

Strategic and Operational Plans

Vision

We enable the growth of knowledge, innovation and enterprise in Queensland.

Enduring values

We provide free and equitable access • We share
We seek diverse voices • We belong to the community

State Library's Strategic Plan 2017–21 sets out the objectives and strategies listed below. The Operational Plan 2017–18 sets out the activities listed on the right-hand side.

Strategic Plan
2017–21 strategy

Operational Plan
2017–18 activities

Objective 1. Enable access

- | | |
|--|--|
| <ul style="list-style-type: none"> • Increase access and interpretation of our content and services | <ul style="list-style-type: none"> • Implement the Content Strategy to reflect a growing emphasis on digital content, content engagement and seamless access. • Improve access to digital content for regional Queenslanders. • Continue to release open data for transparency and creative reuse. • Advance our priority digitisation projects. |
| <ul style="list-style-type: none"> • Partner with local government to enable a thriving network of public libraries and Indigenous Knowledge Centres | <ul style="list-style-type: none"> • Deliver professional development for public library and Indigenous Knowledge Centre staff. • Review The Next Horizon: VISION 2017 and develop the new vision for public libraries. • Complete the triennial review of the Public Library Grant methodology. |
| <ul style="list-style-type: none"> • Future proof our digital library | <ul style="list-style-type: none"> • Showcase our collections and services through contemporary online platforms. • Actively investigate state-of-the-art and emerging discovery platforms to enhance communities' ability to discover, access and locate content. • Strengthen the ICT environment and our cybersecurity profile. |

Performance indicators and 2017–18 targets

- Increased use of content 10%
- Increased State Library membership 15%
- Visits to public libraries 23,703,750

There were no modifications to the Strategic or Operational plans in this financial year.

Find the published plans online:

State Library of Queensland Strategic Plan 2017–21:
slq.qld.gov.au/about-us/corporate/publications/planning/strategic-plan-2018-2022/strategic-plan-2017-2021

State Library of Queensland Operational Plan 2017–18:
slq.qld.gov.au/about-us/corporate/publications/planning/operational-plan-2018-2019/operational-plan-2017-2018

Objective 2. Engage community

- Build the state collection of Queensland's documentary culture and heritage**

 - Grow the documentary record of Queensland's heritage, including born digital, and ensure its long-term preservation.
 - Engage with representative groups across the community to ensure our collections capture the voices and stories of Aboriginal and Torres Strait Islander peoples, people from culturally and linguistically diverse (CALD) backgrounds, the lesbian, gay, bisexual, transgender, intersex, and queer (LGBTIQ+) community, the disability sector, and regional communities.
 - Support the development of connected collections throughout Queensland's Gallery, Library, Archives and Museum (GLAM) sector.
- Engage with the community through our diverse and inclusive public programs**

 - Develop audiences through the delivery of exhibitions and events that encourage curiosity, debate and discussion.
 - 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 the community and partners through the John Oxley Library, the Australian Library of Art, kuril dhagun, The Edge, and the Asia Pacific Design Library.
 - Engage with and deliver programs for the CALD community and people with a disability.
- Inspire the community to use and interact with our content**

 - Lead a broad community of interest to deliver *Q ANZAC 100*, including major exhibitions and programs, supporting local networks and enabling new research.
 - Progress the Digital Strategy.
 - Partner with the education sector to profile our collections and services.

Performance indicators and 2017–18 targets

- Increase in John Oxley Library collections 5%
- Customer satisfaction 95%
- Increase in efficiency (onsite and online visitation/budget) 2.5%

Objective 3. Build capability

- Enable digitally inclusive, literate communities that are skilled for the 21st century**

 - Design, deliver and promote onsite, offsite and regional access to learning opportunities.
 - Lead the development and implementation of state-wide family literacy activities such as First 5 Forever and enhance the regional reach of existing activities such as The Corner.
 - Implement programs to increase Queenslanders' digital literacy skills, including STEAM (Science, Technology, Engineering, Art and Mathematics), and Tech Savvy Seniors Queensland.
- Advance the growth of business innovation and skills**

 - Support new business, social enterprise and creative industries, including the Business Studio and the Fabrication Lab.
 - Deliver the Government Research and Information Library (GRAIL) service for government agencies and investigate new services.
- Position our workforce for the future.**

 - Implement the Towards 2020 Strategic Workforce Plan.
 - Focus Queensland Library Foundation efforts on increasing endowments, membership of the President's 100 Circle and funding support for priority projects.
 - Actively seek in-kind support and alternate funding options.

