

Part 3: Outcomes in 2015–16

Strategic and Operational Plans

Purpose	Inspiring Queensland’s creativity — <i>forever</i>
Enduring values	We provide free and equitable access We share We seek diverse voices We belong to the community

SLQ’s *Strategic Plan 2015–19* sets out the critical success factors and key objectives listed below.

The *Operational Plan 2015–16* sets out the activities listed on the right-hand side.

Critical success factor 1. Enable Access

Strategic Plan 2015–19 key objectives

- Provide life skills and early childhood literacy programs

- Increase free access to digital content

- Strengthen Queensland library infrastructure and discovery platforms.

Operational Plan 2015–16 activities

- Lead statewide family literacy programs, including First5Forever and Dads Read.
- Increase awareness of digital literacy, the role librarians play in improving digital literacy, and continue the delivery of digital and design skills programs.
- Work with partner agencies to support increased skills in engaging with and delivering to people from Culturally and Linguistically Diverse (CALD) backgrounds and people with a disability.

- Continue to release open data for transparency and for creative reuse, including the WW1 Hack competition.
- Refresh our Content Strategy to reflect a growing emphasis on digital content and seamless access to our content.
- Advance our priority digitisation projects.
- Create consortia arrangements that expand access for small councils and Rural Libraries Queensland to digital content.
- Review expenditure on collections, taking into account trends and community needs, to increase relevance and utilisation of collections to borrowers.

- Develop a Digital Strategy that focuses on a ‘cloud first’ approach.
- Increase the efficiency of our back end systems including ALMA and Rosetta through optimisation of processes and analysis of feedback.
- Actively investigate state of the art/emerging discovery platforms to enhance communities’ ability to discover/access and locate content.
- Review existing practices, processes and standards both at SLQ and between public libraries to increase efficiencies and maximise resources.

There were no modifications to the Strategic or Operational plans in this financial year. On 16 October 2015, the Minister, under s.23 of the *Libraries Act 1988*, gave a written direction to the Board to help facilitate the independent review of the previous management by the State Library of Queensland of a serious workplace incident.

Find the published plans online:

State Library of Queensland Strategic Plan 2015–19:
www.slq.qld.gov.au/about-us/corporate/publications/planning/strategic-plan-2015-19

State Library of Queensland Operational Plan 2015–16:
www.slq.qld.gov.au/about-us/corporate/publications/planning/operational-plan-2015-16

Critical success factor 2. Engage Community

Strategic Plan 2015–19 key objectives

- Grow the State's historical collection of Queensland culture and heritage.

Operational Plan 2015–16 activities

- Support the development of connected collections throughout Queensland's Gallery, Library Archives and Museum (GLAM) sector.
- Engage with representative groups across the community to ensure our collections capture the voices and stories of Aboriginal people and Torres Strait Islander people, the CALD community, the disability sector, and regional communities.
- Acquire and preserve born digital content.

- Engage with communities of interest through dedicated centres of engagement.

- Pilot a new Enterprise Centre to support business, social enterprise and creative industries.
- Grow our Government Research and Information (GRAIL) service for other government agencies and investigate new services for businesses.
- Support the development of the reading and writing sector through key programs such as the black&write! Indigenous Writing and Editing Program, and the Queensland Literary Awards.
- Continue to collaborate and co-create with community and partners through the John Oxley Library, Australian Library of Art, kuril dhagun, The Edge, and Asia Pacific Design Library.

- Facilitate the community's use of and interaction with content.

- Lead a broad community of interest to deliver Q ANZAC 100, including major exhibitions and programs, an interactive timeline, supporting local networks, and enabling new research.
- Launch a Signature Program in 2016 focused on Identity: The Queensland Conversation.
- Develop an online engagement strategy.

Critical success factor 3. Build capability

Strategic Plan 2015–16 key objectives

- Build capacity within our communities of interest.

Operational Plan 2015–16 activities

- Deliver *The Next Horizon: VISION 2017 Leadership program and Learning Strategy* to support public library staff throughout Queensland.
- Advocate for statewide connectivity and conduct major statewide research into the public value of libraries as creative spaces.
- Support the sustainability of Indigenous Knowledge Centres throughout Queensland.
- Design and deliver learning programs (e.g for Queensland's heritage sector and design thinking in schools).

- Generate new revenue sources.

- Focus Queensland Library Foundation efforts on building the corpus through the Endowment, Presidents 100 Circle and annual giving programs.
- Implement recommendations from the Venue Development report and Library Shop review.
- Actively seek in kind support and alternate funding options.

- Position our workforce for the future.

- Develop a culture of engagement and entrepreneurialism.
- Review and update our Strategic Workforce Plan 2011–15.

Report on performance

Service standards performance measure	Note	2015–16 Target / estimate	2015–16 actual
Client satisfaction with services and programs		95%	97%
Percentage increase in the efficiency of service delivery	1	2.5%	3.9%

Performance measure	Note	2015–16 Target	2015–16 actual
Use of digital content	2	14,800,000	15,825,958
Visits to public libraries	3	21,500,000	22,343,817
Increase in members	4	18%	33%
Increase in self-generated revenue	5	8%	2%
Staff engagement		65%	65%

Notes

- 1 This measure reflects improvement in cost per total onsite and online visits. The higher than forecast result is due to strong growth in online visits.
- 2 The higher than targeted result is due to continued growing use of digital content, including e-resources that are available statewide (e.g. online journals, newspapers, magazines, training courses, family history resources).
- 3 Both the 2015–16 Target / estimate and the 2015–16 actual for this measure are for 2014–15. This is because the source of data for the measure, the annual Queensland Public Libraries Statistical Bulletin lags a year. The latest available edition is for 2014–15.
- 4 This measure reports the growth in new members across the state. The high result represents the success of a number of strategies to grow membership this year, including more communication of membership benefits.
- 5 The calculation uses the forecasted result for 2014–15 as the baseline, not the actual result (which is not available until after the Operational Plan is finalised). The lower than targeted increase in self-generated revenue is principally due to the Federal Government's decision to cease funding under the Remote Indigenous Public Internet Access program, the need for new funding sources to achieve the aspirational target not realised, and the increasingly challenging philanthropic climate.

Enable access

One of SLQ's enduring values is to make services accessible to people of diverse language, ability and location. To do this, SLQ must promote literacy and learning, digitise content for online access, and strengthen public libraries throughout the State.

Life skills and literacy programs

SLQ leads statewide family literacy programs such as the First 5 Forever initiative, which supports parents and primary caregivers in their important roles as educators for children under five. The \$20 million, four-year program is delivered by public libraries in partnership with community agencies. In 2015–16, it has delivered professional development sessions across Queensland for councils and community organisations. Preliminary reporting from public libraries across the state indicates a 339% increase in outreach and a 28% increase in programming for 0–5s and their caregivers between February and November 2015.

Dads Read is an early childhood literacy initiative which raises awareness of the importance and benefits of fathers and families reading with their children in their early developmental years. In August 2015, Dalby Library hosted a Dads Read Family Fun Day to promote the message to the community. Resources and information can be found at dadsread.org.au.

