

## EXECUTIVE MINUTE

ON

JOINT COMMITTEE OF PUBLIC ACCOUNTS AND AUDIT  
REPORT 469

## COMMONWEALTH PERFORMANCE FRAMEWORK

**Recommendation No. 1**

The Committee recommends that each of the four audited Commonwealth entities from Audit Report No. 54 (2016-17), *Corporate Planning in the Australian Public Sector 2016-17*, report back to the Committee on how its senior management team is working to further embed the corporate planning requirements in future planning cycles, to address the audit finding at paragraph 13 of Audit Report No. 54 and with reference to the other 'opportunities for improvement' identified as part of the audit.

**Response: National Library of Australia**

In line with Recommendation 1 from Audit Report No. 54 (2016-17), *Corporate Planning in the Australian Public Sector 2016-17*, the following sets out how the Library's senior management team operates to embed corporate planning requirements in the planning cycle and has implemented other 'opportunities for improvement' as identified in the Report.

Developing and implementing the Corporate Plan:

Library staff are actively engaged in developing the Corporate Plan. Senior Executive Staff – the Corporate Management Group (CMG) – initially work to review and reframe strategic priorities and actions and/or identify new strategic priorities and actions, taking into account the broader environment in which the Library operates. This work is conducted in collaboration with the Library's staffing cohort in the form of meetings, workshops and facilitated discussions. Senior Staff (Executive Level 1 and 2) take responsibility for socialising and eliciting feedback from colleagues in work groups across the Library on priorities and actions.

Senior Staff are also involved in developing and refining the performance measures set out in the Corporate Plan. The Library sees this as an opportunity not only to engage staff in actively monitoring performance and impact, but to also embed a culture of continuous improvement and strengthening leadership capability.

The Corporate Management Group is the business owner of the Corporate Plan, and together with Senior Staff, encourages active participation and engagement by staff at all levels across the Library.

Annual discussion on developing and implementing the Corporate Plan is scheduled with Council, the Accountable Authority for the Library, at the April meeting each year. Council comments, suggestions and feedback contribute to the refinement of the Plan in the processes described above. Performance measures and outcomes are considered by the Audit Committee. The final version of the Corporate Plan is presented to the June Council meeting for endorsement.

Engaging with stakeholders:

A draft of the Corporate Plan is provided to stakeholders to seek feedback on the Library's purpose, priorities and actions by the end of May each year. This timeframe allows for stakeholder input prior to endorsement of the Plan by Council in June. The Library's stakeholders include, but are not limited to: the Australian Library and Information Association (ALIA); Museums Australia; GLAM (Galleries, Libraries and Museums) Peak; National and State Libraries Australasia; the Council of Australian

University Librarians, the Australian Academy of the Humanities; Department of Communications and the Arts; and the National Collecting Institutions. The Library has a proud record of working collaboratively and effectively with a range of sectoral stakeholders over several decades.

#### Embedding the Corporate Plan:

Following endorsement of the Corporate Plan by Council, the Director-General presents the Plan at a meeting with all Library staff. This provides an opportunity for broader articulation of the Library's priorities and actions, as well as challenges and pressures in the current operating environment.

As the primary planning document for the Library, the Corporate Plan forms the basis of all other planning and strategy documents (e.g. the Library's Workforce and Workplace strategy), down to the level of operational work plans.

Monthly Reports to the Director-General and bi-monthly Strategic Issues reports to Council are framed around the Corporate Plan priorities and actions. This reporting framework facilitates Library staff awareness and visibility of Corporate Plan priorities, as well as regular review and monitoring of progress by the Corporate Management Group, Senior Staff and Council.

#### Improving systems and processes for monitoring and reporting against the Corporate Plan:

During 2017 a new reporting framework for data collection and reporting was fully implemented. Roles and responsibilities for the nominated Business Owners, Data Coordinators and Data contributors were defined to ensure ownership and accountability for performance information. Detailed data sheets have been developed for each performance indicator setting out: primary business owner; data coordinators and contributors; sources of data and where it is stored; how the indicator is calculated; and frequency of reporting.

The Library collates qualitative and quantitative information every six months, reporting to Council in February (provisional) and August (annual); and every three months to CMG.

The Audit Committee oversees compliance by the Library and the Council of obligations under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) including the appropriateness of external performance reporting. The Library continues to provide assurance to the Committee through ongoing reporting and responses to enquiries made by Audit Committee members.

#### Engagement with Department of Finance (DoF)

The Library engages with DoF through attendance at community of practice information sessions, and by seeking advice and feedback on the draft Corporate Plan prior to endorsement by Council in June each year. The Library regularly reviews additional guidance materials and resources provided by DoF and takes action as appropriate.

Since participating in the audit on *Corporate Planning in the Australian Public Sector 2016-17*, the Library has established systems and processes in place to support the development and monitoring of the corporate plan, and to ensure it provides a firm basis for reporting on performance in its annual performance statement. Through active attention by senior management, the Library has embedded the corporate plan as the primary planning document, and developed meaningful risk management summaries and performance indicators.

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Director-General