



Governance Framework

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1 Document control

Version	Approved by	Approval date	Revisions
V2	Library Board of Queensland	9/12/2016	The Governance Framework was approved as part of the updated Library Board of Queensland Governance Manual (<u>RES/2016/32</u>)
V3	Library Board of Queensland	7/12/2017	The Governance Framework was approved as part of the updated Library Board of Queensland Governance Manual (<u>RES/2017/81</u>)
V4	Library Board of Queensland	12/07/2018	The Governance Framework was approved as part of the updated Library Board of Queensland Governance Manual (<u>RES/2018/43</u>)
V4.1			This Governance Framework document has been prepared based on key information from the Library Board of Queensland Governance Manual and supplemented with information from the Library Board of Queensland Annual Report 2021-22. Updates have also been included to reflect changes to State Library policies and processes.
V4.2			Updated to incorporate feedback from internal consultation
V4.3			Updated for ARMC and Executive Team feedback
V5	Library Board of Queensland	26/08/2022	The Governance Framework was approved (<u>RES/2022/77</u>)
V5.1			Designed diagrams added

2 Authority

Library Board of Queensland

3 Responsibilities

The Library Board, Executive Team and leaders hold specific accountabilities and responsibilities for the development, implementation, monitoring and response to various governance elements of the Governance Framework.

The Library Board, the State Librarian and CEO, employees, volunteers, students, contractors, consultants, and anyone who works in any other capacity for a Queensland public service agency, are responsible for behaving in a manner that complies with the *Code of Conduct for the Queensland Public Service*, relevant policies and operational business processes and for reporting any breaches (or potential breaches) to management.

A number of instruments articulate and further describe the governance expectations, roles and responsibilities of the Library Board, Executive Team, leaders and employees. The linkages between these instruments are shown in Attachment 1.

Governance roles and responsibilities are defined in Attachment 2.

4 Policy statement

The Library Board through the State Library of Queensland carries out its functions, responsibilities and obligations in accordance with the *Libraries Act 1988 (Qld)* and other relevant legislation and government policy.

The Governance Framework recognises the foundations of good public sector governance for State Library as a statutory body. Public sector governance:

- covers the responsibilities, practices, policies and procedures, exercised by an agency's executive, to provide strategic direction, ensure objectives are achieved, manage risks and use resources responsibly and with accountability
- incorporates the role of leadership in ensuring sound governance practices are instilled throughout the organisation and the wider responsibility of employees to apply governance practices and procedures in their day-to-day work.

Good governance is about both:

- **Performance** – how an organisation uses governance arrangements to contribute to its overall performance and the delivery of goods, services or programs
- **Compliance** – how an organisation uses governance arrangements to ensure it meets the requirements of the law, regulatory, published standards and community expectations of probity, accountability and openness.

State Library is committed to principles and practices of good governance.

5 Purpose

The Governance Framework sets out standards of accountability and transparency that stakeholders and the public expect. It outlines the principles, elements, mechanisms, roles and responsibilities State Library uses for effective governance.

Recognising the benefits of continuous improvement, the Governance Framework draws together the existing governance elements and resources. The framework clearly articulates principles of good

governance and their relevance to State Library, and clarifies governance roles and responsibilities at all levels of the organisation – from the Library Board, through management, to all employees.

The Governance Framework is an aggregation of:

- governance roles, processes and systems that executive management has in place to govern the day-to-day activities of the organisation
- the processes used to accumulate information and report it to the Library Board and external stakeholders.

The framework is not intended to be a static ‘on the shelf’ document, but a living tool that evolves as organisational circumstances change, expectations shift and views regarding organisational governance evolve.

Importantly, good governance must be supported by a strong organisational culture and leadership behaviours that encourage integrity, transparency and accountability.

6 Scope

This framework applies to all State Library employees, regardless of their employment status, volunteers and contractors. This framework also applies to members of the Library Board and councillors of the Queensland Library Foundation.

7 Definitions

Word	Definition
RACIE	The Responsible, Accountable, Consulted, Informed and Endorse actions outlined in the governance roles and responsibilities matrix definitions

8 Governance Model

The framework comprises 7 governance elements that jointly support compliance and performance outcomes. The 7 elements have been derived from best practice governance frameworks and public sector governance guidelines, and tailored to State Library’s operating context, current state and the desired state.



Responsibilities for the Library Board, Board Chair, Audit and Risk Management Committee (ARMC), Library Board advisory groups and Queensland Library Foundation Council, by reference to the 7 governance elements, are outlined in Attachment 3.

8.1 Strategic intent

We have a clear understanding of our purpose and priorities across all levels through collaboration, effective planning and resource allocation.