Improving library access to digital literacy resources has been a major focus for SLQ in 2015–16.

The *Tech Savvy Seniors Queensland* (TSSQ) program, launched in August 2015, encourages older people to embrace information technology. The Queensland Government (through SLQ) and Telstra jointly funded \$580,000 of grants, supporting 38 councils to deliver free tech training for up to 15,000 seniors across Queensland. Participants can learn how to use a tablet or smart phone, navigate social media, shop online and access government services. SLQ also allocated \$50,000 from the 2015–16 OPAL (Online Public Access in Libraries) budget to develop 10 tablet training kits, each with five iPads and five Android tablets, to help libraries without these resources to deliver tablet training sessions. In its first quarter, January to March 2016, 21 councils had already started to deliver the TSSQ program. Seniors participated in 335 sessions in 59 library branches. The oldest participant was a 93-year-old man from Rockhampton. At least half of the 21 councils reported that training

sessions were booked out, demonstrating a real need for this program across Queensland.

The 12-month Everyone Online Pilot Project began in November 2015, in partnership with Bundaberg and Livingstone councils. This initiative, believed to be an Australian first, demonstrated the role libraries can play in the digital age, and put new technologies in the hands of people who hadn't previously had access. Through this project, libraries lend devices (iPads with 3G data allowances and Wi-Fi hotspots) to community members who have low digital literacy skills, are socio-economically disadvantaged, are socially isolated or who have no internet connection at home. They are offered learning opportunities, skills development, social connection and internet access to improve economic participation. The project also engages small to medium size business owners interested in adopting digital solutions for their businesses for the first time.

As robotics becomes a more affordable educational activity, SLQ has helped communities to access coding and robotics resources through their public libraries. In October 2015, 26 public libraries and IKCs received a kit of Ozobots robots after responding to an SLQ coding and robotics survey. This was supplemented by mini-grants of \$800 to fund staffing for school holiday programs using the Ozobot kits. Kits were also provided to many IKCs, and are available to public libraries as a loan item. This initiative improves library staff's capability to engage with new technologies and raise awareness of and access to coding and robotics activities in their communities.

In May 2016, Minister for Innovation, Science and the Digital Economy the Honourable Leanne Enoch MP announced the recipients of a statewide grants program to support public libraries to implement public programs in coding and robotics. The \$300,000 program supported 33 councils with grants of up to \$10,000 each. Recipients included Fraser Coast Regional Council, which will foster digital inclusion by developing programs unique to its community's needs, and Central Highlands, which will host programs for people with disabilities and

competitions in robotics between communities. Longreach will develop self-contained, transportable kits enabling collaboration between school students, teachers and local libraries to deliver digital literacy sessions in the remote towns of Isisford and Ilfracombe. Further information on VISION 2017 grants and other grants SLQ provides to public libraries can be found at plconnect.slq.qld.gov.au/manage/funding-and-grants.

SLQ's partner agencies are helping the organisation to engage with and deliver to people from Culturally and Linguistically Diverse (CALD) backgrounds and people with a disability. For instance, long-term partner Autism Queensland runs Studio G, a post-school transition program for 16–25 year-olds with Autism Spectrum Disorder. Participants engage with computer gaming and technology to become proficient in technical and creative skills. Each week, participants meet at The Edge to use the spaces and facilities, and tap into SLQ's network of skilled mentors and facilitators. With one mentor between four participants, they can learn and grow at their own pace.

Another of SLQ's long-term partners is The Romero Centre, an organisation providing community-based support for refugees on temporary visas. In 2015–16, SLQ worked with The Romero Centre to host an array of events engaging the community and raising awareness about asylum seekers and refugees, including an International Women's Day fashion parade and forum. The Centre also provided expertise from the refugee community to help create SLQ's A Taste of Belonging event (p19).

Increase free access to digital content

SLQ shares data in digital form on the Australian and Queensland Government Open Data portal, for use in a range of applications, including the annual GovHack competition. Over 46 hours, teams of digital creatives, data analysts, storytellers, entrepreneurs and civic society enthusiasts use open government data in new and creative ways. GovHack 2015 delivered interesting and innovative applications using Open Data from national, state and local government organisations, including libraries and museums. Queensland GovHack events took place in Brisbane, Toowoomba, Gold Coast and Sunshine Coast. The winning entry of *Uncovering Queensland's Untold Stories*, sponsored by Department of Science, Information

Technology and Innovation (DSITI), used soldier portraits from SLQ with records from National Archives of Australia to create a soldier profile. SLQ also collaborated with National and State Libraries Australasia (NSLA) libraries and National Archives of Australia to offer a bounty for best use of First World War data, resulting in 24 entries. SLQ contributed new data sets focused on First World War content to support the GovHack WW1 weekend in Sydney.

With so much significant material to choose from, SLQ has developed a Digitisation Plan as a framework for making reformatted content available online. The plan outlines SLQ's goals to select and digitise significant Queensland heritage materials in order to provide materials online for improved access. SLQ asked Queensland communities to nominate their publications for digitisation to build the digitally available documentary heritage of Queensland. A Kirtas scanner will be used to digitise publications which relate substantially to Queensland's history, and to its cultural, social, economic, political or scientific development.

In 2015–16, SLQ's Content Strategy Revision Project gathered data and connected with stakeholders and the public to develop a comprehensive strategic framework for SLQ's content-related activities. The focus was on content development as a means to enable access and engagement. SLQ engaged consultants including to undertake qualitative research with the Queensland public, leading to insights into community needs and how people use the available resources. The Content Development Strategy informs SLQ's priorities for collecting new content within its limited budget and internal capacity. It helps identify content gaps and themes with the potential to grow engagement and attract new visitors. The strategy allows transparent and informed decision making based on community needs and SLQ's strategic direction.

In 2015–16, SLQ increased access to digital content in LOTE (languages other than English) by purchasing LOTE content on 10 Kindles and making them available to public libraries for their clients to loan. Ebooks were purchased in a number of languages for use by members of Queensland Regional Overdrive Consortium (QROC) libraries. The QROC consortium includes all RLQ libraries and IKCs, and 10 independent libraries.

Infrastructure and discovery

SLQ's internet service was upgraded in late 2015, adding a 200Mbps link to the existing 160Mbps link. This has allowed an increase in user bandwidth limits to ensure better bandwidth for all services. It also ensures new services such as the Business Studio (p16) have the required bandwidth. With both connections always active, traffic is automatically redirected to the other link in the event of an outage. The upgraded service includes capacity for growth, and allows SLQ to further investigate cloud-based services with significant internet requirements.

SLQ commenced a VMware Infrastructure Upgrade project, to provide a stable and reliable virtual platform on which to run the majority of SLQ's computer-based services. VMware will also allow SLQ services, including Rosetta, to be run in a cloud environment. The upgrade will increase service reliability and provide redundancy to the virtual environment, while improving compatibility with cloud-based services. It should also reduce required maintenance downtime, reduce after-hours support calls, and provide scope for future growth.

