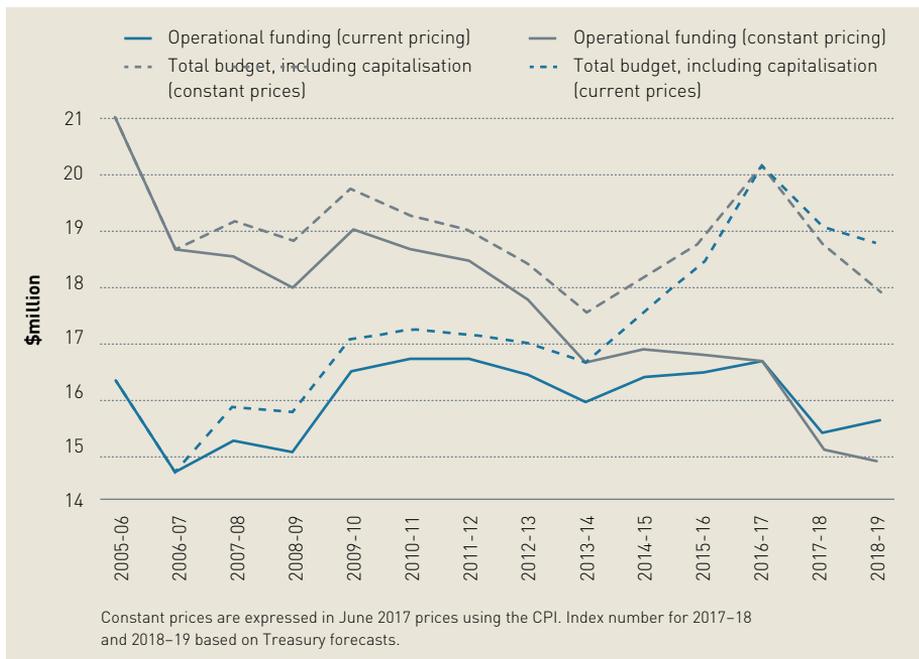


FIGURE 7: Parliamentary Library budget (resource agreement) and expenditure 2015–16 to 2017–18



The year ahead

The Presiding Officers approved the Parliamentary Library Resource Agreement 2018–19 on 1 August 2018. It provides that the Parliamentary Librarian receive:

- operating funding of \$15,613,010, and
- capital funding of \$3,033,105.

ACHIEVEMENTS 2017–18

The Library's Strategic Plan (2015–16 to 2019–20) sets out five priorities:

- retaining our position as our clients' preferred and trusted source of high quality information, analysis and advice
- ensuring a high and consistent quality in services
- increasing digital access and service
- supporting the Parliament's engagement with the community and the ongoing development of parliamentary democracy, 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.

How we retain our position as our clients' preferred and trusted source of high-quality information, analysis and advice

Evaluation of the Parliamentary Library's services

The Library conducts a formal review of the needs of clients once in every Parliament to assist it to:

- measure satisfaction levels with library and research services
- gain insights into the use of services, and
- determine the direction of future information and service delivery.

Following a Request for Quotation, the contract for the Library's evaluation for the 45th Parliament was awarded to Uncommon Knowledge, a Canberra-based consultancy which had also undertaken the 2015 evaluation. Uncommon Knowledge conducted face-to-face interviews with 46 parliamentarians and their staff, and a focus group and one in-depth interview with parliamentary staff. This was followed by an online survey that was completed by 160 parliamentarians and their staff, and 34 committee staff.

Pleasingly, the overall response of parliamentarians and their staff—both to Library staff and services—was extremely positive, with satisfaction ratings very slightly higher than in the 2015 evaluation (94 per cent compared to 93 per cent).²⁵ Most considered Library staff to be hard-working, professional and friendly and our services to be of a high quality. The Library was seen to perform very well on all measures of service delivery. Importantly, 99 per cent said they would recommend the Library's services to a colleague (up from 97 per cent in the last evaluation).

Consistent with the last evaluation, satisfaction among committee staff was lower at 82 per cent, though this had improved from 78 per cent in 2015; however, their likelihood to recommend the Library to a colleague was high (100 per cent). Committee staff also spoke highly of the responsiveness, professionalism and quality of the Library's services.

²⁵ Uncommon Knowledge, Australian Parliamentary Library: client service evaluation 2017.

The two issues raised consistently across the qualitative and quantitative research were a perceived variability in the quality and timeliness of research services. These were also the main issues raised in the previous evaluation. However, there was also an increase in the number of respondents who thought the Library's services had improved since that time. Reasons given for this improvement in service included time taken to understand the requests, promotion of services, building of relationships, and innovation.

The evaluators made nine recommendations addressing

- quality control
- client outreach, and
- client request tracking.

The evaluation report was discussed by the JSCPL in February 2018. The findings were also discussed at a whole of Library meeting in March. The report has been published on the Parliament of Australia website to help ensure transparency in the Library's operations.

Responding to the recommendations arising from the evaluation will be priority in the Library's business plans for 2018–19 and 2019–20.



Parliamentary tradition: the signing of the Parliament's Bible

In March 2018, the President of the Senate, Senator the Hon. Scott Ryan, added his name to the roll of presiding officers in the Parliament's Bible.

The Bible is an important but little-known piece of parliamentary history and tradition. The Bible and its accompanying lectern were presented to the Parliament in September 1919 by Governor-General Sir Ronald Munro Ferguson on behalf of the British and Foreign Bible Society. The gift commemorated the 'signing' of the peace treaty which ended the 'World Wide War'.

What makes the Bible a particular treasure is that it contains the signatures of all the Presidents and Speakers of the Parliament of Australia.