State Library maintains a planning and reporting environment to support its objectives. Planning cascades to ensure that individual employees and work units across State Library identify and determine how their activities contribute to the vision and strategic direction.

The strategic plan is the Library Board's primary planning vehicle and is required to be developed in consultation with the Minister under the *Libraries Act 1988 (Qld)* (the Act) and submitted to the Minister for approval by 30 April each year. Section 9 of the *Financial and Performance Management Standard 2019 (Qld)* states that a strategic plan must have a four-year planning horizon, which is reviewed annually.

The Act and the Queensland Government *Agency Planning Requirements* also requires an operational plan to be developed. This is the annual plan outlining how the strategies of the four-year strategic planning horizon will be operationalised over the coming year.

Annual branch plans and personal performance plans provide for management level and individual level planning to support the objectives and outcomes of the operational and strategic plans.

State Library also implements a number of specific plans, strategies and frameworks to comply with legislation or to assist in the management of State Library activities which support strategic performance. The details of specific purpose plans are references in the annual operational plan.

State Library also provides budgeted financial and non-financial information for the Service Delivery Statement for the portfolio of the responsible Minister for the budget year.

Key documents that inform State Library's strategic planning include the Ministerial charter letter, the Queensland Government's objectives for the community and key arts, education and social policies. Details of key policies are referenced in strategic and operational plans and Annual Reports.

As a member of National and State Libraries Australasia (NSLA), State Library influences and supports NSLA's strategic plans, as well as supporting the policies of the Australian Library and Information Association (ALIA) and International Federation of Library Associations and Institutions (IFLA).

State Library, in partnership with NSLA and the global public library sector, supports the *United Nations 2030 Sustainable Development Goals*. This includes providing free public access to information, providing opportunities for all Queenslanders to pursue lifelong learning, and ensuring the management and access to collections and services is culturally informed and respectful.

8.2 Culture

Our corporate values and leadership behaviours are clearly defined and supported by active employee engagement and strong ethics and integrity policies.

State Library's administrative procedures and management practices are developed and conducted in accordance with the *Public Sector Ethics Act 1994 (Qld)* and the *Code of Conduct for the Queensland Public Service (Code of Conduct)*. These principles underpin the strategic planning processes and development of State Library's strategic and operational plans.

The Library Board, the State Librarian and CEO, and employees are bound by the Code of Conduct. Code of Conduct training is incorporated into induction training for new employees, and existing employees are required to complete refresher training. Information and training sessions are delivered to ensure employees understand their responsibilities for high standards of governance, accountability and risk management.

State Library aims for a workforce reflective of the diversity that exists within the Queensland community, and to be a workplace where everyone feels welcome and safe. This includes providing culturally safe public spaces and services in libraries for First Nations people, and a supportive workplace for First Nations employees.

State Library's onboarding program is designed to welcome and integrate new starters into the organisation during their first 3 months. The program prepares new employees to succeed at their job and to become fully engaged, productive employees. Each employee is required to participate in an annual Personal Performance Planning process, which aligns the work and development of individual employees to State Library's strategic and operational plans. Exceptional work is recognised through employee awards, with teams or individuals nominated by their peers for bringing the State Library vision to life through actions that support key objectives and strategies. Employees are also formally recognised for long service at 10-year intervals.

State Library has a collaborative approach to employee relations and meets regularly with members of the Agency Consultative Committee to discuss a broad range of topics, including workplace change.

8.3 Accountability

We have robust corporate policies, delegations of authority, organisation structures and a clear RACIE framework for decision-making.

The Library Board is a governing board and has the ultimate oversight responsibility and authority in the control and management of State Library. The members of the Library Board are required, collectively as

a governing body, to oversee State Library's budget, performance, risk management and to direct the strategic objectives, planning and reporting functions of State Library.

As a governing board, the Library Board sets the corporate direction and strategic objectives of State Library, oversee State Library management's capacity to achieve these objectives and regularly review and report on progress. This role includes guiding and directing the organisation by setting strategic performance goals; ensuring corporate compliance and management accountability; ensuring adequate resourcing to achieve corporate objectives; monitoring performance; and approving operating budgets.

In addition to the general understanding of the governing function of the Library Board, section 20 of the *Libraries Act 1988 (Qld)* outlines the specific statutory functions of the Library Board under the Act.

Importantly, the Library Board is required to:

- be strategic – adopt a long-term perspective, anticipate and respond to changes in the external environment and integrate various corporate functions
- be client focused – be aware of community and Government opinion and needs; balance the demands of different stakeholders
- ensure the highest standards of financial accountability and ethical behaviour
- maintain effective planning, information and control systems to monitor progress.