SLQ also completed a Digital Preservation Proof of Concept pilot project to identify and articulate its digital preservation roles. This determined the suitability of the Rosetta product to address SLQ's digital collecting, preservation and access needs. Rosetta will replace current Digital Asset Management System, DigiTool.

SLQ continued the adoption of the Alma library management system, which was implemented in early 2015. This cloud-based system offers scope for continuous improvement through monthly releases, and SLQ is working with provider Ex Libris to ensure the functionality meets the needs of the organisation. Decommissioning of the previous system, Voyager, was completed on 30 April 2016.

In June 2016, a contractor was engaged to coordinate the development of an SLQ Digital Strategy. The strategy will guide how SLQ plans, makes decisions and allocates resources to enable smart use of technology to future-proof the Digital Library. At 30 June 2016 the project was in scoping stage.

In early 2016, SLQ improved efficiency by automating the labour-intensive process of adding handles (permanent URLs) of digitised original material items to the relevant collection finding aid. This is particularly important as SLQ's collection

becomes increasingly digitised, and acquisition of born digital materials grows. This successful application has since been expanded to other aspects of finding aid creation, including for those without digital content. In conjunction with using one of the Alma Application Programming Interfaces to pull data from Alma, this has eliminated almost all manual data conversion processes required to create a finding aid, resulting in a more efficient process and improving workplace health and safety.

SLQ successfully trialled digitising pre-1890 publications on a Kirtas scanner housed in the Infozone. These digitisation activities have since been expanded to contemporary publications, with the launch of a service to enable authors of in-copyright works to have their publications digitised if they provide sufficient copyright permission. This has the potential to significantly increase the amount of published, in-copyright, Queensland content available online to SLQ users.

SLQ continues to explore external platforms to enable greater reach for its content and diverse engagement. SLQ's success in using discovery platform Historypin has seen it expand in 2015–16 to allow community-created projects to be developed on SLQ-created infrastructure. It has been evaluating a new platform, the Atlas of Living Australia, which is a transcription platform used by organisations such as CSIRO and the Australian Museum. In late 2016, SLQ will become the first humanities institution to use the Atlas of Living Australia.

In the spirit of continual improvement, a review of Online Public Access in Libraries (OPAL) and VISION 2017 grant methodology for Queensland public libraries has begun, to be completed in the next reporting period. A review of SLQ's Standards and Guidelines was suspended as SLQ awaits the outcomes of current national research on standards and guidelines by NSLA and the Australian Library and Information Association (ALIA). These standards and guidelines assist Queensland public library staff and local governments in planning and developing their library services.

Visitor feedback led to the John Oxley Library Reading Room on level 4 being reconfigured. Spaces have been clearly differentiated into research spaces for visitors using Heritage Collections and non-Heritage Collections, to improve access to collections while maintaining their security and providing increased quiet study spaces.

Engage community

Working with communities of interest and the general public, SLQ aims to engage people with its content to promote its use and ensure it reflects Queensland's rich culture and heritage.

Queensland's culture and heritage

SLQ is working with collecting institutions and community organisations to develop Connected Collections, a network of institutions which share information with communities of interest. A Connected Collections project in partnership with Palm Island Aboriginal Shire Council, through its IKC, achieved significant outcomes for the Palm Island community. More than 1,000 relevant images, from the collections of SLQ and other institutions, were added to the Palm Island IKC's collection for easier local access. Five community magazine titles were provided in a digital format, and an innovative accessing and preservation system was created to allow easy access to the newly acquired digital collection material. Plans are underway and funding is being sought for a similar project in partnership with Torres Strait Islands Regional Council, Torres Shire Council and Torres Strait Regional Authority.

SLQ also commissioned digital stories and photographs from across the state to capture contemporary stories of Queensland's people and places. Subjects have included Wujal Wujal, Anzac centenary celebrations, Queensland railways and the Shorncliffe pier.

SLQ acquired a significant collection of work by three photographers (Joanne Driessens, Michael Aird and Juno Gemes) documenting social protest movements and Aboriginal communities in Queensland from 1970s to 2000. These digital and physical works, featured in the landmark *Up Close* exhibition at Newstead's Fireworks Gallery in December 2015, capture key events in Queensland's contemporary history.

The *Tradition Now* exhibition was launched at SLQ in June 2016, exploring family origins and connections to Queensland. The stories of 12 people from diverse backgrounds are told through objects, photographs, artwork and memories. The exhibition examines how many Queenslanders 'arrive' to this land, how this affects their connections to family and tradition, and the impact on contemporary family life. Visitors can also create and share their own family story. This exhibition will remain in the Philip Bacon Heritage Gallery until November 2016.

In 2016, SLQ acquired a collection of materials from the Queensland Disability Housing Coalition (QDHC). Established in 1987 in the International Year of Shelter for the Homeless, QDHC provided a voice for people with disability and mental health issues. This collection provides a snapshot of advocacy for and stories by the disability sector in Queensland over a 25-year period.

Born digital items are being sourced through the legal deposit program, with 2,283 items added in 2015–16, and Pandora web archiving activities.

Some of the challenges surrounding collecting born digital content are being addressed by the procurement of Rosetta software (p15). As part of the NSLA Digital Preservation project, one SLQ staff member was awarded a research grant to attend the International Digital Curation Conference in Europe and gather information about digital preservation techniques at various collecting institutions. Data gathered will help inform planning to improve preservation techniques for digital collections.

Engage with communities of interest

SLQ's Business Studio was officially launched in November 2015. There are now 263 members, who can book powered single workstations or group stations for 2–4 people in the studio, access exclusive Business Studio wi-fi, borrow resources, and attend special workshops and mentoring sessions. Membership is free for individuals, but for \$2,000 a six-month Business Studio Platinum Membership provides a wider range of benefits, including six hours of priority research assistance from SLQ staff.

A series of monthly Lunch Box Forums have been held to help inspire and educate potential start-ups and entrepreneurs while encouraging Business Studio membership. Sessions have featured successful entrepreneurs and business people, social media specialists and representatives from the Australian Bureau of Statistics.

SLQ partnered with the Queensland Writers Centre to record their *Business Basics for Creatives* workshops throughout 2016. Webcasts of these events are available to Business Studio members through the

Business Studio Online Hub, which gives them free access to quality professional development material.

The Government Research and Information Library (GRAIL), which supplies research services to nine government agencies including the Department of the Premier and Cabinet and Queensland Treasury, is now based in the Business Studio. It provides research assistance to Platinum Business Studio members as part of an expanded role. For every \$1 spent on resources, GRAIL clients receive \$18 in value, with qualified researchers accessing accredited information sources to help government and business make informed decisions.