Performance indicators and 2017–18 targets

- Participation in public programs 360,000
- Increase in self-generated revenue 2%
- Staff engagement 67%



Report on performance

	Note	2017–18	
		Target	Actual
Service standards performance measure			
Customer satisfaction	1	95%	97%
Percentage increase in the efficiency of service delivery	2	2.5%	3.0%
Performance measure			
Increased use of content	3	14,600,000	14,184,000
Visits to public libraries	4	23,703,750	21,006,220
Increased State Library membership		28,000	30,297
Increase in self-generated revenue	5	2%	-9%
Increase in John Oxley Library collections		32,112	36,852
Participation in public programs		360,000	397,638
Staff engagement	6	67%	72%

Notes

- ¹ Customer Satisfaction is the % of respondents to a rolling, year-long exit survey of onsite visitors who responded that they were 'satisfied' or 'very satisfied' when asked "How would you rate your overall satisfaction or dissatisfaction with today's visit?"
- ² Increase in efficiency indicates change in the ratio of the government appropriation for State Library to total onsite and online visits.
- ³ The target shortfall resulted from unexpected drop in use of content in Q4 2017–18.
- ⁴ Both the 2017–18 target and the 2017–18 actual for this measure are for 2016–17. Data for the measure is gathered through the annual Queensland Public Libraries Statistical Bulletin, with results only available after the end of the reporting period each year.
- ⁵ The result is due to a reduction in the sale of First 5 Forever kit resources to smaller libraries only with independent libraries now sourcing their own resources. As the sales comprised a material share (14%) of the total self-generated revenue, the 73% drop in sales has caused a significant impact on the overall total.
- ⁶ The result of this measure is based on the percentage of State Library staff members who are predisposed to say positive things about State Library, stay working at State Library and strive to help the organisation succeed, indicating positive engagement with State Library in 2017.

Left: *Lifestyle: a sunshine state of mind* exhibition in the slq Gallery. Photo by Joe Ruckli.

Enable access

Audience access to, and engagement with, State Library of Queensland's extensive physical and digital collections is integral to our success as a 21st century library.

State Library's revised Content Strategy, approved by the Library Board of Queensland, includes the Acquisition Policy and Content Guidelines. It will continue to drive new collection initiatives that increase sharing and access to our content including open data sets and online resources, while advancing our priority digitisation projects.

Our ongoing partnership with local government continues to enable a thriving network of public libraries and Indigenous Knowledge Centres (IKCs) across regional Queensland. Programs such as Tech Savvy Seniors Queensland (TSSQ), First 5 Forever and Deadly Digital Communities have attracted large audiences and significant funding from government and industry partners.

This year's activities also included reviews of The Next Horizon: VISION 2017, the Public Library Grant Methodology, and professional development of staff within the network of public libraries and IKCs.

Open data

Working towards the Queensland Government's 'open data revolution', State Library's **Open Data Strategy 2013–2017** supports community interaction with government data by providing access to our data while creating opportunities to engage with data and build digital literacy skills.

Word lists from **Queensland's Aboriginal and Torres Strait Islander languages**, collated through State Library's Indigenous languages project, were made available as an open data set. The lists include body parts, animals, numbers, and how to say g'day in traditional languages. The data set, which can be viewed as lists of words via the website or downloaded for reuse, has been viewed 826 times since its release in mid-September 2017.

International Open Data Day was celebrated on 3 March and attracted strong interest on social media with 12,687 impressions. State Library staff worked with University of Queensland lecturers and students during the **GovHack** weekend to provide content assistance to students who wish to use existing open data sets during the event. Fifteen staff members also participated in the National and State Libraries Australasia (NSLA) initiative, **Data Unleashed**, a professional learning program for NSLA staff that focuses on data and its role in libraries.

State Library staff presented at the **Digital Humanities Pathways Forum Brisbane** in July 2017. The forum brought together humanities, arts and social science researchers and the cultural collecting sector (professionals speaking about the links between research, data, and national infrastructure). The presentation raised awareness of the potential for digital humanities researchers to use State Library open data sets for research.