The roles and responsibilities of the Library Board and Board members are outlined in the *Charter of the Library Board of Queensland*. The Library Board is supported by an Audit and Risk Management Committee, an Indigenous Advisory Group, a Public Libraries Advisory Group and the Queensland Library Foundation. These roles and responsibilities are outlined in the *Audit and Risk Management Committee Charter*, *Indigenous Advisory Group Terms of Reference*, *Public Libraries Advisory Group Terms of Reference* and the *Constitution of the Queensland Library Foundation*.

The Library Board has established the Queensland Library Foundation to act as an agency of the Library Board in:

- raising funds through gifts, grants, and other forms of financial assistance, property and benefits for State Library, including buildings, infrastructure, library materials, facilities, programs and projects
- increasing public support and interest in the State Library
- building the number of financial supporters of the State Library
- assisting State Library in the performance of its functions as set out in section 20 of the *Libraries Act 1988 (Qld)*.

The Queensland Library Foundation is a company limited by guarantee and is wholly owned by the Library Board. It has appointed directors, is subject to regulation under the *Corporations Act 2001 (Cth)* and is governed by the *Constitution of the Queensland Library Foundation*. However, as a wholly owned subsidiary of Library Board, the Queensland Library Foundation is subject to direction by Library Board. As the Queensland Library Foundation is deemed a government body, as per the *Queensland Cabinet Handbook*, the Minister must raise all proposed appointments with the Premier before appointments are made by the Library Board.

The Library Board advisory groups have no statutory basis and are not legal entities, and as such the groups do not represent nor can they make any decisions on behalf of the Library Board. Members of the advisory groups are appointed by the Library Board under the terms of reference for each group. Both groups' membership comprises Library Board members, State Library employees and people external to State Library who can provide value, input and/or relevant professional experience to the groups.

As the advisory groups are not established under legislation or by Cabinet decision, advisory group members are not entitled to receive remuneration for advisory group meetings or work related to advisory group meetings, under the guidelines for the *Remuneration of Part-time Chairs and Members of Government Boards, Committees and Statutory Authorities*.

State Library delegations are an instrument of delegation approved by the Library Board delegating certain powers of the Library Board and the State Librarian and CEO to certain officers under sections 17 and 40 of the *Libraries Act 1988 (Qld)*. State Library's delegations are reviewed annually and submitted to the Library Board of approval in December each year.

State Library uses RACIE, a 'responsibility assignment matrix' to clarify roles in completing tasks and making decisions.

State Library ensures decision making is undertaken in accordance with human rights, including the ongoing review of policies, programs, procedures, practices and service delivery to ensure that decisions and actions are compatible with human rights. State Library acknowledges that Aboriginal and Torres Strait Islander self-determination is a human right as enshrined in the *United Nations Declaration on the Rights of Indigenous Peoples*. The *Queensland Human Rights Act 2019 (Qld)* also recognises the particular significance of the right to self-determination of Aboriginal and Torres Strait Islander peoples.

State Library develops policies on pertinent issues to guide consistent actions and decisions across the organisation. Within State Library there are two categories of policy; Library Board and State Library Management.

Library Board policies define or advance an outcome for the State Library and:

- set high level strategy and plans
- oversee the deliverables of plans and strategy
- define high-level corporate governance functions and financial accountability.

Management policies regulate activities to fulfil these outcomes and define the outputs to be realised by State Library employees. In most cases, a policy that seeks to directly manage or guide an activity is a management policy; a policy that seeks to oversee that activity's management, and place it in a wider strategic context, is a Library Board policy.

8.4 Performance

We promote enhance organisational performance through cascading performance frameworks, reporting, review, intervention and continuous improvement.

The Library Board monitors and reviews progress and outcomes against its strategic and operational plans through regular performance reporting. Reporting on the progress and achievement of objectives, deliverables and targets identified through the planning process, ensures the Library Board regularly reviews and monitors the Board's and State Library's outcomes against its objectives and targets.

State Library's performance information is published in the Service Delivery Statement and the Annual Report.

8.5 Risk Management

We undertake regular assessments and respond to risk and opportunities.

The Audit and Risk Management Committee (ARMC) oversees risk management. A Risk Management Policy consistent with the statutory requirements of section 23 of the *Financial and Performance Management Standard 2019 (Qld)* and the International Standard on Risk Management (ISO 31000:2018) is in place at State Library.

Risk is identified at the strategic and operational levels against the following categories: collections, service delivery, reputation, governance, funding, capability and culture, contracts and agreements, ICT services and business continuity.

As part of this strategy, the Risk Profile has been established. The Risk Profile is reviewed annually by ARMC and the Library Board, and regular updates are provided on identified risks, and actions being taken to mitigate and manage these risks. State Library also has a Risk Management Strategy for child-

related duties, which aims to protect children from harm and to promote their wellbeing through the creation of child-safe service environments.