As part of its commitment to fostering Queensland writing, SLQ manages the Queensland Literary Awards in collaboration with sponsors, industry partners and the writing community. The 2015 awards were expanded to include a \$25,000 Queensland Premier's Award for a Work of State Significance, recognising writing with a Queensland focus, and two Queensland Premier's Young Publishers and Writers Awards for Queensland writers aged 18–30. Three Queensland Writers Fellowships were also awarded in 2015 to support development of new works by mid-career Queensland authors. Entries for the next awards, which closed in June, saw a marked increase. They will be awarded in October 2016.

In December 2015, SLQ signed a two-year partnership agreement with major publisher Hachette Australia. This partnership will see the publication of two black&write! Fellowship winning manuscripts annually in 2017 and 2018, and will provide the opportunity for the Indigenous editing interns and writers to work closely with a large commercial publisher with international reach. It follows an amicable conclusion to the partnership with Magabala Books, a foundation partner of black&write! Magabala published 11 books from black&write! Fellows between 2011 and 2015, launching or furthering the careers of talented Indigenous writers.

Two 2016 Fellows for the black&write! Indigenous Writing Fellowships were announced in May: "Terra Nullius" by Claire Coleman (WA) and "Clear Water White Death" by Dr Dylan Coleman (SA). The 2015 Fellow, Alison Whittaker, received critical acclaim for her poetry collection *Lemons in the Chicken Wire*, the manuscript she developed as part of the black&write! program. Alison singled out her editor Grace

Lucas-Pennington, one of the trainee Indigenous editors for black&write!, for her influence on the manuscript.

SLQ collaborates and co-creates with community and partners to create events for specific target audiences.

Asia Pacific Design Library (APDL) hosted the inaugural Asia Pacific Architecture Forum (APAF), in partnership with Architecture Media, 1 to 14 March 2016. SLQ received sponsorship for the event from Inspiring Australia, Queensland Government Department of Infrastructure, Local Government and Planning through the State Government Architect Malcolm Middleton, and QMI Solutions. A dedicated website, www.aparchitectureforum.com, featured 26 events and exhibitions, 14 of which were hosted and delivered at SLQ. These included the Sherman Contemporary Art Foundation Vo Trong Nghia Architects' Green Ladder Pavilion in the SLQ forecourt from 1 March to 15 May 2016, the ArchitectureAP Symposium which brought speakers from across Asia Pacific to SLQ, and Design Minds Lumifold Workshops for children. Media coverage extended as far as India, Singapore, Egypt and Vietnam. APAF and its founders were awarded a Queensland President's Prize at the Australian Institute of Architects Government and Industry Networking Event. Architecture Media is keen to continue this partnership to produce APAF annually.

Black Velvet: your label (March to May 2016) was an exhibition by kuril dhagun's inaugural Artist-in-Residence, Boneta-Marie Mabo. During her research at SLQ, she uncovered many images of Aboriginal and Torres Strait Islander women who were given demeaning descriptors instead of names, including "Black Velvet". The artworks explored the identity of proud contemporary Indigenous women, and how in the past these same women would have been stripped of their voices and names.

In November, the Queensland Library Foundation thanked the Siganto Foundation for its support of the Australian Library of Art, and particularly the Artists' Book collection. In a partnership that began in 2012, annual sponsorship by the Siganto Foundation has enabled SLQ to run events such as the Artists' Book Lecture series, Artists' Book workshops and masterclasses, drawing artists from across the state and the world to participate and share their expertise with Queenslanders. It also allows a number of Creative and Research Fellowships to be

awarded every year, with one creative fellowship and one research fellowship awarded in the 2015–16 period. The Siganto Foundation was presented with a hand-crafted retrospective of the works produced or purchased as a result of the partnership. Two copies of the book were produced — the second will be held in SLQ's collections.

Julie Hornibrook, granddaughter of Queensland building industry pioneer Sir Manuel Hornibrook, was the recipient of the \$15,000 Queensland Business Leaders Hall of Fame Fellowship for 2015. During a six-month residency in the John Oxley Library, she brought together original materials from JOL and her personal family collection of photographs, mementos and letters to explore the legacy of her grandfather in *Sir Manuel Hornibrook: Father of the Australian Building Industry*. The Fellowship is an initiative of the Queensland Business Leaders Hall of Fame, a partnership between SLQ, Queensland Library Foundation and QUT Business School.

The Edge continues to be one of SLQ's most innovative areas, making arts, science, technology and information more accessible to the community through its local and outreach programs. The Edge provides the equipment and expertise to help visitors learn skills for business and hobbies. A computer lab with the latest creative software and business tools, a recording studio and a Technology Lab equipped with manufacturing equipment like sewing machines and 3D printers, are all available for community use. It also partners with business, including the AUXILIARY Design School, an independent product design educational agency. Through this partnership, students used The Edge's state of the art facilities to draft and create design projects over 14-weeks. Program graduates took out three of the five awards The Australian Good Design Awards' Young Australian Design Awards category.

In 2015–16, The Edge delivered more than 100 subsidised short courses and workshops in Brisbane, and provided National Science Week kits to regional libraries, enabling them to host their own National Science week activities. It also released four MAKEIT workshops plans online, allowing communities and libraries across Australia to stage their own 45-minute workshops on film editing, mechanics and soft circuits. Its focus on the creative arts has led The Edge to develop a partnership with the National Portrait Gallery, hosting the winner of the

2015 Digital Portraiture Award, Isabelle de Kleine, for a six-week arts residency.

The Edge is widely regarded as a model for a new type of library-based service, and has inspired similar programs across the country. It has been central to shaping thinking and action in SLQ as it moves beyond the traditional library model.

Facilitate interaction with content

SLQ is coordinating the *Q ANZAC 100: Memories for a New Generation* project (see www.qanzac100.slq.qld.gov.au), commemorating the centenary of the First World War and building a digital legacy for Queensland public and beyond. *Q ANZAC 100* is leading a broad community of interest to deliver a range of exhibitions and programs across the state. The project also aims to make First World War information more accessible through platforms such as the *Q ANZAC 100* Historypin hub, A State of War interactive timeline and by digitising thousands of soldier portraits from *The Queenslander* magazine. Each year four research fellowships, valued at \$15,000, are awarded to projects relating to Queensland's role and experience at home and abroad.

The *Distant Lines: Queensland voices of the First World War* exhibition at SLQ closed in November 2015 with visitation of 50,196 for the eight-month period. *Distant Lines* explored the front line and home front experiences of Queenslanders. Related educational resources supported teachers and their students visiting the exhibition.

An interactive Apple iBook on conscription, *Yes or No?*, was released in October 2015. This free resource, available from the iTunes store (itunes.apple.com/au/book/yes-or-no/id1041907877), uses materials from SLQ collections and is aimed at upper-primary and lower-secondary aged students and their teachers. An interactive online portal to First World War stories and images, A State of War (www.astateofwar.org.au), was launched in November 2015. This wealth of information is also accessible through a touch screen interface in SLQ's Knowledge Walk.

Symposia in this reporting year included How We Remember in October 2015 and On the Home Front in May 2016. These events brought experts and community members from across Queensland together to explore interpretations of information and discuss how to bring that to life in their communities.