Left: President Scott Ryan and signatures (Auspic)

The 45th Parliament: welcoming new senators and members

Support for new parliamentarians remained a focus of the Library's work. As a matter of practice, the Library assigns a contact officer to each new senator and member. Thirteen new parliamentarians took their seats in the 2017–18 financial year. Library contact officers introduced them and/or their staff to the diverse range of Library products and services, and demonstrated how the Library could support them in their day-to-day work. The Parliamentary Librarian participated in inductions for parliamentarians and their staff organised by the chamber departments. 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 2017–18 notwithstanding the changes in representation across the two chambers.

Support to Parliament's consideration of the Budget

Supporting parliamentary scrutiny of the Federal Budget is an annual priority for the Library. 2017 saw a new addition to our budget-related services, with three of Australia's leading economists participating in a seminar on the strategic context of the Federal Budget and key issues in public finance, debt, trade and superannuation. So well was this received that the Library convened another panel session for the 2018 Budget, with Professor Warwick McKibbin AO (Vice Chancellor's Chair in Public Policy and Director of the Centre for Applied Macroeconomic Analysis in the Crawford School of Public Policy ANU) and Dr John Edwards (Non-resident Fellow, Lowy Institute and Adjunct Professor with the John Curtin Institute of Public Policy at Curtin University).

The Library also held its traditional budget day seminar, with research specialists from the Library's Economics Section briefing attendees on the Government's budget strategy, the fiscal outlook, and how to find information in the Portfolio Budget Statements.

Both events were well attended with 68 pass holders attending the panel seminar and 100 attending the Library's budget day event. Both events were also recorded. The Library also published its annual Budget Review 2018–19 as well as five Budget-related Quick Guides.

Client requests

Senators and 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.²⁶

²⁶ Uncommon Knowledge, Australian Parliamentary Library: client service evaluation 2017, p. 33.

In 2017–18, Library staff answered 11,656 such requests (11,681 in 2016–17), 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 21: Client requests completed in 2017–18

Requests	
Senators	6,592
Members of the House of Representatives	3,550
Parliamentary committees	198
Departments, reciprocal arrangements and other	1,316
Total	11,656

This metric is further discussed at page 131.

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 made use of the Library's publications.²⁷

In 2017–18, the Library issued 295 new or refreshed research products, including 133 Bills Digests and 59 research papers. In 2017, three Library research papers again figured in the Analysis and Policy Observatory's 'most viewed' lists, all in its category of international relations: *Update on Australian Government measures to counter violent extremism: a quick guide*; *Boat 'turnbacks' in Australia: a quick guide to the statistics since 2001*; and *Developments in Australian refugee law and policy: the Abbott and Turnbull Coalition governments (2013–2016)*.

This year, the Library published an innovative new type of research publication—one that reflected the Library's work to improve the Parliament's access to information and expertise on topical issues in public policy. *Oversight of intelligence agencies: a comparison of the Five Eyes nations* was a collaboration between parliamentary researchers from Australia, Canada, New Zealand and the United Kingdom. Each group prepared the section covering their own country, and remained separately responsible for the content and accuracy of the contributions. The paper represents a good model for sharing the expertise and insights that each country has of its own legislation and institutions. We are grateful to our colleagues for their contributions to the paper and look forward to exploring opportunities for similar projects on topics of shared interest to our parliaments.

²⁷ Ibid., pp. 33 and 38.

The Library also commissioned a number of research papers from external experts, two of which were published in 2017–18: *Office of profit under the Crown* (Prof. Anne Twomey) and *The ASEAN-Australia Special Summit, Sydney, March 2018: issues and implications* (Dr Frank Frost). Professor Twomey also presented a Parliamentary Library lecture on *Taking stock of section 44 of the Constitution*.

Enhancing client service: Library special briefings

In 2017–18 the Library convened three policy roundtables, focusing on China, Indonesia and Japan.

Like the Library's long-standing lecture and seminar series, the roundtables bring notable speakers to the Parliament to give senators and members and their staff the opportunity to hear, first-hand, expert opinion on a range of currently relevant topics. However, they offer the benefits of small group discussion, recognising that a less formal format facilitates discussion and affords greater scope for exploring issues. All parliamentarians are invited to these sessions, but the Library particularly encourages senators and members with portfolio or policy interests in the specific field to attend.

Support to parliamentary committees

The Library has increased its focus on providing support to the operations of parliamentary committees, in recognition of the central role they play in the work of parliamentarians—particularly in the examination of legislation and policy issues. The Library can be of considerable assistance at the initial scoping stage of an inquiry; providing the policy history of particular issues; and filling gaps in the evidence provided to the committee through submissions and hearings.

During the reporting period, Library staff proactively contacted secretariats at the commencement of major inquiries to discuss possible areas of assistance, allowing the Library to provide more timely and targeted support. In the case of one large and complex inquiry with a tight reporting time, the Library provided substantial ongoing technical assistance to the secretariat. Senior research branch staff also met with committee secretaries several times a year to discuss service offerings and any issues or problems.

How we ensure a high and consistent quality in services

Review of Key Performance Indicators

As an adjunct task to the evaluation of the Library's services, Uncommon Knowledge was contracted to undertake a review of its key performance indicators to help ensure they remain appropriate to measure the Library's performance, capture emerging areas of work and reflect best practice internationally.

In conducting the review, Uncommon Knowledge drew upon interviews with senior staff of legislative libraries in Australia, Canada, the European Union, New Zealand, the United Kingdom (House of Commons Library) and the United States of America (Library of Congress). Desk research was also undertaken on these libraries as well as those of the House of Lords (UK), the Republic of Ireland, and the United Nations (Geneva and New York).

The report found that the Parliamentary Library 'has a robust performance and reporting framework which is in line with the Commonwealth Government's requirements for good governance.'²⁸

The JSCPL considered the report at its meeting in June 2018.