Data sets added in 2017–18

(Added to the Commonwealth and Queensland Open Data portal)

- Licensed victuallers index
- Queensland railway indexes

Data sets updated in 2017–18

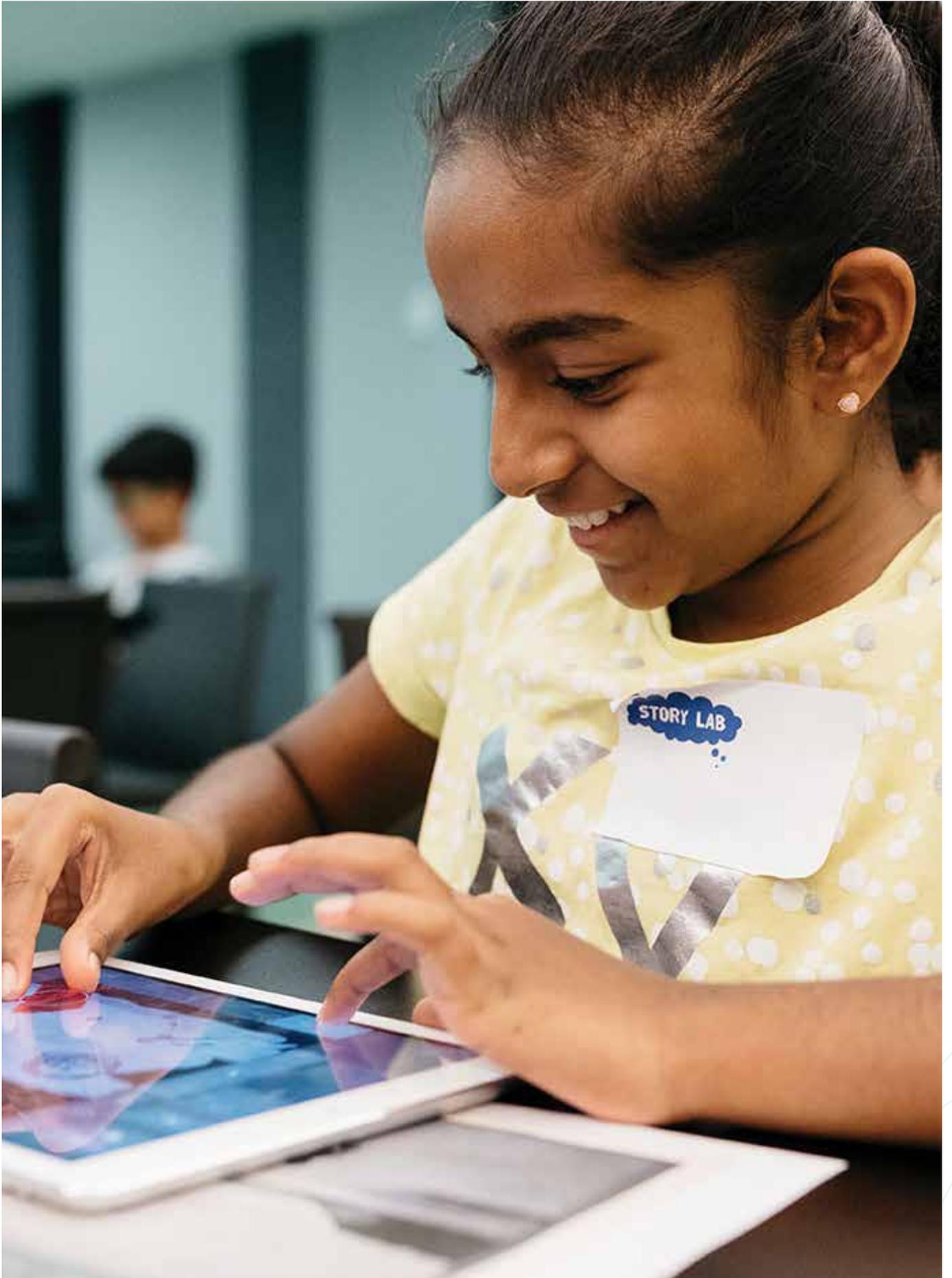
- Real estate maps — increased from 165 to 798 maps
- Queensland Public Library grants to local government — 2016–18 data added
- State Library catalogue searches — 2016–17 data added
- Queensland public libraries — 2018 data added

The digitised **Queensland Real Estate Maps** dataset was updated with latitude and longitude coordinates, place names or postcodes and linked to the Australian Government National Map service. There are now 798 maps available via the open data Commonwealth and Queensland open data portals.