Regional communities across Queensland had the opportunity to get up close and

personal with WWI treasures from SLQ's collections in White Gloves sessions, and seek expert advice on conserving their memorabilia. Locations in 2015–16 included Charleville, Cunnamulla, Emerald, Gladstone, Hughenden and Winton.

SLQ also contributed to the Queensland leg of the Spirit of Anzac Centenary Experience tour, developed by the Australian War Memorial and the Department of Veterans Affairs. It coordinated the exhibition's Local Community Zones, where communities were invited to display their WWI content curated by the *Q ANZAC 100* regional exhibition team. Toowoomba was the first location in the country to be booked out prior to opening, with strong interest seen in the other venues of Brisbane, Mackay, Cairns and Townsville.

The *Peace and Quiet* exhibition opened in December 2015, bringing together a range of community groups and individuals to explore personal, social and political ideas of peace. It included a collection of peace placards and banners sourced from the peace movement, and hundreds of peaceful landscape artworks contributed by the community to symbolically cover the large First World War landscapes that featured in *Distant Lines*. This exhibition bridged the gap between SLQ's 2015 theme of *Q ANZAC 100* and the 2016 theme of Belonging.

The 2016 annual Signature Program theme of Belonging was launched on 16 January 2016 with the first Big Day of Belonging, drawing more than 500 people. Each Big Day of Belonging is a free, multicultural event for all ages, featuring an array of live community music, dance, exhibitions, hands-on activities and food. A second event was held in June.

SLQ's overarching theme influences programming and activities and involves the community onsite, online and regionally. It seeks to address questions such as "Is there a distinctive Queensland character forged by our landscape, climate and traditions? Or are we a diverse people with a global world view and our own vibrant stories?" The Belonging

theme has continued with a number of exhibitions and events such as Queensland Faces and A Taste of Belonging.

The *Queensland Faces* exhibition displayed a sample of the varied, unique portraits in SLQ's photographic collections to uncover the stories and lives of Queenslanders. Subjects ranged from famous (or infamous) to ordinary people. Visitors were asked to reflect on what it means to be a Queenslanders, examine our connection to place, and discover how our diverse cultural traditions contribute to Queensland's growing identity. Visitors added their own image to Instagram and Twitter, or left their responses in the exhibition space.

A Taste of Belonging was a three-course, sit-down dinner in SLQ's Queensland Terrace. Members of Brisbane's migrant communities shared recipes with local chefs to create an eclectic mix of cuisines including Chinese, Iranian, Venezuelan and Sri Lankan. Guests heard firsthand how these recipes reflect the cultures, beliefs and experiences of the individuals who inspired each dish.

Events will continue under the banner of Belonging until December 2016.

SLQ is increasingly active in online spaces, engaging people across multiple platforms including blogs, Flickr and Historypin. While a formal online engagement strategy was not developed in 2015–16, key performance measures and indicators have been developed to more accurately count and evaluate online engagement with SLQ content.

SLQ's Historypin presence grew over the year with the addition of 50 new collections within the SLQ hub. These collections were viewed more than 16,000 times over the 12 months. Blog posts across all SLQ blogs received more than 261,000 views, more than a third of which were to the John Oxley Library Blog. Visitors were very happy with the ability to download high-resolution images from SLQ's collections, with a total of 28,552 downloads in 2015–16.

Build capability

SLQ strives to build capability within the organisation, its government clients and in its communities of interest. It aims to be economically sustainable while delivering high-quality services in partnership with public and private organisations.

Build capability in communities of interest

SLQ delivers professional development training for public library staff across Queensland. The VISION 2017 Learning Strategy identified leadership, innovation and library business management as the top priorities.

The *Future Libraries professional development* workshop was held at SLQ in April 2016 in partnership with the Queensland Public Libraries Association. It included sessions on public library standards and guidelines, digital shifts, community engagement and consultation on support from SLQ to public libraries. A *Rural Libraries Queensland professional development* workshop was held in conjunction with this training, as was Lego robotics grant training to help grant recipients design and deliver programs. Travel bursaries of \$500 per applicant were made available to regional public library staff to help them to participate in the week of professional development sessions, with 10 councils taking up the offer.

SLQ was a principal sponsor of the fifth Broadband for the Bush Forum, *Digital Journeys*, and the associated Indigenous Focus Day in June 2016. This is part of SLQ's focus on advocating for statewide connectivity to help bridge the digital divide.

SLQ engaged QUT to conduct research into the value and community impact of public libraries as creative spaces. Pilot sites in Burdekin, Gold Coast, Maranoa and Redlands embedded creative spaces and associated programs into their libraries, which evidently resulted in a positive impact on the community and its engagement with the library involved. Through this work, an Impact Framework evaluation tool was developed, with eight criteria to help public libraries self-evaluate their own creative spaces and programs. The report and tool will be launched in the second half of 2016.

Two new IKCs joined Queensland's IKC network in 2015–16. Napranum IKC, operated by the Napranum Aboriginal Shire Council and co-located in the newly refurbished Civic Centre, was officially opened in July 2015 by the Premier. The Yarrabah community celebrated the opening

of its \$1.9 million IKC in November 2015. Wujal Wujal Aboriginal Shire Council refurbished its IKC with support from SLQ. SLQ provides support and professional development to IKCs, much of it based from the Cairns regional office.

SLQ designed and delivered learning programs in collaboration with various interest groups across Queensland. For instance, The Edge worked with Brisbane Catholic Education to develop and deliver library resource kits around Science, Technology, Engineering and Mathematics (STEM) learning. The kits focus on robotics, electronics and coding, and will be made available to educators through the Brisbane Catholic Education Resource Centre.

Queensland heritage workers and volunteers converged on SLQ in May 2016 for a free two-day program of workshops to explore capabilities in researching, interpreting and sharing First World War collections and content. Talks and workshops at the Heritage Leaders Forum included curating First World War digital collections, sharing material and collections, storytelling and engaging the community with First World War material. This workshop ties in with the *Q ANZAC 100: Memories for a New Generation* and was developed in partnership with Museums & Galleries Queensland.

K8 Children's Symposium was a two-day workshop for teachers and educators, providing an introduction to the Design Minds model as part of the Out of the Box festival in June 2016. Design Minds uses design thinking to develop the capabilities of successful and creative 21st century citizens within existing education and learning benchmarks. Participants observed Year 3 students working together under Design Minds principles to address global challenges impacting large cities and in response, create a model of Brisbane in 2036. While children are guided by Cooper-Hewitt Fellow Les Hooper and other design experts to create a blueprint for their future Brisbane, teachers gained valuable insights into how the Design Minds model can be applied directly to curriculum. This professional development program is designed and

facilitated by John Paul College's Head of Year 9 and 2015 Cooper-Hewitt Fellow, Dawn Boland.

Generate new revenue sources

Queensland Library Foundation has continued to support SLQ's activities by exploring ways to raise funds through a number of established programs.