Crisis management arrangements include a detailed Business Continuity Plan, the Protective Security Policy, Emergency Response and General Security Procedures and Pandemic Management Plan. The Business Continuity Plan is updated biennially to reflect changes in organisational needs.

8.6 Assurance

We ensure legislative compliance, information management, effective internal controls, evaluation and reporting.

State Library takes a structured approach to assessing and evaluating the effectiveness and efficiency of its financial and operational systems and activities. Senior management develops an overarching Strategic Audit Plan and reviews it annually. This forms the basis for the annual Internal Audit Plan, designed to focus internal audit on the areas of potential operational and financial risk to State Library. Strategic and Annual Audit Plans are reviewed and endorsed by the ARMC.

In preparing these audit plans, consideration is given to:

- significant changes to the organisation, systems and activities
- new legislative requirements
- risks identified as part of the agency's risk management process
- results of assessments of internal controls
- previously identified issues.

The internal audit function is under the oversight of the ARMC. It is independent of management and the external auditors and is carried out on State Library's behalf by the Corporate Administration Agency (CAA) Internal Audit team. The role of the internal audit function is to:

- appraise State Library's financial administration and its effectiveness, having regard to the functions and duties imposed upon the statutory body under section 61 of the *Financial Accountability Act 2019 (Qld)*
- provide value-added audit services and advice to the statutory body, the ARMC and State Library's management on the effectiveness, efficiency, appropriateness, legality and probity of State Library's operations.

In particular, this responsibility includes advice on measures taken to establish and maintain a reliable and effective system of internal control. The internal audit function operates under a charter consistent with relevant audit and ethical standards and approved by the Library Board. The internal audit function has due regard to the *Financial and Performance Management Standard 2019 (Qld)*. Reviews, audits and surveys are used to identify areas of improvement and address risks. All agreed recommendations by the external and internal audit are assigned to management for action within agreed timeframes.

State Library complies with the provisions of the *Public Records Act 2002 (Qld)* and the Queensland Government's Records Governance Policy. All records across the organisation are managed through Recfind V6 electronic document and record management system (eDRMS).

8.7 Stakeholder Engagement

We recognise and understand the role of our stakeholders include the public, our Minister and Department, and strive to build trust and confidence in our organisation and the outcomes we deliver for our customers, the community and our partners.

Ministers are appointed to administer specific matters connected with the public business of the State, legislation and administrative units (i.e. departments). The allocation of these matters to the Minister

occurs through an Order in Council cited as a specific Administrative Arrangements Order under the *Constitution of Queensland 2001*.

Under *Administrative Arrangements Order (No. 2) 2021*, the Minister for Communities and Housing, Minister for Digital Economy and Minister for the Arts is responsible for the *Libraries Act 1988 (Qld)* (the Act).

Ministers must have some general power over statutory bodies in order to fulfil their role in terms of the principle of responsible Government. To this end, Ministers are entitled to informed briefings from their departments about issues concerning portfolio bodies generally.

The role of the Minister for a statutory body is established by the legislative framework (i.e. the enabling legislation which establishes the statutory body) which determines the level of interaction between the statutory body and the responsible Minister.

Ministerial oversight

The Library Board is subject to the written directions of the Minister in exercising its powers, under section 23 of the Act.

In addition, the Act requires that the Library Board must:

- keep the Minister reasonably informed of the Library Board's operations, including its financial and operational performance, systems and processes, and the achievement of its objectives
- give the Minister reports and information that the Minister requires to enable the Minister to make informed assessments of those matters.

Additionally, there is a requirement that the Library Board will keep the administering Minister informed of any matter which might affect the capacity of the Library Board to achieve its objectives or perform its functions under its strategic and operational plans.

The Library Board must ensure that statutory reporting planning requirements are submitted to the Minister. These include the Library Board's annual report and financial statements, service delivery statement, and strategic and operational plans.

The Minister has the power under the Act to require the Department or an officer to investigate and report on the Library Board regarding any matter.

Under section 27 of the Act, the Library Board may not make a grant or give a subsidy to a local government without the approval of the Minister.

Managing Ministerial Liaison

Any necessary direct contact with the Minister which is required by the Chair, or the Library Board, is managed by the Chair or the State Librarian and CEO (or a nominated officer). The Manager, Office of State Librarian maintains records of all correspondence passing between the Minister and the Chair and the Minister and the State Librarian and CEO. This ensures that responses are centrally coordinated, consistently recorded and communicated, and ongoing issues can be monitored appropriately.

Routine correspondence and reporting to the Minister are facilitated through the Department of Communities, Housing and Digital Economy (the Department) via Arts Queensland.