Improving research quality and client focus

As reported in the previous Annual Report, the Library implemented a number of strategies to enhance the quality and consistency of its research output, particularly client advices and support to the work of committees. Consequently, it was pleasing to see the most recent client evaluation of our services report an increase in the number of respondents who consider Library services have improved: +six per cent of parliamentarians and their staff, and +14 per cent of Parliamentary committee staff.

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 45,000 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.

In 2017, the Library additionally undertook a full review of the collection to ensure acquisitions represent best value for money and add depth and breadth to the collection. The review examined usage statistics, collection overlap data, and vendor licensing and access terms and conditions. It was the first such review since 2012.

How we are expanding 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 75 per cent of the collection budget was spent on electronic resources in 2017–18. The 2017 evaluation of Library services showed clients appreciated the move to online services and use of emerging technologies.²⁹

²⁸ Uncommon Knowledge, Australian Parliamentary Library: KPI Review 2018, p. 24.

²⁹ Ibid, p.5.

The percentage of the Library's collection available in digital form increased from 42.2 per cent at the end of June 2017 to 45.5 per cent at the end of June 2018. A little over 89 per cent of titles in the serials collection, and almost 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.

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 it has 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 Framework for the Digital Delivery of Library Products and Services and the Digital Preservation Framework.

Achievements in 2017–18 included piloting EZproxy to allow greater access to Library products and services outside the parliamentary network and the protected data network. This service will be launched to clients early in the new financial year.

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

'Parliamentary Handbook' online

In 2017–18, the Library completed the final elements of the 'Wadsworth' system, which contains for the first time the digitised biographies of all Commonwealth parliamentarians since 1901 (numbering over 1,700), including their state and territory parliamentary service (if any). Named 'Wadsworth' in honour of Arthur Wadsworth, the first Librarian of the Commonwealth Parliament, this new system will provide the biographical information that users see on various parliamentary web pages as well as being searchable through the ParInfo Search system. It will enable faster and more flexible and accurate searches, and support the provision of a wider range of historical information on the website.

Having completed the framework, data content, software development and testing stages, 'Wadsworth' is scheduled to be moved into production in the first months of 2018–19.

Library mapping services

The mapping team in the Library creates and prints custom maps for clients using specialised mapping software that is able to display wide combinations of thematic data, such as socio-economic or infrastructure data, and electoral information.

The Library obtains mapping information from online data sources such as data.gov.au, the Australian Bureau of Statistics (ABS), the Australian Electoral Commission, Geoscience Australia, state and territory governments, and industry sector portals and websites.

The Library's mapping service is extremely popular, with over three quarters of all parliamentarians' offices requesting mapping products during the year. In 2017–18, the mapping team received approximately 500 requests for mapping products, with the number of maps for each request ranging from 1 to over 20. Overall, the team created almost 2,765 unique digital maps, including welcome pack maps prepared for each electorate; and printed just over 1,435 hard copy maps.

ParlMap—mapping services for clients

In 2017–18, the Library completed the ParlMap project, which offers clients an online self-service mapping system. ParlMap enables clients to create their own maps using Australian Census and election results, and includes all current and historical Commonwealth electorate boundaries.

The system is based on the NationalMap architecture managed by the Department of the Prime Minister and Cabinet, and the Library will continue to work with the developers to add further improvements over time.

Digitisation

Digitisation of the Library's collection, both contemporary and historic records, remains a high priority.

In 2014–15 the Parliamentary Library began a program of preservation digitisation of its information files dating from the 1950s to the early 2000s, a unique collection of Australian political and public policy history still regularly used by clients, Library staff and occasional visiting scholars. Digitisation of historic press releases and the Prime Ministers' collections was completed the first year, and the biographical 'condolence' packs in 2015–16. Digitisation of the news clips collection has been under way since 2014, with ten million pages digitised by the end of 2017–18 (2.75 million being digitised in 2017–18 at a cost of \$490,000 from the Library's capital allocation).

The Library aims to quality assure and upload 20 per cent of the digitised files to ParlInfo Search during 2018–19 and to complete the digitisation of the Parliamentary Authors collection.

As an adjunct project, the Library has also been digitising its large collection of radio and television news and current affairs programs. This collection of pre-2004 audiocassette 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 2017–18, the Library digitised a further 5,806 hours of analogue material, significantly exceeding its target of 5,000 hours. In total, 16,160 hours has been digitised since the commencement of this project.

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

Parliamentary Papers Series 1901–2012

In 2015–16, the Library embarked upon a multi-year 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 PPS comprises significant documents that have been presented to Parliament, and subsequently ordered to be printed. They form part of the public record of the proceedings in each Chamber. Digitisation of the PPS will help ensure that it is preserved for the future and will also enable broader and easier access as it becomes available online as a series for the first time.

In 2017–18, Library staff met their target of quality assuring and uploading the first 40 per cent of the digital files to ParlInfo Search, with the whole project expected to be completed in 2018–19.

Once the project is complete, a full set of TIFFs and metadata files will be provided to the National Library of Australia for ingestion into TROVE.

Historic Hansard: Remediation project

During 2009–10 the Parliament undertook a major project to digitise Hansards from 1901 to 1980. Four hundred and thirteen volumes—comprising 610,534 pages of debate—were digitised by the project's end and published in pdf and XML format. In 2016 the Library discovered 102 XML files were not attached to the correct records, though the PDFs were there. In 2017–18, Library staff located and uploaded the missing files. In addition, 1,300 XML files were corrected and uploaded, covering just under 10 years' worth of Hansard. The principle focus in this initial period was to ensure that content was grouped under the correct heading, though there was also work done on correcting attribution of speeches to the correct member or senator. The Library will continue to review the entire digitised Historic Hansard database to ensure it is accurate, accessible and meets current preservation and metadata standards.