The Foundation's donor engagement functions allow donors a taste of some of the projects they support. For instance in November 2015 annual donors had the chance to explore family and local history in *Expect the unexpected: find your family history*. Members of the President's 100 Circle were treated to a special white-gloves function featuring guest speaker Bill Kitson, former Senior Curator of the Museum of Lands Mapping and Surveying. He is writing a history on the Hydrographic Survey of the Queensland Coast 1860–1914, which includes information on Edward Parker Bedwell RN, who was the first man to chart in detail Point Danger to Mackay. Guests viewed an 1849 sextant presented to Bedwell by Greenwich Hospital School, along with SLQ's Bedwell papers. The President's 100 Circle helps SLQ create a source of income by growing our capital base through supporter donations of \$1,000 annually for three years.

The newly introduced Letty Katts Award was funded by an endowment from Dr Stanton Mellick OAM ED and his daughter, Professor Jill Mellick, in honour of Dr Mellick's late wife Violet Mellick, whose stage name was Letty Katts. The award supports the research, documenting and performance of Queensland's music history. The inaugural recipient is respected academic and musician John Willsteed, for his project *Street Life: posters and their role in the Brisbane music scene 1975–1995*.

A new Mittelheuser Scholar in Residence and Student Internship Program was established with the support of long-term donor Dr Cathryn Mittelheuser AM. The residency aims to attract leading thinkers to contribute new research to the GLAM sector. It was awarded to ABC Classic FM presenter and producer Dr Martin Buzacott for research towards an ebook commemorating Queensland Symphony Orchestra's 70th anniversary. The student internship program offers high school students the opportunity to be mentored by SLQ staff in a range of professional activities, including research, curation, conservation and arts management. In 2016, successful interns Eliza Woods and Caitlin Trout from Brisbane Girls Grammar School also had

professional career counselling and resume development assistance to help ready them for careers in the cultural sector.

SLQ is constantly exploring new ways to supplement funding for operations and community programming. For instance SLQ's portal to design thinking education resources, Design Minds, is building its capability in providing fee-for-service external community learning programs for pre-service and in-service teachers across Queensland as part of the StepUp project. StepUp, a partnership of Queensland universities led by QUT, seeks to transform the nature and delivery of mathematics and science pre-service secondary teacher education in Queensland. The team facilitated workshops exploring how teachers might develop collaboration between learning areas to promote STEAM (Science, Technology, Engineering, Arts and Mathematics) through creative thinking and learning. Focus groups/surveys were conducted with participants at the end of the workshop to find areas for improvement

Partnerships also help to provide support, in-kind and monetary, to some of SLQ's more ambitious programs. For instance SLQ expanded its partnership with QPAC's Out of the Box Festival, presented from 21 to 28 June 2016. As part of the partnership, SLQ presented activities featuring Australian Children's Laureate Leigh Hobbs, while the Library shop was secured as the official festival bookseller. Associated events included the K8 Children's Symposium, and an exhibition of works from the Dr Barbara Piscitelli artwork collection. Through a coordinated approach across SLQ, the quality of partnership with QPAC was strengthened to optimise strategic returns across programming, marketing, content development and service delivery.

A number of improvements have been made to venues across SLQ in the 2015–16 period, including an upgrade of the Innovation Lab at The Edge. This space houses equipment such as 3D printers and CNC routers (computer controlled cutting machines) which can be booked for use by Edge members who have completed a safety induction.

SLQ Auditorium 1 has been upgraded with improved audio, projection, lighting and stage systems, as well as permanent multimedia equipment to allow easy access to facilities such as live web streaming. The Heritage Collections Learning Room was reconfigured to create a more flexible space to maximise potential event use, and the River Decks

space has been expanded to provide extra event space and add a new lighting feature. The APDL lounge was extended and a glass-fronted exhibition space created. The Parlour on level 1 has been modified, improving access to the adjoining balcony for event use. These upgrades will make SLQ spaces more appealing for external clients looking for a venue, potentially increasing revenue.

Outcomes of an external review conducted in 2015 included a list of recommendations to improve fit out, inventory and profitability of the Library Shop. A detailed implementation plan was developed, and a number of zero-cost recommendations relating to reporting, training and inventory were implemented in 2015–16. Further recommendations will be reviewed and costed in 2016–17.

Position our workforce for the future

SLQ aims to develop a culture of engagement and entrepreneurialism in its workforce to best serve the needs of the people of Queensland. Since 2013, the organisation has participated in the annual Working for Queensland Employee Opinion Survey, coordinated by the Public Service Commission. In 2015, survey results showed 66% of staff felt engaged with the agency (an increase of 6% on the previous year) and 84% experienced high job engagement and satisfaction. In May 2016, 85% of SLQ staff participated in the survey, an increase from 2015 and more than double the statewide response rate. Results will be available in the second half of 2016.

In 2015–16, SLQ leadership training has focused on developing mindful leadership across the organisation. Executive and Senior Managers gained insight into their leadership style and impact on individuals and the culture of the organisation through 360-degree feedback using the Human Synergistics Circumplex and coaching. Team Leaders participated in a practical leadership program and all staff had the opportunity to participate in Leading Mindfully from Within, which provided practical mindfulness techniques and the theory behind their use. This program aimed to build resilience in managers and staff operating in an environment of change.

Staff also have access to the Big Picture program, which uses a whole person approach to give a supportive framework for

staff to look at their future in a holistic way, considering career alongside other priorities such as family, financial wellbeing and emotional wellbeing. The program aims to provide staff greater opportunity to influence their careers, thereby increasing their engagement while creating greater flexibility in SLQ's workforce. Big Picture evolved from the *Encore* program, which was an initiative outlined in the Strategic Workforce Plan 2012–15 to support the mature workforce in an engaging, supportive and flexible way. Feedback received from the 2015 Staff Survey highlighted that the program would benefit all staff, regardless of age. The program has now opened to all temporary and permanent staff at SLQ, and been renamed to reflect this change in focus.

A Project Management Office (PMO) was established in November 2015 to centralise reporting and support for project management in SLQ and roll out the Prince2 project management methodology. This has helped to support governance of and reporting on all SLQ projects, and grow SLQ's project management maturity and culture. The PMO mentors and supports project managers to perform appropriate and consistent levels of management. To improve consistency and transparency of decision making across the organisation, SLQ adopted the RACIE decision making tool. This tool clarifies who is Responsible, Accountable, Consulted, Informed and who will Endorse. Combined with the work of the PMO and use of Prince2, the processes for bringing a new idea to fruition are more clearly defined.

SLQ's Strategic Workforce Plan 2016–20 is close to completion. The purpose is to understand the nexus between our current workforce profile and future service demands, and develop strategies to address any gaps between the two. In early 2016, an environmental scan and analysis of workforce data was developed, which formed the basis of 10 staff focus groups to discuss changes in services and staff skills required in the future. As of 30 June 2016, the draft plan was in the final round of consultation, for approval in the second half of 2016. Once adopted, the new Strategic Workforce Plan will guide workforce development for the next five years.