Role of the Department

The Department through Arts Queensland is the primary source of advice to the Minister on all matters within the Minister's portfolio and has a role in providing advice on all matters pertaining to the legislative agencies for which the Minister is deemed responsible as prescribed by the Administrative Arrangements Order under the *Constitution of Queensland 2001*.

The Department provides relevant portfolio advice to the Minister on matters regarding the Library Board and State Library.

In its advisory role, the Department provides advice and analysis to the Minister on key documents produced by the Library Board (for example, strategic plans and annual reports). The Department also

provides advice and support to the Minister on the appointment of Library Board members, Queensland Library Foundation councillors and the State Librarian and CEO.

The Department facilitates communication, so the Minister is kept informed of the operations and performance of the Library Board and State Library in a variety of ways, including the provision of briefs on specific issues and analysis of formal external accountability documents.

The financial arrangements, budgeting and financial reporting provisions for the Library Board are determined by Queensland Treasury. This monitoring role is also facilitated by the Department, through the provision of advice, guidance, information and reports between State Library and Queensland Treasury.

Arts Queensland works with State Library on shaping and delivering the Government's arts and cultural agenda, State Library's occupancy of Government owned and managed facilities, and governance and compliance with statutory requirements.

Managing Contact with the Department

Contact with the Department required by the Library Board is generally managed within State Library through the State Librarian and CEO and Manager, Office of State Librarian. This ensures Department responses are centrally managed, consistently recorded and communicated, and ongoing issues monitored appropriately.

The Department has also appointed a Government Observer who attends Library Board meetings by invitation and acts as an informal line of communication between the Library Board and the Department.

Managing Contact with the Library Board

Contact between the Library Board and State Library employees is generally managed through the State Librarian and CEO and Manager, Office of State Librarian. This ensures responses are centrally managed, consistently recorded and communicated, and ongoing issues monitored appropriately. State Library employees regularly attend Library Board, ARMC and Library Board advisory group meetings as guests to provide advice on matters being considered.

9 References

The framework is supported by:

Queensland Government

- [Constitution of Queensland 2001 \(Qld\)](#)
- [Libraries Act 1988 \(Qld\)](#)
- [Financial Accountability Act 2009 \(Qld\)](#)
- [Financial and Performance Management Standard 2009 \(Qld\)](#)
- [Statutory Bodies Financial Arrangements Act 1982 \(Qld\)](#)
- [Public Service Act 2008 \(Qld\)](#)
- [Public Sector Ethics Act 1994 \(Qld\)](#)
- [Code of Conduct for the Queensland Public Service](#)
- [Public Interests Disclosure Act 2010 \(Qld\)](#)
- [Integrity Act 2009 \(Qld\)](#)
- [Crime and Corruption Act 2001 \(Qld\)](#)
- [Human Rights Act 2019 \(Qld\)](#)
- [United Nations Declaration on the Rights of Indigenous Peoples](#)
- [Industrial Relations Act 2016 \(Qld\)](#)
- [Auditor-General Act 2009 \(Qld\)](#)
- [Public Records Act 2002 \(Qld\)](#)
- [Right to Information Act 2009 \(Qld\)](#)
- [Information Privacy Act 2009 \(Qld\)](#)
- [Queensland Cabinet Handbook](#)

- [Remuneration Procedures for Part-time Chairs and Members of Government Bodies](#), Queensland Government
- [Welcome Aboard: A Guide for Members of Queensland Government Boards, Committees and Statutory Authorities](#), Queensland Government
- [Statutory Body Handbook – A practical guide to establishment and management of Statutory Bodies – February 2021](#), Queensland Treasury
- [Guidelines for the Formation, Acquisition and Post Approval Monitoring of Companies – June 2020](#), Queensland Treasury
- [Audit Committee Guidelines: Improving Accountability and Performance – July 2020](#), Queensland Treasury
- [Queensland Government Performance Management Framework Policy](#), Department of the Premier and Cabinet
- [Agency Planning Requirements](#), Department of the Premier and Cabinet
- [Annual Report Requirements for Queensland Government Agencies](#), Department of the Premier and Cabinet
- *Arts Queensland Arts Statutory Bodies Board Handbook*
- *Arts Queensland Arts Statutory Bodies Governance Manual*
- *Internal Audit Charter*

State Library of Queensland

- [Charter of the Library Board of Queensland](#)
- *Queensland Library Foundation Constitution*
- [Audit and Risk Management Committee Charter](#)
- [Indigenous Advisory Group Terms of Reference](#)
- [Public Libraries Advisory Group Terms of Reference](#)
- *Technologies Strategy and Investment Committee Terms of Reference*
- *Agency Consultative Committee Terms of Reference*
- *Executive Management Team Terms of Reference*
- *Senior Management Team Terms of Reference*
- *Financial and Administrative Delegations: Policy and Schedule*
- *Human Resources Delegations: Policy and Schedule*
- *Related Party Disclosure Policy*