Two State Library **family history indexes** were released as open data sets on the Commonwealth and Queensland open data portals — the appointments and removals of Queensland railway employees, June 1890 to June 1901, and the Licensed Victuallers Index 1900–1903.

Ancestry.com added 28,000 First World War soldier portraits (open data set) to their free database in November 2017.

Right: Story Lab workshops. Photo by Joe Ruckli.



Eresources

A recent survey of new State Library members showed access to **eresources** was the prime motivation for more than 48 per cent of the applicants.

Online learning database Lynda.com was identified by 20 per cent of respondents and continues to be an excellent source of training resources for State Library members and regional Queenslanders through their public library. It offers more than 6,000 courses in business, technology and creative skills from beginner to expert level.

Due to high usage of eresources across Queensland's public library network, subscriptions have been renewed for **Ancestry.com**, **Lynda.com** and **Tumblebooks**. Funded from Public Library Grants, these eresources enable access to resources for family history, online learning and early years literacy development.

Plans are also underway to add independent film and documentary streaming service **Kanopy** to the eresources offer.

Following advocacy and negotiation by NSLA, access has been expanded to the **Standards Australia** database, which was previously restricted to onsite use at State Library. State Library members can access this important resource across Queensland. Standards Australia specifies standards across consumer products and services, construction, engineering, business and information technology.

State Library participated in the global **GLAM-WIKI** project with two initiatives that enrich Wikipedia articles and highlight library collections. The GLAM-WIKI project supports galleries, libraries, archives and museums (GLAM) and other institutions who want to work with Wikimedia to produce open-access, freely-reusable content for the public. During the **One Librarian One Reference campaign (#1Lib1Ref)** State Library coordinated eight editing sessions for staff over the three-week campaign (15 January to 3 February 2018). More than 40 staff contributed a total of 1,160 edits across 477 articles — approximately 9 per cent of the 12,787 edits made worldwide.

A new case study on the **First World War Wikipedian-in-Residence** project was also added to the GLAM-WIKI site. Staff contributed to a range of Wikipedia articles throughout the year during QWiki sessions. This included enriching existing Wikipedia pages with relevant State Library content.

Collection Access

State Library launched its page on the **Google Arts and Culture** platform in November 2017. The page includes 'Museum View' (street view) of State Library's Cultural Centre buildings and three curated exhibits with 170 images, focusing on the First World War, Australian South Sea Islanders and migration in Queensland.

State Library has been exploring new ways to improve access to digital collections. **Unstacked**, a real-time visualisation of resources that users are accessing from the collections, was launched in May 2018. This data is now displayed in the Knowledge Walk and foyer to promote the page to onsite visitors. It may also be accessed on the website.

LG Sherlock is the Local Government Association of Queensland (LGAQ) world-first data storage and analysis tool that aims to assist local governments across Queensland to convert their data into usable insights. State Library has provided the LGAQ with public library and State Library membership and visitation data. Public library data was one of four featured case studies at the LGAQ Annual Conference in October 2017.

State Library's 2017–18 digitisation plan guided the identification, progression or completion of the following **priority digitisation projects**:

- **Frank Corley Collection** — 50,000 of over 60,000 house photographs have been digitised and will inform future exhibition and public engagement initiatives.
- **Toowoomba newspapers** — a previously unavailable run of significant local publications including *The Toowoomba Chronicle* (September 1917 to September 1922) and *Toowoomba Chronicle* and *Darling Downs Gazette* (October 1922 to December 1933), has been identified for digitisation via the Trove contributor model.
- **The Queensland Digger** — 13 issues (1925–35) of the official journal of the Returned Sailors and Soldiers Imperial League of Australia (Queensland Branch) have been digitised to provide a greater understanding of Queensland's war experiences.
- **Glenn R. Cooke Souvenir Textiles Collection** — 120 tea towels (1970–2016) have been digitised and prepared for upload. This project has been funded through the Queensland Library Foundation.
- **Palm Island centenary** — Motion picture films from the 1950s featuring Palm Island have been digitised and will be made available through Palm Island Council's exhibition. This includes *Palm Island, the island of sunshine* (ca 1952) by Walt Deutscher.



