

Performance Summary

Part 5

Summary of Financial Performance and Position

Financial performance is monitored internally on a monthly basis and reported to the Library Board meetings every six weeks. The Library Board's financial performance is monitored externally by the Queensland Audit Office through its audit of the Financial Statements.

The Audit and Risk Management Committee acts in an independent advisory capacity to assist the Library Board with regards to its legislative responsibilities under the *Financial Administration and Audit Act 1977*, the *Financial Management Standards 1997* and the *Libraries Act 1988*.

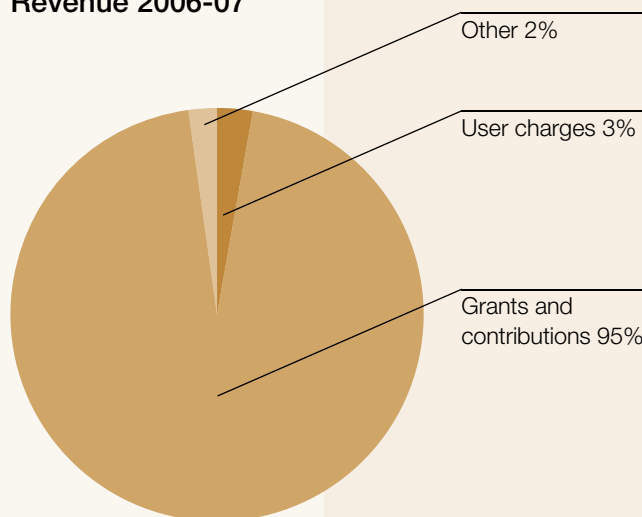
The 2006-07 financial statements of the Library Board reveal the organisation to be in a sound financial position. The Library Board's statements appear individually as the Parent Entity and consolidated with the Queensland Library Foundation under Economic Entity.

The Statement of Financial Performance shows a deficit for the Economic Entity of \$0.286 million was incurred in 2006-07. This was a result of a \$1.284 million surplus for the Library Board offset by a \$1.571 million deficit for the Foundation. The Foundation's deficit can be attributed to expenditure on enhancement projects completed in the new State Library in 2006-07 year while pledges via the *Imagine* campaign were made over a number of years, with the final payments expected in 2009-10.

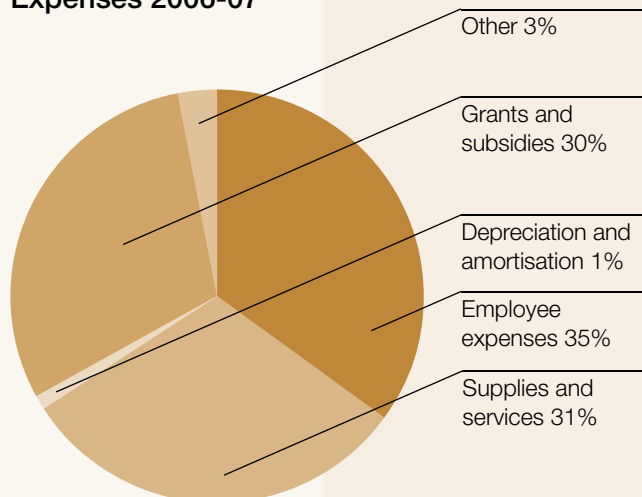
The Statement of Financial Position for the Library Board reveals net assets in excess of \$86 million. The increase in total equity from 2005-06 is due to the \$2.1 million increase in value of the heritage and cultural collections and the \$0.632 million increase in value of the reference collection, both in line with the *Accounting for Library Collections Policy* released by Queensland Treasury.

The positive net asset position of the Foundation contributes to the total net asset position for the Economic Entity of \$86.320 million.

Revenue 2006-07



Expenses 2006-07



Performance overview

In 2006-07, the State Library achieved or exceeded the majority of the set targets in its *Operational Plan 2006-07*.

A description of performance under each goal follows, with selected graphs highlighting performance against established targets for 2006-07.

Goal 1 – To engage with diverse audiences

The State Library performed well against its goal to engage with diverse audiences, meeting or exceeding almost all of the set targets. This goal involves developing and delivering new services and programs, growing partner relationships and increasing public knowledge of State Library collections and services.

It was forecast that onsite visits would increase in 2006-07 due to the launch of the new State Library building during the second quarter. In 2006-07, there were 638,062 onsite visits (Figure 1), a 93% increase on the annual target of 330,000 and a 266% increase on visitation in 2005-06 (174,215). The increase in visitation demonstrates the success of the new building and the services being provided.