How we support the Parliament's engagement with the community and the ongoing development of parliamentary democracy

National Reconciliation Week



Professor Megan Davis delivering the 2018 lecture (Auspic)

As it has for the past several years, the Library marked National Reconciliation Week with a public lecture in the Parliament House Theatre. The 2018 lecture was presented by Professor Megan Davis, Pro Vice Chancellor Indigenous, and Professor of Law, University of New South Wales. Professor Davis spoke on the significance of the Barunga Statement in relation to the Uluru Statement from the Heart, and the work of the Aboriginal constitutional dialogues in designing a framework of reform to address disadvantage and commence a process of reconciliation.

Collaborative partnerships: The ‘First Eight’ Project

In March 2018, the Presiding Officers officially launched ‘The First Eight—Australia’s early Prime Ministers’. The project is a collaborative undertaking 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. As part of this collaboration, the Parliamentary Library will be publishing a series of essays and lectures about Australia’s first eight prime ministers—covering the Melbourne period of the Parliament. The first monograph of the series, *Alfred Deakin—the lives, the legacy: Australia’s second Prime Minister*, written by Dr David Headon, was published in March 2018 and launched by the Presiding Officers. Work in 2018–19 will focus on Australia’s fourth Prime Minister, George Reid, the 100th anniversary of whose death falls on 12 September 2018.



President Scott Ryan, Dr David Headon and Speaker Tony Smith at the launch of the First Eight (Auspic)

Regional engagement

Parliamentary Institute of Cambodia (PIC) delegation

Contributing to the goal of supporting the ongoing development of parliamentary democracy, this year the Library hosted a small group from the PIC, an institute funded by the Swedish and other European governments to assist with capacity building in the region. PIC provides both direct research support to the Cambodian parliament as well as training for parliamentary staff from south-east Asian countries.

The delegation, which included officials from not only Cambodia, but the Philippines, Thailand, Laos and Myanmar, spent four days meeting with staff from across the Library and other parliamentary departments, including the committee and procedure offices.

Support to the Solomon Islands Parliament

In March 2018, the Parliamentary Library sent a senior researcher to assist the Solomon Islands Parliament in its consideration of the annual Budget process. This work, funded by the United Nations Development Program, is similar to support provided to the Fiji Parliament reported in previous years.

The researcher joined colleagues from the NSW, Fijian, and Scottish parliaments to share their experience in the techniques and procedures used in supporting parliamentary scrutiny of budgets, and also to actively assist in preparing and delivering briefings.

Pacific Parliamentary Scholars

As part of its ongoing support for parliaments and democracy in the Pacific region, the Library again hosted participants under the Pacific Parliamentary Scholarships Scheme. These scholarships are offered to staff of Pacific parliaments interested in developing their research skills and working on a gender equity issue of relevance in their country. The 2017–18 Scholars were:

- Sivaitele Leiataua from the Parliament of Samoa, whose project explored the issue of responding to domestic violence in Samoa
- Tirisiane Logavatu from the Parliament of Fiji, whose project looked at gender responsive budgeting to increase women's empowerment, and
- Peter Topura from the Bougainville House of Representatives, whose research was on the issue of parliamentary rules promoting gender.

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 2017–18, 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.

The Library also continues to manage APLAP's website and Facebook group.

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 brings together specialist legislative information services from around the world. In 2017–18, the Parliamentary Librarian remained an active member of the Standing Committee administering the Library and Research Services for Parliaments Section.

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 the parliaments of India, Kenya, Myanmar, Nepal and the Philippines and presented to the 2018 Inter-parliamentary Study of Parliament Course.

In 2017–18, the Library hosted visits of staff from a number of Australian Parliamentary Libraries as well as staff from the Canadian and New Zealand Libraries.

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 and the Canberra Institute of Technology.

Australian Parliamentary Fellowship Program

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. The 2018 Scholars were:

- Timothea Turnbull, a PhD candidate at the Australian National University, whose project, *Parliamentary perceptions of ANZUS: between entrapment and abandonment*, looked at 60 years of parliamentary debate on the ANZUS alliance
- Katherine Taylor, a PhD candidate at the Australian National University, whose project was: *What does 'water security' mean for northern Australia? A review of federal policy*, and
- Kerrie Wratten, a PhD candidate at Macquarie University, whose project was: *A systematic review of the factors that facilitate successful implementation of teacher performance and development frameworks at international school and system levels*.

As has now become tradition, the Presiding Officers hosted a reception in the Speaker's courtyard for the 2018 summer scholars from the Library and the national cultural institutions.



Speaker Tony Smith with the 2018 Summer Scholars from the Parliamentary Library and national cultural institutions (Auspic)

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. Thirteen interns have completed the program in Library Collections and Databases (two in 2017–18), five of whom subsequently gained employment in the Parliamentary Library following graduation (three ongoing and two in non-ongoing positions).

Thirteen legal interns have completed the Research Branch program, with one in 2017–18.

This financial year, the Library did not host any ANIP students; however, the Library provided 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.

The Library will continue to consider applications from ANIP participants in the coming year.

Assistance to The Parliament Shop

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 626 titles (138 during 2017–18), helping ensure that The Parliament Shop is the 'go to' place for politically themed books.

How we strengthen the capabilities of our staff

Restructure of the Library Collections and Databases Branch

To ensure the Library remains positioned to deal with rapidly evolving library technologies and systems, the Library Collections and Databases Branch was reviewed and restructured, with the changes to take effect at the beginning of the new financial year. (Undertaken in close consultation with staff, the restructure is budget neutral and has not resulted in any redundancies.)

A new team has been established, the Library Systems, Projects and Innovation section, which will help ensure the Library is able to innovate to improve client services and meet the challenges of effective digital delivery. The Library Collections and Discovery team (combining the Collection Management and Database and Media Services Staff) will focus on the acquisition, management and organisation of Library collections and content and making them easily discoverable to Library clients.