Other

- [Corporations Act 2001 \(Cth\)](#)

10 Approval

Approved by resolution of the Library Board of Queensland on 26 August 2022. [RES/2022/77](#)

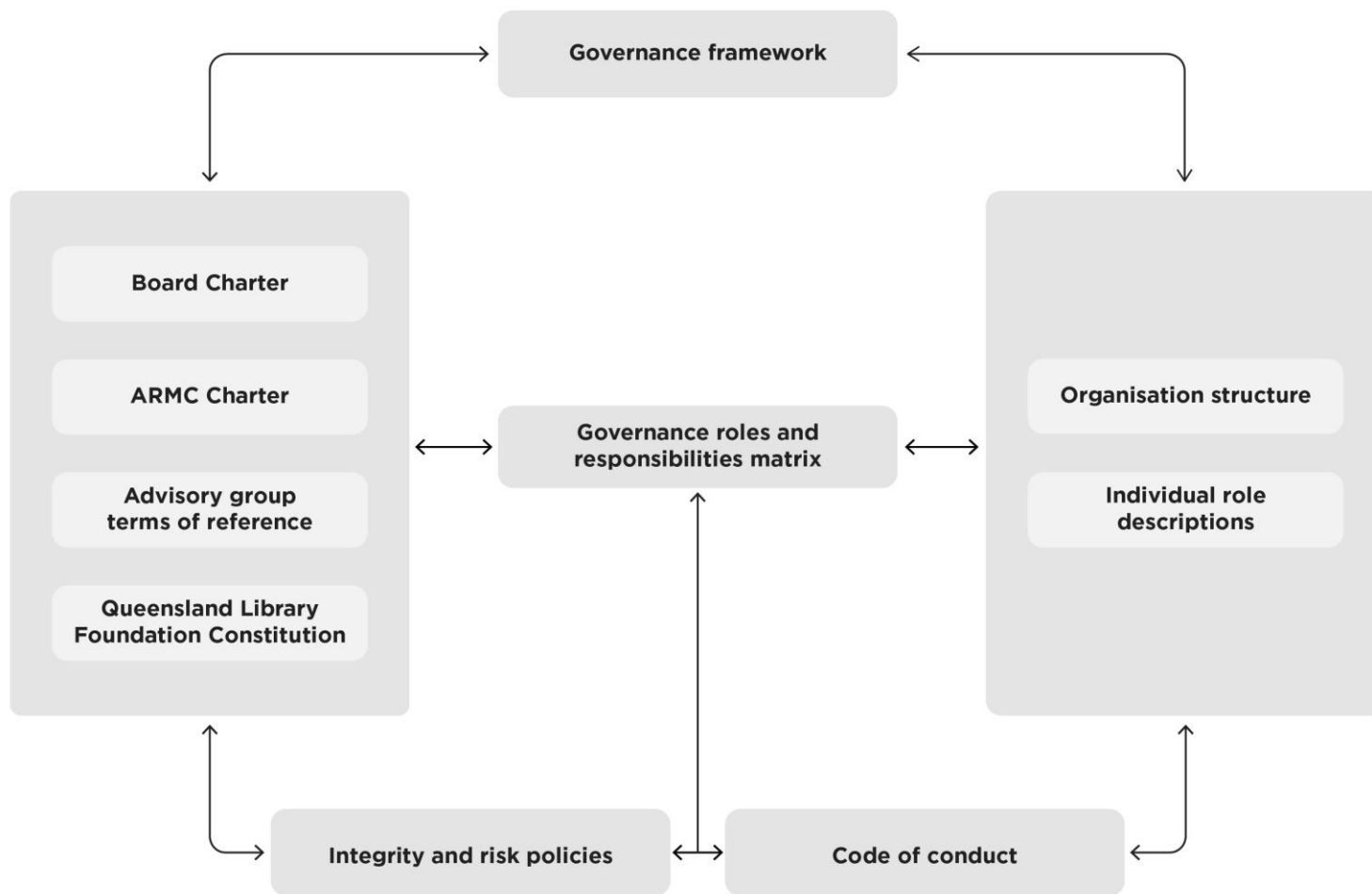
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Instruments that describe Library Board governance expectations, roles and responsibilities