Usage of the State Library's online services continued at a high rate in 2006-07, with 13,287,745 page requests made to the State Library website (Figure 2), an 8% increase on the annual target of 12,280,000.

In 2006-07, the State Library developed and implemented a wide range of public programs onsite, online and in partnership with regional, rural and remote public libraries. Total attendance was 172,584 (Figure 3), a 33% increase on the set target of 130,000.

Attendance at public programs in Brisbane increased by 91%, with 122,519 participants compared to 64,261 in 2005-06. This demonstrates the success of the public programs being held in the new building, which includes an indemnified gallery, auditoriums, training and meeting rooms and greatly improved display facilities for collections.

Participation in public programs in regional, rural and remote Queensland remained strong, with 50,063 participants in 2006-07, a 234% increase on the annual target of 15,000 but a 54% decrease on the 2005-06 result of 77,001. This figure can change greatly from year to year, depending on the population size of the areas where the programs are held.

Surveys of onsite and online clients were conducted in 2006-07 to measure client satisfaction. The aggregated results showed that 93% of clients rated onsite and online services as satisfactory or better (Figure 4), a 9% increase on the target of 85% and a 2% increase on the 2005-06 result of 91%.

As part of its Indigenous Library Services Strategy, the State Library is committed to improving library services for Aboriginal people and Torres Strait Islanders. At the end of 2006-07, 47% of the 34 Aboriginal and Torres Strait Islander councils had a library service. This includes 14 IKCs which have been established over the last five years by the State Library in partnership with local councils. All of the 14 established IKCs continued to operate during 2006-07. However, three of the older council libraries at Palm Island, St Pauls and Kowanyama ceased being operational, so the overall target of 56% was not reached.

This measure highlights the important work that the State Library is doing to work closely with councils in remote Aboriginal and Torres Strait Islander communities to establish and support sustainable library services. In 2007-08, the State Library will continue to support the established IKCs and work with councils and communities to establish two new IKCs.

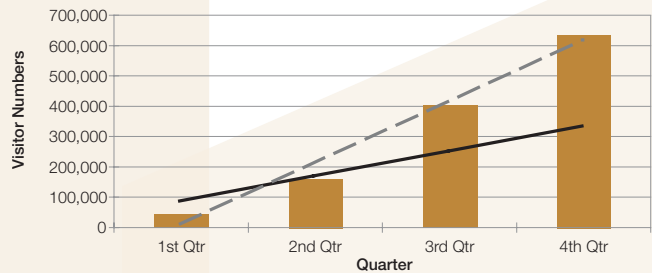
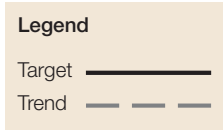


Figure 1 – Visitor numbers onsite (entries)