The Central Enquiry Point section has remained unchanged.

The new structure aligns more closely with the Library's strategic priorities and will enhance client service.

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.

During 2017–18, the Library made significant progress in implementing strategies in the Workforce Plan. In 2017–18, Library staff attended diverse seminars, conferences and workshops, with the Library also hosting in-house seminars given by visiting academics.

The Library staff orientation program was significantly redeveloped during 2017–18 and includes training for new starters and their buddies and supervisors with particular focus on client services. A priority for the Library's in-house program was the legislative and committee processes of parliament, to ensure our products are 'fit for purpose'. This training included a presentation on the operation of committees and how the Library's research can contribute most effectively. In March, officers from the Senate Procedure Office presented a seminar on the process of drafting amendments and private members bills, recognising that in many cases our clients use Library research to inform the development of their drafting instructions. 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, while three Library staff from Research Branch participated in the Department's PEL1 Development Program. Two LCDB staff completed *Catching the third wave: local resources, digital repositories and metadata* during 2017–18. This course focuses on managing digital resources, digital repositories and digitisation standards.

Engagement with universities

Building on the relationships developed with the Australian National University in the previous reporting period, the Library entered into two additional MOUs with specific schools. The agreements were used as the basis for seeking the university's assistance with matters including the drafting and technical review of several Bills Digests.

The Library hopes to utilise these relationships in the coming year to deliver Library seminars and other commissioned papers on matters of interest to the Parliament.

WORKFORCE ISSUES

At 30 June 2018, the Library's workforce comprised:

- Office of the Parliamentary Librarian—11 employees (9.6 FTE)
- Library Collections and Databases Branch—56 employees (54.3 FTE)
- Research Branch—89 employees (80.7 FTE)

During 2017–18, the Library workforce:

- increased slightly from 155 to 156 employees, and in FTE from 143.6 (at 30 June 2017) to 144.6 (at 30 June 2018), 35 (22 per cent) of whom were non-ongoing, and
- had a median age of 45 years (up slightly from 44 years in 2017).

Age profile

At 30 June 2018, 32 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 (almost 16 per cent) is more than twice that of the APS (seven per cent).³⁰

The Library's relatively older age profile has been evident for some years, but is less pronounced than it was a decade ago; the proportion of employees aged 45 years and over fell from 69 per cent in 2008³¹ to 57 per cent in 2017 before rising slightly to 58 per cent in 2018.

Classification

Given the nature of much of the work undertaken in the Library, the classification profile is concentrated at PEL 1, with 42 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 1.³²

However, over time there has been an increase in the proportion of Library employees at PSL 4–5 and PSL 6. This shift reflects the Library's growing focus on developing potential career paths for less experienced employees, ensuring continuity of skills and opportunities to expand corporate knowledge. In Research Branch, an additional benefit is that it enables senior researchers to concentrate on more complex work.

The proportion of employees at middle management (PEL 2) is slightly below the APS average—seven per cent of ongoing employees compared with 10 per cent for the APS.

Another measure of classification profile is span of control; at June 2018, the Library had 13.9 ongoing employees at lower classifications for each PEL 2, compared with 9.2 for the APS.³³

30 Australian Public Service Commission (APSC), APS Statistical Bulletin December 2017, Table 25.

31 Department of Parliamentary Services, Annual Report and Financial Statements 2007–08, p. 45.

32 APSC, *op.cit.*, Table 21.

33 APSC, *op.cit.*, Table 21.

Employment status

As noted earlier, the Library's non-ongoing workforce at June 2018 accounted for 22 per cent of all employees, up slightly from the previous year (21 per cent).

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 under way. 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 (nine per cent),³⁴ reflecting the sessional nature of many of our work patterns.

This year, the Library continued to maintain its temporary employment register to support this demand.

Recruitment

During 2017–18, there were 30 new external employees recruited—three were ongoing and the remainder were engaged on a fixed-term or sessional basis.

- Research Branch recruited 19 new employees (three ongoing and 16 non-ongoing).
- Library Collections and Databases Branch recruited 11 new employees (all non-ongoing).
- The Office of the Parliamentary Librarian recruited one new employee (non-ongoing).

Separations

Twenty-six staff left the Library during 2017–18: 11 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 17 per cent, a reduction from 20 per cent the previous year. For ongoing staff, the separation rate of nine per cent was somewhat higher than that for the APS (seven per cent in 2017).³⁵

³⁴ Ibid., Table 1.

³⁵ Ibid., Tables 1 and 48

TABLE 22: Separation by organisation unit

Separation method	Branch	Ongoing	Non-ongoing	Total
Age retirement	Research	2	1	3
End of contract or end of temporary transfer from APS	Research		9	9
	Library Collections and Databases		2	2
	Office of the Parliamentary Librarian		1	1
Promotion or transfer to APS or Parliamentary Service	Research	3	1	4
	Office of the Parliamentary Librarian	1		1
Resignation	Research	2		2
	Library Collections and Databases	1	1	2
Voluntary retrenchment	Library Collections and Databases	2		2

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, and
- **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 2017–18 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.

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.

TABLE 23: Research services

Deliverable	Measure	Performance			
		2014–15	2015–16	2016–17	2017–18
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	12,656	13,113	11,681	11,656
Self-service requests	Number of online uses of the Parliamentary Library’s publications, including the Parliamentary Handbook, through ParlInfo and the Internet Target: 5.4m	9.14m	6.74m	6.4m	7.2m
Publications	Number of publications produced Target: 260	328	267	280	295
Client training and seminars	Attendance at training courses and events (e.g. Vital Issues Seminars) Target: 500	418	729	1,101	803

Table 24 illustrates the costs associated with providing research services.