Governance roles and responsibilities matrix

Governance roles and responsibilities matrix definitions

RACIE role	Description
Responsible	Who is responsible for carrying out the task?
Accountable	Who is ultimately answerable for the correct and thorough completion of the task, and the one who delegates the work to those who are responsible? Includes sign off (approval) for the work those responsible provide.
Consulted	Who are the subject matter experts to be consulted – i.e. those whose opinions are sought, and with whom there is two-way communication?
Inform	Who needs to be kept up to date on progress, often after completion of the task or deliverables and with whom there is one-way communication?
Endorse	Who endorses matters and decisions? (Note: used only where this is a separate role to accountable)

Governance roles and responsibilities matrix

Governance element	Governance infrastructure element	Minister	Library Board #	Chair *	SLCEO	Executive Team	Leaders	Employees	Manager OSL #
Strategic intent	Strategic plan	E	A	Nominated ministerial liaison	R	R	C / I	I	Nominated departmental liaison
	Service delivery statement	E	A	Nominated ministerial liaison	R	R	C / I	I	Nominated departmental liaison
	Operational plan	E	A	Nominated ministerial liaison	R	R	R	I	-
	Branch plans	-	I	-	A	R	R	I	-
Culture	Articulation of corporate values	-	A	-	R	R	I	I	-
	Articulation of leadership behaviours	-	C / E	-	A	R	I	I	-
	Employee engagement program	-	I	-	A	R	R	C / I	-
	Ethics and integrity policies	-	E	-	A	R	C / I	I	-
Accountability	Governance committees / calendars	-	A	-	R	R	-	-	-
	Corporate policy hierarchy	-	E	-	A	R	C / I	I	-
	Delegations and authorisation policies	-	A	-	R	R	I	I	-
	Organisation structure	I	C / I	-	A	R	C / I	I	Nominated departmental liaison
	RACIE framework for decision making	-	I	-	A	R	C / I	I	-
	Role descriptions	-	-	-	A	R	C / I	I	-

Governance element	Governance infrastructure element	Minister	Library Board #	Chair *	SLCEO	Executive Team	Leaders	Employees	Manager OSL #
Performance	Cascading performance frameworks and reporting	-	E / I	-	A	R	R	C / I	-
	Continuous performance improvement	-	I	-	A	R	R	C / I	-
Risk management	Risk management policy	-	E	Nominated ministerial liaison	A	R	R	I	Nominated departmental liaison
	Significant risk plans	-	E	Nominated ministerial liaison	A	R	R	I	Nominated departmental liaison
	Business continuity plans	-	E	Nominated ministerial liaison	A	R	R	I	Nominated departmental liaison
Assurance	Legislative and external compliance frameworks	-	E	Nominated ministerial liaison	A	R	R	I	Nominated departmental liaison
	Internal control systems / framework	-	E	Nominated ministerial liaison	A	R	C / I	I	Nominated departmental liaison
	Internal and external audit	I	A	Nominated ministerial liaison	R	R	C / I	I	Nominated departmental liaison
Stakeholder engagement	Annual report	E	A	Nominated ministerial liaison	R	R	C / I	I	Nominated departmental liaison
	Communication protocols	E	E / C	Nominated ministerial liaison	A	R	R	I	C / I
	Ministerial and departmental liaison	-	E	Nominated ministerial liaison	A	R	-	-	Nominated departmental liaison

* nominated liaison roles with the Minister and departmental stakeholders

includes Library Board sub-committees. Note that sub committees make recommendations for action to the full Library Board, which retains collective responsibility for decision making. The Chair and Deputy Chair have delegated authority to approve gifts and benefits, travel and expenses for the SLCEO

Library Board responsibilities aligned to governance elements

Governance element	Library Board	Chair	ARMC	Advisory groups / Queensland Library Foundation Council
Strategic intent	<ul style="list-style-type: none"> • Accountability for development of strategic direction and plans • Approval of draft strategic plan for Ministerial endorsement • Approval of draft service delivery statement and operational plan • Overseeing implementation of Library Board approved plans by SLCEO 	<ul style="list-style-type: none"> • Leading discussion in relation to strategic intent and direction • Ministerial liaison in relation to strategy and planning 		<ul style="list-style-type: none"> • Provision of specialist input in relation to strategic initiatives (within terms of reference/ constitution for those groups)
Culture	<ul style="list-style-type: none"> • Accountability for articulation of corporate values • Accountability for development and monitoring of leadership behaviour expectations for the SLCEO • Input and endorsement for Library Board leadership behaviour expectations as outlined by SLCEO • Endorsement of key policies including <ul style="list-style-type: none"> - ethics - diversity and reconciliation - fraud and corruption - integrity • Overseeing implementation of Library Board approved policies by SLCEO • Role model for desired ethics and integrity behaviours – ‘walk the talk’ • Board member personal declarations of any conflicts of interest 	<ul style="list-style-type: none"> • Leading discussion in relation to culture, ethics and behaviour • Ministerial liaison in relation to culture, ethics and behaviours as required 	<ul style="list-style-type: none"> • Provide recommendations to the Library Board on integrity and ethics related matters, including fraud and risk management policies 	