Governance

Human resources

As at 30 June 2016, SLQ's workforce consisted of 287.02 full-time equivalent staff. The permanent separation rate was 5.8%, including permanent employees transferring elsewhere in the Queensland Public Service.

In 2015–16, SLQ has been undertaking a comprehensive Strategic Workforce Planning process (p22). This is complemented by a Disability Workforce Strategy, to make SLQ a more accessible and welcoming place for people with a disability, and a Multicultural Workforce Strategy to increase participation of a culturally diverse workforce to better reflect visitors to SLQ.

SLQ aims to develop a future workforce that is flexible, diverse, technologically adept and client oriented. Key strategies include:

- employing a mix of temporary, casual and contract staff as a critical component of a flexible and agile workforce
- an ongoing commitment to flexible work initiatives as a critical attraction and retention strategy. This is demonstrated by an employment status profile comprising more than 24% part-time employees
- ongoing leadership training for all staff.

SLQ's on-boarding program is designed to welcome and integrate new starters into the organisation during their first three months, to prepare them to succeed at their job and to become fully engaged, productive employees.

Each staff member is encouraged to take part in an annual Personal Performance Planning process, which aligns the work and development of individual staff to the SLQ strategic and operational plans. Exceptional work is recognised through the Most Valuable Contribution Awards, with teams or individuals nominated by their peers for excellence in demonstrating SLQ's Guiding Behaviours of customers first, ideas into action, be courageous and empower people. Staff are also formally recognised for long service to SLQ at ten year intervals.

SLQ has a strong tradition of offering flexible working arrangements to employees, and has developed a Life Balance policy outlining this commitment. Life Balance arrangements include employees returning from parental leave, workers requesting part-time employment prior to retirement, flexible hours for employees undertaking study and job-share arrangements in addition to part-time

employment options and teleworking. SLQ South Bank provides an onsite carer's facility to help employees to care for a dependent person, and for the use of nursing mothers.

SLQ 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.

SLQ HR policies and procedures are reviewed regularly, with an aim to not duplicate existing Queensland Government Directives or Guidelines.

The 2015 *Working for Queensland* employee opinion survey revealed a level of concern among SLQ staff regarding the fairness and equity of recruitment and promotion decisions. As a result, recruitment practices within SLQ were reviewed with a particular focus on expressions of interest. The recruitment review was completed in consultation with SLQ staff and managers, and the approved recommendations have been implemented to improve process consistency.

SLQ's *Workplace Health, Wellbeing and Safety Plan (2014–2017)* aims to create and maintain a workplace that is free from harm, encourages safety and promotes wellness for all our people. As part of this, the SLQ Wellness Team was established in March 2015 with self-nominated members from across SLQ. The team has since devised a Health & Wellbeing program based on staff needs identified through a brief survey. Activities have included an eight-week free fitness program run by TAFE Southbank for SLQ staff, Tai Chi classes in conjunction with our Cultural Precinct partners and monthly roving massages at South Bank. To encourage staff to get into the habit of being more active, SLQ participated in the 10,000 Steps Challenge, with 74 participants clocking up more than 32 million steps over 10 weeks.

In 2015, SLQ secured a \$14,625 WorkCover Queensland grant to help implement the *Happy Body at Work* wellbeing program developed by ABC Commercial. The eight-week program focused on sitting less, moving more, recognising physical responses to stress and improving sleep. The program has been designed for primarily desk-based organisations, and its online delivery allowed all three SLQ locations to participate when it was rolled out in early 2016. Respondents to

the program's exit survey overwhelmingly reported an improvement in energy levels and the way they coped with stress, with 88% reporting they were sitting less, and 91% moving more.

During 2015–16, more than 150 volunteers worked on an extensive range of projects and activities. Volunteer roles include behind-the-scenes projects such as transcription and digitisation, and contributing to front-of-house such as exhibition guides. Visitor Guides have helped on SLQ's major audience research project, collecting data from more than 1,000 visitors over 12 months to provide insights into SLQ's visitors that inform its strategies and programming. School Orientation Guides engage the younger audience by delivering tours to groups of visiting students. People can also contribute offsite through our digital volunteering program, *Pitch In*, which includes volunteers tagging photos and transcribing text from significant historical documents.

Inclusion and diversity

The Anti-Discrimination Commission showcased SLQ in Human Rights Month (October 2015) as a best practice example of diversity and inclusion workplace strategies and a workforce that reflects the community. The 2014 Public Sector *Inclusion and Diversity Report* indicated that the SLQ staffing cohort is a good reflection of the community it serves.

SLQ's Work & Welcome program, run in partnership with the Multicultural Development Association, offers new Australians short-term paid work to gain local experience and develop the skills and confidence to find sustainable employment. SLQ's third Work & Welcome participant began in October 2015 working with the Facilities team. In Pakistan he had studied a Bachelor in Political Science and English Literature, and since arriving in Australia seeking asylum had volunteered for organisations such as Greening Australia and was completing a Certificate III in Warehousing. While working with SLQ, he found permanent employment in the field. Placements are made possible through the generosity of SLQ staff, who make fortnightly wage or one-off donations.

As part of the implementation of the SLQ Disability Action Plan, SLQ entered into a partnership with the National Disability Recruitment Coordinator (NDRC), an Australian Government-funded service for employers to help the organisation become

an employer of choice for people with a disability. After conducting the initial audit of SLQ's practices, the Coordinator praised the organisation for the success of its disability and diversity practices, and its efforts to extend job opportunities to candidates with a disability.

Public sector ethics

SLQ's administrative procedures and management practices are developed and conducted with regard to the ethics principles set out in the *Public Sector Ethics Act 1994* and the Code of Conduct. These principles underpin the strategic planning processes and development of the *State Library of Queensland Strategic Plan 2016–20* and the accompanying *Operational Plan 2016–17*.

The Board, the State Librarian and all staff are bound by the *Code of Conduct for the Queensland Public Service* under the *Public Sector Ethics Act 1994*. Code of Conduct training is incorporated into corporate induction training for new staff, and all continuing staff members are required to complete annual online refresher training. Workshops and training sessions are run for managers and supervisors throughout the year to ensure they understand the ethics principles and how to apply them, especially in relation to human resource policies and procedures. Compulsory training in Code of Conduct, Workplace Bullying and Workplace Health and Safety has been rolled out to all staff on an online learning platform. Online learning is an efficient method for delivering training in an organisation with multiple sites and a large spread of work hours as it allows staff to complete the training at a time which best fits their work schedule.

Governance, accountability and risk

SLQ takes a structured approach to assessing and evaluating the effectiveness and efficiency of its financial and operational systems and activities.

Every four years, senior management develops an overarching Strategic Audit Plan, and reviews it annually. This forms the basis for the yearly Internal Audit Plan, designed to focus internal audit on the areas of potential operational and financial risk to SLQ.

Strategic and Annual Audit Plans are reviewed and endorsed by the Audit and Risk Management Committee (ARMC — see Appendix C). 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.