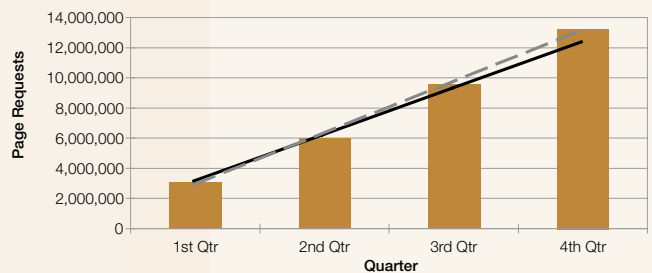


Figure 2 – Page requests to the website

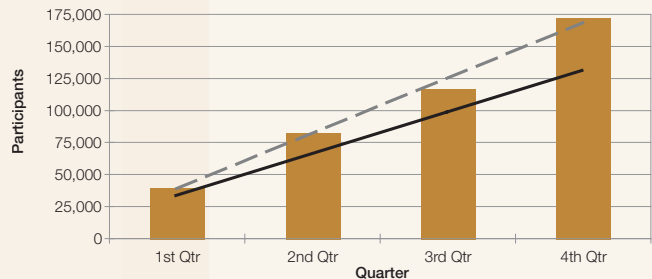


Figure 3 – Participants in public programs – total

% of clients who rate onsite and online services as 'satisfactory' or better

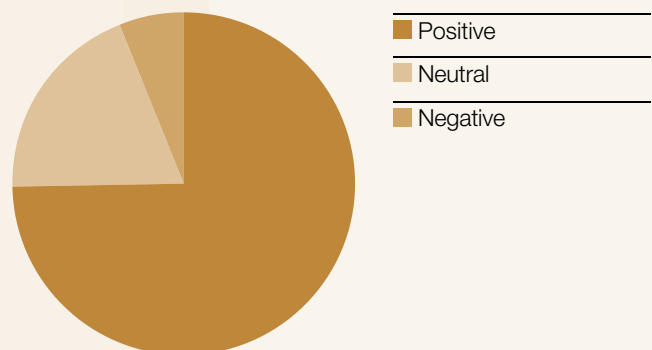


Figure 4 – client satisfaction with services

Goal 2 – To increase access to our collections and services

In 2006-07, the State Library achieved or exceeded all of the set targets under its goal to increase access to collections and services. This goal involves providing staff-assisted information services for clients and increasing clients' ability to be more self-sufficient in finding accurate and relevant information. The goal also involves increasing the amount of content and collections accessible online, which is a key strategy to extend access to regional, rural and remote Queensland.

There were 42,926 complex reference and information enquiries answered (Figure 5), which is a 230% increase on the annual target of 13,000. In relation to client satisfaction, 98% of survey respondents rated the service as satisfactory or better, a 15% increase on the target of 85% and a 3% increase on the 2005-06 result of 95%.

An online survey was conducted to measure client satisfaction with the State Library's online services. In relation to the ease of navigation within the website, 85% of survey respondents rated usability as satisfactory or better, meeting the target of 85% but a 2% decrease on the 2005-06 result of 87%. In relation to online collections and services (which include catalogues, digitised photographs, music, manuscripts and texts in online databases), 85% of respondents rated access to these services as satisfactory or better, meeting the target of 85% but a 10% decrease on the 2005-06 result of 95%.

In 2006-07, 7,527 unique, high-use and specialist content items were digitised and made accessible on the website (Figure 6), a 7% increase on the annual target of 7,000 and a 31% increase on the 2005-06 result of 5,733.

Goal 3 – To provide leadership

The State Library performed well against its goal to provide leadership, meeting or exceeding almost all of the set targets. This goal involves the State Library's role in collaborating with local government in the delivery of public library services, advocating for public libraries, and contributing to the development of the library sector.

During 2006-07, State Library staff contributed to 104 forums and professional and industry committees relevant to the library sector. This is a new measure for 2006-07 and represents the State Library's significant contribution to the continuing development of the sector and profession at local, state, national and international levels.

Throughout the year, the State Library continued to develop policies, strategies and information to support library service best practice throughout Queensland. This included the development of the *Reconciliation Strategy 2006*, which confirms the commitment to reconciliation through leadership, service delivery, and engagement with Aboriginal and Torres Strait Islander communities. The strategy is being implemented at the State Library, and was also disseminated to public libraries and local governments throughout Queensland.

The State Library also continued to manage various forms of information distribution for public libraries, including email distribution lists on subjects such as technology in libraries, lifelong learning, services for children and young people and library services for Aboriginal people and Torres Strait Islanders. This service continued to be a valued channel for public librarians throughout Queensland to ask for advice or share experiences with their colleagues.

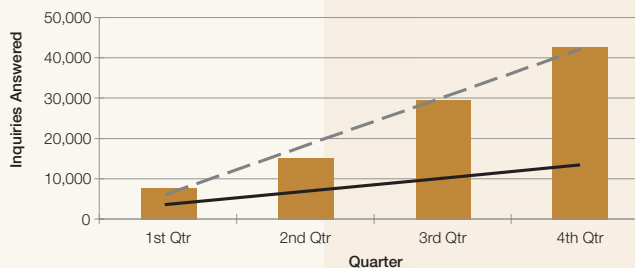
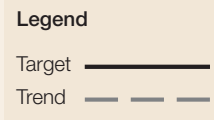


Figure 5 – Complex reference and information enquiries answered

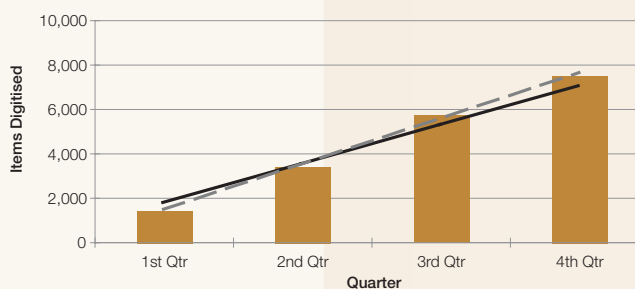
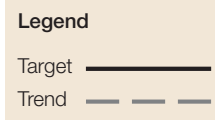