TABLE 24: Research services—price indicators

Deliverable	Measure	Performance			
		2014–15	2015–16	2016–17	2017–18
Cost of research services	Average cost per individual client request	\$500.87	\$527.22	\$556.39	\$562.03
	Average direct cost per self-service client request (staff time only)	\$0.11	\$0.11	\$0.16	\$0.12

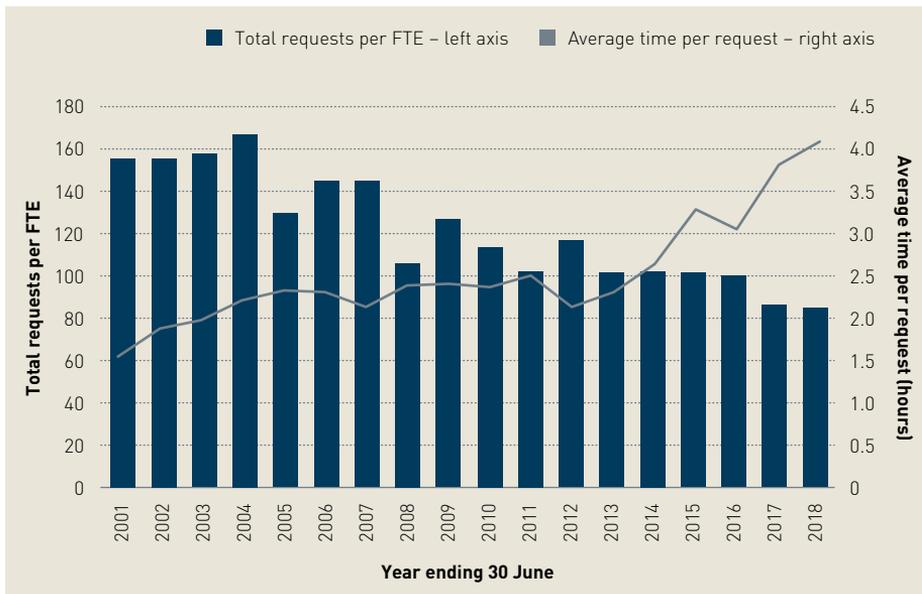
Client requests

During 2017–18, 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 unusually high number of new parliamentarians taking their seats during the financial year.

The Library answered 11,656 individual client requests in 2017–18, below its target of 13,000.

However, analysis of this and associated data present a more complex picture.

FIGURE 8: Client requests—relative indicators



The number of client requests is a demand driven indicator, representing a best estimate of how many requests the Library expects to complete annually. And 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.

Another element in assessing performance relates to hours spent on client requests. In 2017–18, hours spent responding to parliamentarians enquiries again increased by five per cent compared to 2016–17 figures (44,503 compared to 42,178 the previous financial year). And the 2016–17 result had shown an increase of almost 13 per cent compared to 2015–16 (42,178 compared to 37,343).

Hours spent on client services to parliamentary committees, parliamentary departments and reciprocal arrangements increased by just over 30 per cent.

2017–18 saw the continuation of the trend towards fewer but increasingly complex client requests. As illustrated in Figure 8, Library data continue show an overall decline in the number of completed client requests of 46 per cent per FTE between the financial years 2000–01 and 2017–18. However, while year-to-year outcomes vary, over the same period there has been an overall increase in the average amount of time spent on individual requests. The average amount of time per request in 2017–18 was 4.1 hours, over two and half times the 2000–01 figure of 1.5 hours.

The Library will continue to monitor usage closely and consult with clients to ensure services are appropriately targeted.

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.

FIGURE 9: Distribution of client service hours by service type 2017–18



In 2017–18, the Library issued 295 new or revised research publications. Hours spent on publications decreased slightly to 18,418 (compared to 19,583 hours the previous financial year).

Of all Library publications, the most heavily used by clients, and most keenly awaited, remain Bills Digests. These provide an independent perspective on, and analysis of, legislation before the Parliament. The Library published 133 Bills Digests in 2017–18, compared to 121 in 2016–17 and 117 in 2015–16. No digests were produced on private senators' or members' Bills. Forty two digests were not published in time for debate in the first chamber (compared to 30 in 2016–17 and 43 in 2015–16). Digests were not produced for 24 Government Bills (compared to 26 in the previous financial year. Of these:

- one passed both Houses on the day it was introduced
- two were replaced and Digests were published for the replacement Bills, and
- nine were the subject of Flagposts.

In the context of prioritising research work, Bills Digests and client requests receive the highest priority, with other publications worked on as time permits.

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 2017–18, 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 subsequently began a low-key program of electorate office visits, which are undertaken as time and resources permit. In 2017–18, visits were undertaken to 37 electorate offices in New South Wales, Victoria, Queensland, Western Australia, and Tasmania, exceeding the target of 20 visits for the financial year.

Since 1986, the Library has been running a program of lectures and seminars that bring 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:

- Australian Crime statistics—context is everything, Professor Toni Makkai, Emeritus Professor in the Centre for Social Research and Methods, Australian National University
- Taking stock of section 44 of the Constitution, Professor Anne Twomey, University of Sydney
- Alfred Deakin as Prime Minister, Emeritus Professor Judith Brett, La Trobe University, and
- Australia’s anti-money laundering regime in the international context, Liz Atkins PSM, former Deputy CEO of AUSTRAC.

Most lectures are available for download from the APH website.

Client satisfaction with requests and publications

TABLE 25: Research services—key performance indicators

Deliverable	Measure	Performance			
		2014–15	2015–16	2016–17	2017–18
Client satisfaction with requests and publications	High level of customer satisfaction Target: 95%	93% ³⁶	93% ³⁷	93% ³⁸	94% ³⁹
	Client service delivered to timeliness service standard Target: 90%	89.76%	90.4%	97.9%	99.33%
	Number of complaints from clients remains low	2	2	1	2

³⁶ As measured in Uncommon Knowledge, *Australian Parliamentary Library: client service evaluation 2015*.