In 2015–16, internal audit reports considered by the ARMC covered issues such as building and staff security, workplace health and safety, contract management, financial management and governance in IKCs, and collection purchasing and cataloguing. All audits issues raised were rated as low or medium risk.

The internal audit function is under the supervision of the ARMC. It is independent of management and the external auditors, and is carried out on SLQ's behalf by the Corporate Administration Agency's (CAA) Internal Audit team.

The role of the internal audit function is to:

- appraise SLQ'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 2009*
- provide value-added audit services and advice to the statutory body, the ARMC and SLQ's management on the effectiveness, efficiency, appropriateness, legality and probity of SLQ'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 ARMC. The internal audit function has due regard to the *Financial and Performance Management Standard 2009*.

SLQ uses reviews, audits and surveys 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. SLQ took action on all recommendations from audits in 2015–16.

In the latter part of 2015, Ms Rachel Hunter was commissioned by the Minister, in consultation with the Board, to undertake an independent review into the management of a serious workplace matter identified in late 2012. The Board endorsed an action plan to implement the subsequent recommendations in full, which was supported and published by the Minister on 21 December 2015. This comprehensive action plan focused on staff

training, integrity, organisational accountabilities, governance structures and procedures and protocols. An external project manager, experienced in integrity and legal services, was provided by the DSITI to manage the implementation.

As part of this process, after seeking offers, Clayton Utz legal firm was engaged to deliver formal Integrity Training to all SLQ staff, with three levels of training tailored to suit the levels of responsibility in the organisation. This training outlined the policies and procedures that govern officers at SLQ, the role of the integrity agencies and the safeguards for staff when making a Public Interest Disclosure. These training sessions were delivered in collaboration with the Crime and Corruption Commission, the Queensland Ombudsman, the Integrity Commissioner, the Anti-Discrimination Commission Queensland and the Public Service Commission.

A Manager of Integrity and Risk was appointed to facilitate ongoing annual training and act as a contact for information, complaints and Public Interest Disclosures related to inappropriate conduct. SLQ clarified relationships and accountabilities for managing integrity matters and revised its policies and procedures to incorporate expert advice from Workplace Health and Safety Queensland.

SLQ also engaged external consultants to conduct a Review of Governance Arrangements, and implemented updated information, communication and operating protocols. The review led to a charter of responsibilities, updated delegations and Board governance manual. As an outcome of the action plan, the Board adopted a new position with regard to Board Officer roles and the role of the Departmental Observer on the Board. The State Librarian managed a comprehensive process to listen to and address the concerns of staff affected and potentially affected by this incident and its management.

Lessons learned and future improvements were documented, with advice from Workplace Health and Safety Queensland, WorkCover and the Office of Industrial Relations. This process will provide greater transparency, strengthen processes at SLQ, and continue to provide a safe and supportive environment for staff and visitors.

The ARMC also oversees risk management. A Risk Management Policy consistent with the statutory requirements of section 28 of the *Financial and Performance Management*

Standard 2009 and the *International Standard on Risk Management (ISO 31000:2009)* is in place.

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, information and communications technology services, and business continuity. As part of this strategy, a Risk Register has been established which is reviewed by the ARMC and the Board on an annual basis, with quarterly reports to the ARMC and the Board on actions being taken to mitigate and manage identified risks or to update the risk register with newly identified risks. SLQ 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.

SLQ's crisis management arrangements include a detailed business continuity plan, the General Security Policy, Emergency Response Plan and Pandemic Plan. The Business Continuity Plan is reviewed and updated annually to reflect changes in organisational needs. SLQ is a member of the Cultural Centre Disaster Management Group, which provides precinct-wide disaster planning, preparedness and recovery. It is also a member of the DSITI Resilience Team, which provides a coordinated emergency response at a state level.

SLQ is coordinating a Disaster Cooperative of seven key cultural agencies in Greater Brisbane. It will result in a centralised resource being available for lending equipment, consumables and conservation expertise, and create a network of contacts across key cultural agencies for activation in times of disaster.

Recordkeeping

SLQ complies with the provisions of the *Public Records Act 2002*, *Information Standard 40: Recordkeeping (ISO 40)* and *Information Standard 31: Retention and Disposal of Public Records (IS 31)*. All records across the organisation are captured in ISO 40 compliant databases through Recfind V6 electronic document and record

management system (eDRMS). Since implementing the Recfind eDRMS in November 2010, there has been a consistent 17% increase of the capture of electronic records each year. The system has currently captured more than 60,000 electronic records. All SLQ staff have received training on the eDRMS. Regular refresher sessions in recordkeeping are also open to all staff, while all new staff receive records training as part of induction. An extra 38 staff attended training in 2015–16.

The Manager Finance is responsible for the management and disposal of all records in a variety of formats in line with Queensland State Archives' *General Retention and Disposal Schedule* for administrative documents. There have been no reported breaches of information security or loss of records in 2015–16.

Disclosure of additional information

SLQ publishes the following information reporting requirements on the Queensland Government's Open Data website (qld.gov.au/data):

- Consultancies
- Overseas travel

Information about the remuneration of Board and committee members is available on SLQ's website at www.slq.qld.gov.au/about-us/corporate/publications/corporate-reporting/annual-report-2015-16.

Key policies informing the strategic plan

- *Advance Queensland*
- *Department of Science, Information Technology, Innovation Strategic Plan 2015–19*
- *The Next Horizon: VISION 2017 for Queensland Public Libraries*
- As a member of NSLA, SLQ influences and supports NSLA's *Leading Collaboration: Strategic Plan 2015–17*, as well as supporting the ALIA and International Federation of Library Associations policies
- The Commonwealth Government's *The People of Australia: Australia's Multicultural Policy*
- Council of Australian Governments *Closing the Gap* strategy.

Part 4: Strategic Plan 2016–20

Purpose	Inspiring Queensland's creativity — <i>forever</i>
Enduring values	We provide free and equitable access We share We seek diverse voices We belong to the community

Our key strategies

- Reducing barriers to access
- Building capability in the regions
- Enabling new enterprise
- Future-proofing the digital library

Critical success factors

1. Enable Access

- Provide life skills and early childhood literacy programs
- Increase free access to digital content
- Strengthen Queensland library infrastructure and discovery platforms

2. Engage Community

- Grow the State's historical collection of Queensland culture and heritage
- Engage with communities of interest through dedicated centres of engagement
- Facilitate the community's use of and interaction with content

3. Build Capacity

- Build capacity within our communities of interest
- Generate new revenue sources
- Position our workforce for the future

Performance Measures

- Increased use of digital content
- Increased membership throughout Queensland
- Increase in public libraries visitation
- Increase in self-generated revenue
- Staff engagement
- SDS (Effectiveness) — Client Satisfaction
- SDS (Efficiency) — Increase in efficiency (Onsite + Online visitation/Budget)

Our guiding behaviours

- Customers first
- Ideas into action
- Unleash potential
- Be courageous
- Empower people

Find the published plan online:

www.slq.qld.gov.au/about-us/corporate/publications/planning/strategic-plan-2016-20