Figure 6 – Unique, high-use and specialist content item digitised

The development of *Expanding Horizons: Positioning Queensland Public Libraries for the future* vision statement was significantly progressed in 2006-07 but was not completed by the set target of 30 June 2007. The statement promotes library service best practice, and is being developed by the State Library in partnership with the Local Government Association of Queensland and the Queensland Public Libraries Association. During 2006-07, a draft document was developed with significant consultation with Queensland public libraries and local governments and other relevant stakeholders. The finalisation of the document was delayed due to the announcement of the local government reform process. The document will be completed in 2007-08.



Goal 4 – To develop and manage our collections

The State Library performed well against its goal to develop and manage collections, meeting or exceeding the majority of the set targets. This goal involves the selection and deselection of collection items, providing timely and appropriate records for collection items and storing and preserving collections.

In 2006-07, 42,163 physical items were added to State Reference and Heritage Collections, an 8% decrease on the annual target of 46,000 (Figure 7). Performance was impacted by staff preparing for collection relocations in the first and second quarters. Significant work during the third and fourth quarters largely addressed the shortfall. The lower figure for additions in 2006-07 is also due to the redirection of some funding from Reference to Heritage Collections, where some material (such as manuscripts) is not catalogued at the item level.

Over the year, 94% of legal deposit items were acquired (Figure 8), an 11% increase on the annual target of 85% and an 8% increase on the 2005-06 result of 87%. This represents the State Library's role to collect material published in Queensland. The State Library is also participating in the National Library of Australia's PANDORA project, which is archiving Australian material published online.

In total, 93,434 items were added to the Queensland public libraries lending collection, a 7% decrease on the annual target of 101,000 (Figure 9). This collection is principally used to support small regional, rural and remote libraries that choose to receive stock instead of a grant for library materials. In 2006-07, performance was impacted by staff working on collection relocations in the second and third quarters.

At the end of 2006-07, 95% of State Library collections were in an appropriate storage and environment, meeting the target of 95% and a 12% increase on the 2005-06 result of 85%. The increase is due to collections which were in temporary storage being relocated back to the new State Library building.

Goal 5 – To enhance the skills and knowledge of our staff

The State Library performed well against its goal to enhance staff skills and knowledge, meeting or exceeding all of the set targets. This goal involves formal and informal staff learning opportunities and internal staff communication mechanisms.

In 2006-07, the State Library's staff learning and development program continued, with 1,473 attendances at 141 training sessions. This represents a total of 6,060 hours of training provided. Training themes included leadership development and the enhancement of client service skills.