- In a partnership with **Brisbane Bushwalkers** (BBW) under the auspices of the Community Heritage Digitisation Offer, State Library's current holdings of BBW magazine from February 1982 to May 2018 were digitised in time for their 80th anniversary celebrations in July 2018. The reformatting team at Cannon Hill scanned and processed the 7,435 magazine pages, while a team of three State Library volunteers from the BBW club have carried out the quality assurance phase to ensure no pages are overlooked or duplicated. This project will allow online access to hard copies of the magazines at State Library, and the ability to view and search the full text of digitised issues for historical, personal or research purposes. The 2018 digital issues of the magazine have been lodged via State Library's edeposit portal.
- **Scout Association of Australia, Queensland Branch** — digitisation is underway for *Totem* by Boy Scouts' Association, Queensland Branch 1937–61 (228 issues), *Baden-Powell: Boy Scouts Centenary-Jubilee 1857–1907–1957* by Leslie E. Slaughter; and *In the light of all the years: (a history of Scouting in Queensland)* by Ralph Fones. Other titles nominated by the Scout Association, including *Queensland Scouter* 1962–66, *Scouting in Queensland* 1966–79, *Scout* 1979–83 and *Australian Scout* 1983–2003, will be considered for digitisation in the next financial year.

All digitised content is accessible through the One Search catalogue.

A **new user interface** for One Search, the library catalogue, was implemented. The new interface, based on extensive user experience research, is clean and intuitive, and features a responsive design to provide an improved experience for clients using mobile devices and tablets, and seamlessly integrates external information (book covers, reviews, author information) about published works.

A new viewer for digital images has been developed as part of the implementation of **Rosetta**, digital management and preservation. This new viewer will improve the user experience and provide additional functionality. It was released in April 2018 with 40,000 images (first migrated content).

In 2017–18, the State Library's **website redevelopment** was identified as an organisational priority, and work commenced on the project with scheduled completion in 2018–19. More than 700 people took part in an online survey, available through State Library websites. The survey results have informed the project plan and information architecture.

State Library's ICT environment and **cybersecurity** profile has been strengthened through staff training and system upgrades. All staff have undertaken online training which focused on security when using electronic communications and social media. Planning has commenced around the replacement of the ageing CitrixWeb environment, which staff use for remote access, with Remote Desktop Web Access. The change supports our Digital Strategy which encourages the use of empowering technologies.

Above: Preserving heritage items at State Library.

Public libraries and Indigenous Knowledge Centres

The Next Horizon: VISION 2017 is a positioning statement for Queensland public libraries, local government, State Library and other public library stakeholders. The public library vision communicates a shared and aspirational future for Queensland public libraries. The vision guides State Library's service offer to public libraries and IKCs including the grants, state-wide projects and professional development activities.

In September 2017, consultants from the University of Southern Queensland were appointed to undertake a review and develop a new vision for public libraries. This involved a consultation process with public libraries across Queensland through workshops, interviews and an online survey to develop a status report of the sector and ensure that it reflects the important attributes of 21st century public libraries. A consultation report was delivered in December 2017, which included input from a comprehensive and engaging process with public library staff and managers. While the consultation report presented a useful operational framework and statement of existing services, it was not considered a visionary document.

Below: A night by the fire. Photo by Joe Ruckli.

A working group of experts led by consultants from Meld Studio, with representation from State Library, local government libraries, Queensland Public Libraries Association and the LGAQ, developed a draft vision document using the consultation report as a basis. The report was the catalyst for a facilitated visioning process based on design thinking. The result was a long-term roadmap linking libraries to aspirations of local government, which aims to be responsive to our rapidly changing community. The resulting new vision will be released in July 2018.

The **Public Library Grant Methodology Review** was undertaken in 2017–18 to ensure Queensland Government strategic priorities are addressed and funding to local government to support public library services is distributed equitably. Consultation occurred via a discussion paper, and the 46 responses were collated and analysed to inform the revised methodology. The 2018–21 Public Library Grant Methodology was approved by Minister Enoch in February.