³⁷ As measured in Uncommon Knowledge, *Australian Parliamentary Library: client service evaluation 2015*.

³⁸ As measured in Uncommon Knowledge, *Australian Parliamentary Library: client service evaluation 2015*.

³⁹ As measured in Uncommon Knowledge, *Australian Parliamentary Library: client service evaluation 2017*.

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 99 per cent indicating they would recommend the Library's services to a colleague. Most respondents considered Library staff to be hard working, professional and friendly, and services to be of a high quality.

In 2017–18, the Library also continued its program of consultation and outreach to parliamentary committees, with the number of client jobs increasing to 198 from 182 in the previous financial year.

Research Branch received two complaints in 2017–18, both relating to the handling of a research request.

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 ParllInfo 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 26: Information access services—deliverables

Deliverable	Measure	Performance			
		2014–15	2015–16	2016–17	2017–18
Material added to Library databases	Number of items added to the Library’s Electronic Media Monitoring Service and to ParlInfo databases Target: 150,000	172,766	177,644	168,788	175,249
	Material added to Library collection				
	Number of new titles (books and serials) added to the Library’s catalogue Target: 5,000	6,530	7,318	6,575	6,378
	Percentage of titles (books and serials) in Library’s collection available to clients online in full-text Target: 44%	38.2%	41.2%	42.2%	45.5%
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	4.55m	4.44m	3.81m	3.95m

TABLE 27: Information access services—price indicators

Deliverable	Measure	Performance			
		2014–15	2015–16	2016–17	2017–18
Cost of information services	Average cost per item added to the Library's collection	\$162.85	\$155.81	\$152.91	\$162.93
	Average cost per item added to the Library's databases	\$14.79	\$17.47	\$17.85	\$14.62
	Average cost per use of the Library's databases and collection	\$1.42	\$1.57	\$1.85	\$1.59

Material added to Library databases

In 2017–18, the Library selected and indexed approximately 9,231 newspaper clippings a month. Of all the Library databases that are indexed for ParInfo Search, the newspaper clippings accounted for 95 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 ParInfo 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. Since LAST was introduced, the Library has reduced the amount of time spent on selection of newspaper clippings by 26 per cent and indexing by 37 per cent. This is compared to the 2016–17 outcomes of 42 per cent and 21 per cent respectively. We have also seen an increase in the selection and indexing rates, with the selection increasing by 27 per cent since 2009–10 and the indexing rate by 49 per cent, and the overall rate by 39 per cent (compared to 22 per cent in 2016–17).

Material added to the Library collection

The number of new titles (books and serials) added to the Library's catalogue significantly exceeded the 5,000 target at 6,378.

The percentage of titles available online (full-text) increased from 42.2 per cent to 45.5 per cent, slightly exceeding the annual target of 44 per cent.

Use of the Library's collection and databases

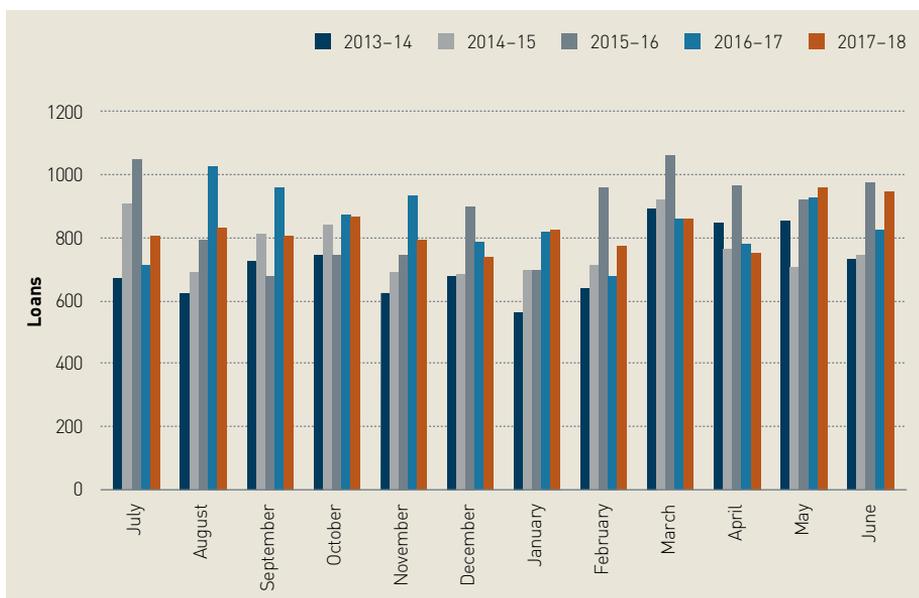
The target figure of four million uses of the Library's collection and databases was not met, with 3.946 million uses being reported. Last year's annual report noted that usage figures have been trending down since a highpoint in 2013–14, and the resultant increase in the KPI from 3.8 to 4 million in 2014–15 (in response to the increase in the number of searches between 2012–13 and 2013–14).⁴⁰

40 Department of Parliamentary Services, *Annual Report 2016–17*, p. 163–64

The newspaper clippings database remains one of the most frequently selected databases.

The trend downwards in the internal use of the Library’s databases since 2013–14 likely reflects the Library’s investment in improving access to its news services and clients’ increasing use of the iSentia Mediportal. As at 30 June 2018, 99 per cent of clients’ offices have a logon to this service and have set up alerts to push news stories directly to their inbox and the associated mobile app. Previously, Library clients needed to rely primarily on ParInfo Search to access the daily clips. This change has a flow-on effect to the recorded KPI for use of the Library collections. Fewer clients are accessing news clips via ParInfo Search because the Mediportal provides more mobile and convenient access. While use of the Library’s databases has reduced, access to news services has improved.