Governance element	Library Board	Chair	ARMC	Advisory groups / Queensland Library Foundation Council
Accountability,	<ul style="list-style-type: none"> Accountability for establishing governance committees, Queensland Library Foundation and advisory groups and calendars for meetings Endorsement of corporate policy hierarchy Approval of delegations and authorisation policies Provide advice and insights to inform the development/ review of organisational structures by the SLCEO and Executive Team Overseeing implementation of Library Board approved delegations and authorisation policies by SLCEO 	<ul style="list-style-type: none"> Ministerial liaison in relation SLCEO appointment, SLCEO role description and any materials changes to organisational structure Management of relationship between SLCEO and Library Board under direction and authority from the Library Board 	<ul style="list-style-type: none"> Provide recommendations to the Library Board relating to management accountability for systems of internal control, risk management and compliance 	
Performance	<ul style="list-style-type: none"> Responsibility for endorsement of cascading performance frameworks and reporting including organisational level KPIs and SLCEO performance targets Review of continuous improvement measures proposed by SLCEO and Executive Team Overseeing implementation of Board approved cascading performance frameworks, change management plans and continuous improvement measures by SLCEO 	<ul style="list-style-type: none"> Primary liaison, oversight and assessment of SLCEO performance against Board approved SLCEO individual performance plan and KPIs Leading annual review of Board performance with externally facilitated Board review every 3 years Ministerial liaison in relation to organisational and SLCEO individual performance plan and outcomes 	<ul style="list-style-type: none"> Provide oversight of financial reporting framework 	

Governance element	Library Board	Chair	ARMC	Advisory groups / Queensland Library Foundation Council
Risk management	<ul style="list-style-type: none"> • Endorse risk management framework • Review and endorse overarching risk policies and processes • Monitor the effectiveness of the risk management framework and organisational controls • Endorse business continuity plans • Strategic oversight of the management of significant incidents • Overseeing implementation of Library Board endorsed risk management framework and key risk policies and processes by SLCEO 	<ul style="list-style-type: none"> • Ministerial liaison in relation to key organisational strategic risks, business continuity and management of significant incidents 	<ul style="list-style-type: none"> • ARMC Chair leads discussion at Library Board in relation to key risk policies and processes • Recommendations to the Library Board in relation to risk management framework • Ongoing review of strategic risks and organisational controls • Liaison with SLCEO and Executive Team in relation to implementation of Library Board approved risk management framework • Liaison with SLCEO and Executive Team in relation to implementation and ongoing testing/review/ updating of business continuity plans 	
Assurance	<ul style="list-style-type: none"> • Accountable for achievement of objectives under Libraries Act and overall legislative compliance • Endorse legislative and external compliance frameworks • Review and approval of financial statements • Approval of key internal controls including internal and external audit protocols • Overseeing implementation of Library Board approved key internal controls and internal and external audit protocols by SLCEO 	<ul style="list-style-type: none"> • Ministerial liaison in relation to delivery of annual report, financial statements and significant internal / external audit matters 	<ul style="list-style-type: none"> • ARMC chair leads discussion at Library Board in relation to review and approval of financial statements • Provide independent assurance and assistance to the Library Board on internal control and compliance frameworks • Liaison with external auditors, SLCEO and Executive Team in relation to internal and external audit program and 	

Governance element	Library Board	Chair	ARMC	Advisory groups / Queensland Library Foundation Council
			oversight of timely management implementation of audit recommendations <ul style="list-style-type: none"> Review and recommend financial statements to Library Board for sign off 	
Stakeholder engagement	<ul style="list-style-type: none"> Accountability for satisfaction of reporting to Minister in relation to <i>Libraries Act 1988 (Qld)</i> and to Treasury in relation to financial matters Review and approval of annual report Responsible for design of processes for Ministerial and departmental engagement, including communication protocols Review of and approval of protocols for partnerships, collaboration and collections management 	<ul style="list-style-type: none"> Primarily responsible for maintaining relationship with Minister to ensure ongoing compliance and to promote positive working relationship with Minister and Minister's office Assistance to SLCEO in ensuring positive working relationship with the department 	<ul style="list-style-type: none"> Provide recommendations to the Library Board on audit and risk matters 	<ul style="list-style-type: none"> Specialist advice to the Library Board regarding stakeholder groups and engagement strategies Provision of specialist Input in relation to strategic initiatives (within terms of reference/ constitution for those groups)