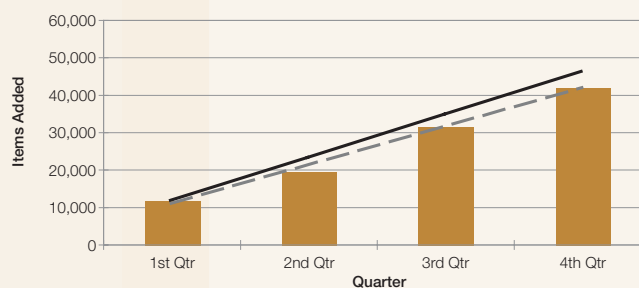


Figure 7 – Additions to State Reference and Heritage Collections

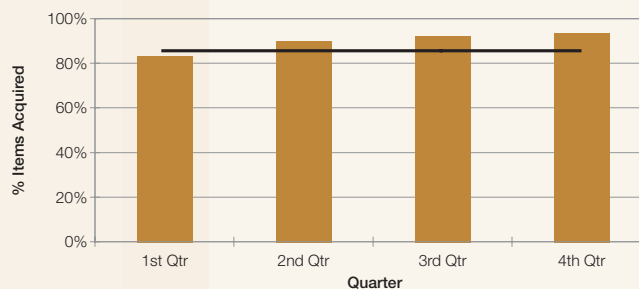


Figure 8 – Legal deposit items acquired

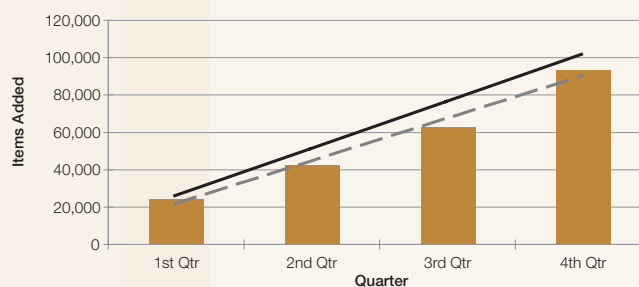


Figure 9 – Additions to the Queensland public library lending collection

The State Library's internal staff communication mechanisms continued, including fortnightly staff briefings, a monthly staff newsletter, intranet site and staff meetings. After the relocation to the new building, fortnightly briefings for front-of-house staff commenced to provide an update of events, exhibitions and services and ensure quality client service.

In relation to the State Library's internal communication mechanisms (Figure 10), 88% of staff who responded to an annual survey rated them as 'satisfactory' or better, a 3% increase on the annual target of 85% and a 2% increase on the 2005-06 result of 86.3%.

In relation to corporate direction (Figure 11), 88% of staff who responded to an annual survey rated their understanding as 'satisfactory' or better, a 26% increase on the set target of 70% and a 29% increase on the 2005-06 result of 68%.

Goal 6 – To add value to our services through effective resource management

The State Library performed well against its goal to add value to services through effective resource management, meeting or exceeding the majority of the set targets. This goal encompasses the State Library building redevelopment, statutory and regulatory compliance, increasing the efficiency of internal processes and raising external revenue.

In 2006-07, the State Library supported the project team for the new State Library building to ensure that design and construction advanced in line with the Government's completion dates for the Millennium Arts Project.

The State Library met 100% of its statutory reporting requirements, including the submission of the *Annual Report 2005-06* and information for the Ministerial Portfolio Statement.

As part of the process of continuous improvement, the Queensland public library lending collection was moved from facilities in West End to Cannon Hill in 2006-07, resulting in significant rental savings. An extensive review of the collection was undertaken and the process for exchanging collections items was also reviewed to increase efficiency.

The State Library continued to actively seek external revenue during the year. The Queensland Library Foundation raised \$963,982 from donations and sponsorships. In addition, as a result of the success of fundraising activities, the Foundation received a \$250,000 grant subsidy from the State Government. The money raised by the Foundation was used to maintain, improve and develop the collection of library material and the State Library's facilities and operations.

After the launch of the new State Library building, the State Library also made the most of new opportunities to raise revenue. This includes The Library Shop, with revenue of approximately \$519,000 and venue hire, with revenue of approximately \$153,000.

% staff who rate internal communication mechanisms as 'satisfactory' or better

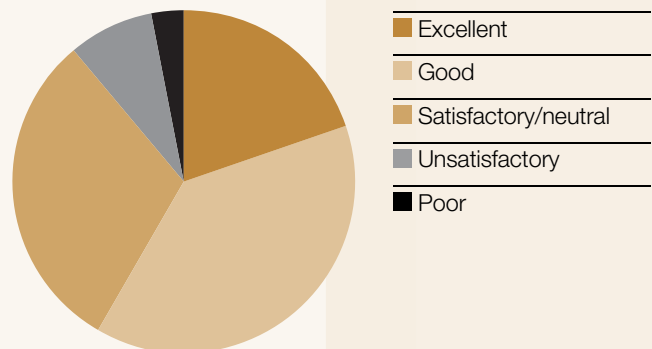


Figure 10 – Internal communication mechanisms

% staff who rate their understanding of corporate direction as 'satisfactory' or better

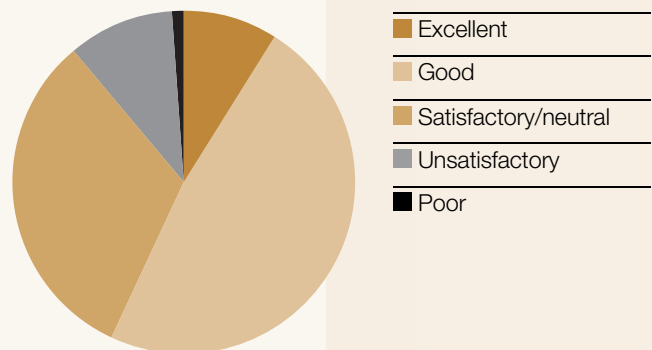


Figure 11 – Understanding of corporate direction