FIGURE 10: Use of the print collection



Use of the print collection remained stable, with a total of 9,913 loans during 2017–18 (compared to 10,623 in 2016–17). The 2017 client evaluation of Library services found that use of the Library’s print collection had fallen slightly from 85 per cent in 2015 to 75 per cent in 2017 (after increasing significantly from 61 per cent in 2012). This decrease may be a result of the increased use of ebooks.

Though still quite low when compared to usage of the print collection, ebook usage increased significantly during 2017–18, with 1,100 loans being processed (compared to 478 the previous financial year). Overall, the proportion of print versus electronic loans during 2017–18 was 90 per cent print and 10 per cent electronic. In 2016–17 it was 95.5 per cent print and 4.5 per cent electronic. This increase may be attributable to the Library’s increased promotion of the ebook services and the implementation of the EZproxy system which provides a more seamless (single sign-on) access to our subscribed ebook collections outside the PCN.

TABLE 28: Subprogram 2—collections and databases—key performance indicators

Deliverable	Measure	Performance			
		2014–15	2015–16	2016–17	2017–18
Client satisfaction with collections and database services	High level of customer satisfaction Target: 95%	93% ⁴¹	93% ⁴²	93% ⁴³	94% ⁴⁴
	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 Mediportal Target: 90%	79.6%	89%	96%	99%
	Senators' and members' offices using social media monitoring service (new KPI 2016–17) Target: 45%	-	-	56%	66%
	New items added to the Library's Electronic Media Monitoring Service and the ParlInfo newspaper clippings database within timeliness service standard Target: 95%	96%	94.7%	94.4%	99.07%
	Number of complaints from clients remains low	1	0	1	0

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

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

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

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

Client satisfaction with Library Collection and Databases

See the discussion on client satisfaction indicators at pages 137–138.

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 Collection Management staff.

The cataloguing team met both its timeliness target for direct client requests and, as noted above, exceeded the target (5,000) for the number of new titles (books and serials) added to the Library’s catalogue by processing 6,378 titles. Despite the increased number of titles processed, the team also significantly 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 comprehensive news services to clients. The Library is proactive in its endeavours to enhance its news services within its available budget. During 2017–18 the news services were expanded to include an additional 10 daily News Corp digital titles to Library clients. An expansion of the Viewer Access Satellite Television (VAST) satellite dish added a further 12 rural ABC radio channels and seven metropolitan ABC TV channels to the Electronic Media Monitoring Service (EMMS). Several other services were procured in 2017–18 and will be implemented in July 2018. These include: 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*.

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 budget. In 2017–18, the Library spent \$0.546 million on all its news services. This includes online news services, news databases and hardcopy newspapers located in the Newspaper Reading Room.

Social media monitoring

Buzznumbers, which was rolled out in July 2016, provides access to social media commentary from assorted blogs, Twitter and Facebook. Users can set up campaigns in the product to monitor particular areas of interest and receive alerts. During the year 66 per cent of senators' and members' offices made use of the service (target 45 per cent).

iSentia Mediportal

Senators and members are able to access a wide variety of metropolitan and regional press and broadcast news media through the iSentia Mediportal, including news from more than 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 2018, 99 per cent of clients have a logon to this service, well above the target of 90 per cent. These users have created over 1,580 alerts.

Performance

The news services' KPI in table 28 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 99.07 per cent against a target of 95 per cent.

Complaints

The Library Collections and Databases Branch received no complaints in 2017–18.

FINANCIAL REPORT

Budget (Resource Agreement)

TABLE 29: Budget (Resource Agreement)

Resource Agreement 2017–18		\$
Operational funding		15,491,243
Capital funding		3,593,168
Total		19,084,411

Expenditure against budget (Resource Agreement)

TABLE 30: Expenditure against budget (Resource Agreement)

	2017–18	2017–18
	Budget (\$)	Actual (\$)
Expenditure—Operating appropriation		
Employee (including entitlements)		
Research Branch	9,199,241	8,754,975
Library Collections and Databases Branch	2,727,953	2,899,915
Office of the Parliamentary Librarian	1,055,426	998,394
Total employee	12,982,620	12,653,284
Collection (information resources)	2,005,628	2,139,485
Other expenses	401,886	436,326
Asset maintenance (software licences/maintenance)	101,109	138,778
Total operational expenditure	15,491,243	15,367,873
Expenditure—Capital	3,593,168	3,304,614
Summary by organisational unit (operational + capital)		
Parliamentary Librarian	1,220,685	1,074,129
Research Branch	9,531,219	9,112,177
Library Collections and Databases Branch	8,332,507	8,486,181
Total expenditure including capital funding	19,084,411	18,672,487

Revenue

TABLE 31: Revenue

	2017–18	2017–18
	Budget (\$)	Actual (\$)
Revenue (Inter-Library Loans)	-9,600	-11,002

Capital Expenditure against budget (Resource Agreement)

TABLE 32: Capital Expenditure against budget (Resource Agreement)

DPS Capital Budget allocation by project	2017–18	2017–18
	Budget (\$)	Actual (\$)
Collection	400,000	372,609
Capitalised salaries—acquisition management	300,000	277,042
Other capital—Parliamentary Handbook database and handbook	80,000	87,385
Small Library systems	206,000	280,060
Digitisation of Library collection	610,000	490,000
Digitisation capitalised salaries	756,000	610,579
Digitisation of <i>Parliamentary Papers Series</i>	323,000	335,968
Library digital repository remediation	50,000	58,597
Library databases news clips	128,114	116,034
Library databases capitalised salaries	740,054	676,340
Total	3,593,168	3,304,614