State Library has developed a strong working relationship with the **LGAQ** which has resulted in opportunities to engage with elected members on a range of issues related to libraries and IKCs.





Left: The Library Board of Queensland visit the Yarrabah Knowledge Centre.

Library staff presented at the **Indigenous Leaders Forum** in Cairns where they outlined the programs that State Library delivers in collaboration with Indigenous Councils and also sought their support for the Deadly Digital program that will be delivered in Queensland communities.

The **Woorabinda Indigenous Knowledge Centre** re-opened on 6 July in a new location and State Library continues to work with council to fit out the centre. Woorabinda Aboriginal Shire Council employs the only two male staff in the IKC network.

An expression of interest was circulated to public libraries and IKCs to host professional development (PD) opportunities during the 2018 calendar year. One IKC (Wujal Wujal Aboriginal Shire Council) and 26 public libraries registered their interest to host PD. In 2018, a coordinated PD program and standardised program delivery was developed based on consultation with public libraries and IKCs and drawing from State Library’s expertise and priorities.

From July 2017 to June 2018, 14 regional PD workshops were provided on multiple topics from early literacy to managing library collections.

These sessions were hosted by nine regional councils (Toowoomba, Central Highlands, Gympie, Lockyer Valley, Bundaberg, Tablelands, Maranoa, Western Downs and Sunshine Coast) and two shire councils (Burdekin and Murweh). Six onsite PD opportunities were provided for the greater Brisbane region, including: F5F Literacy and Little Ones facilitator workshop; F5F Libraries, Literacy and Little Ones facilitator workshop; Rural Libraries and Small

There are 24 **Indigenous Knowledge Centres (IKCs)** across Queensland in 2017–18. They are owned and operated by Indigenous Shire Councils, with State Library assisting with the cost of staffing, library material and PD. State Library also collaborates closely with Indigenous Councils to provide guidance and assistance on programs, activities and events that could be delivered through IKCs. The IKCs are located across Queensland from the Torres Strait and Cape York regions in the north to Cherbourg in the south. The first council operated IKC was established in 2002, with State Library helping councils to open, refurbish and relocate IKCs since that time.

Libraries learning program; and How to use the State Library Wiki in Your Library.

Travel bursaries were offered to councils to allow individuals from regional Queensland public libraries and IKCs to participate in PD events offered by, or in partnership with, State Library in locations across Queensland.

State Library also works in collaboration with public libraries to support and deliver public programming, including TSSQ, First 5 Forever and Deadly Digital.

Engage community

State Library of Queensland works with diverse communities across the state to grow the documentary history of our Queensland heritage and engage audiences with programs that encourage curiosity, debate, discussion and learning.

Public programs were delivered by the John Oxley Library (JOL), Australian Library of Art (ALA), kuril dhagun, The Edge, The Corner and the Asia Pacific Design Library (APDL). Highlights included major exhibitions: *Freedom Then, Freedom Now*; *Magnificent Makers: Queensland inventors and their curious creations*; *Digital Futures Labs* and *Lifestyle: a sunshine state of mind*. *Summer Festival: Tech + Stories + Play* was also successfully delivered as a school holiday program.

Q ANZAC 100: *Memories for a New Generation* initiative, continued to deliver community and collection outcomes. The ongoing program of digitisation, exhibitions and displays, fellowships and research grants has achieved significant results throughout the project's penultimate year.

The program of awards and fellowships celebrated individual and organisational achievements, while also

providing opportunities for Queensland writers, business leaders, historians and researchers to engage with State Library collections.

State Library's JOL collections have surpassed the growth target of 32,111, with 36,852 additional items added to the collection. This included 23,611 published items, 1,698 original materials collections, 5,773 born digital published and unpublished items and 5,770 turned digital collections.

Right: Faiza El-Higzi on stage for Queenslanders in Conversation with Craig Zonca. Photo by Joe Ruckli.

A selection of new acquisitions

- 1891 diary of a 12 year-old-boy visiting **Barambah Station**
- Records and music from Brisbane Multicultural Arts Centre (**BEMAC**)
- A collection of correspondence from **Arthur Hodgson**, Darling Downs pastoralist (Gordon Darling Foundation grant). Includes 32 original letters from family members in England (1841–55).
- 1,234 photographs taken by **Alf Wilson of Palm Island** includes sporting and cultural events over the past 10 years
- **James Birrell Papers:** architectural plans, photographs, correspondence, personal and professional papers, and certificates relating to the career of this eminent Queensland architect.
- **Ian Gall Cartoons:** 87 original cartoons by Queensland cartoonist Ian Stuart Gall (produced for *The Courier-Mail* newspaper 1940s–75)

A selection of new oral histories

- **Dr Stanton Mellick OAM ED** (Second World War veteran, Queensland Library Foundation supporter and husband of well-known musician Letty Katts)
- **Greg Cope** (on history of railway in Queensland)
- **Dr Philip Bacon AM** (as part of The James C. Sourris AM Collection)
- **Sir Llew Edwards AC** (on his role as Chairman and CEO of World Expo 88)
- **Betty Hounslow, Dan O'Neill and Drew Hutton** (on Brisbane's radical past)
- **Sallyanne Atkinson AO**, Brisbane Lord Mayor (1985–91)
- **Richard Lancaster** (a journalist who conducted a well-publicised interview with Sir Joh Bjelke-Petersen)
- **Warwick Vere** (owner of Rocking Horse Records)
- **Cairns Community Response** to the 10th anniversary of the National Apology. This digital story features the reflections of 12 members of the community in Cairns.

The long-term preservation of material is also a key priority for State Library. Working with an array of formats, including audio and visual material, digital data, memorabilia and ephemera makes this a significant undertaking. State Library uses a mix of state-of-the-art technology along with contemporary and traditional skills (such as bookbinding) to ensure our memory and stories remain visible and accessible for generations to come.

In May 2018, we began a six-month pilot of providing enquiry services from the JOL Reading Room every Monday. The Queensland State Archives (QSA) deliver requested archival records to JOL in response to client queries. This helps to make their collections more accessible. This is an opportunity for State Library to connect with QSA clients and link them to appropriate collections. Professional development opportunities for QSA and State Library staff have also been identified.



Public programs

Throughout 2017, State Library invited the community to explore aspects of our digital world, investigate the future and examine what it means to be a digital citizen. The **Digital Futures Lab** situated in the slq Gallery was the flagship exhibition that explored this theme.

State Library delivered **Summer Festival: Tech + Stories + Play** school holiday program between 18 December 2017 and 21 January 2018. The program aligned with the 2017 Signature Program: Digital Futures. Young People and Families team coordinated the program, which included 45 family technology workshops, 17 Story Lab workshops, 6 Magnificent Maker workshops and 5 free drop-in creative play spaces for children and families to explore and create stories through technology and play. An estimated 8,800 children, young people and adults participated in this program. Data collected indicates attendance of 30,500 across all parts of the program, including The Corner.

State Library continued to lead the national **Summer Reading Club (SRC)** in partnership with the Australian Library and Information Association (ALIA), the Australian Public Library Alliance (APLA), and state and public libraries across the country. The SRC program encourages libraries to inspire a love of recreational reading and places libraries as active connectors in building literacy, language and learning in their communities. Seventy-five per cent of Australian libraries helped deliver the SRC's 2017–18 **Game On** program, which celebrated sports, games, technology and team spirit in the lead up to the Gold Coast 2018 Commonwealth Games. Data returned from 62 per cent of participating libraries showed 69,963 children and young people participated in library-based summer reading programs, 43,543 children and young people formally registered for the club, and 361,607 books were read by club participants. The 2017–18 program also received 4.7 million media mentions promoting the importance of recreational reading, public libraries, and State Library.

The **Digital Futures Lab** opened on 11 January 2017 and closed on 21 January 2018, making it the longest running exhibition recorded at State Library. The interactive experience and exhibition was refreshed in November 2017 to focus on family-friendly experiences for the **Summer Festival: Tech + Stories + Play**. The Story Lab Arcade in the slq Gallery was a hub for children aged 9–16 who engaged with virtual reality environments and other creative outcomes of Story Lab workshops. Final attendance was 47,804.

The **Philip Bacon Heritage Gallery** hosted two exhibitions throughout the year: *Freedom Then, Freedom Now* and *Magnificent Makers: Queensland inventors and their curious creations*. These exhibitions were funded by the final Philip Bacon donation through the Queensland Library Foundation.

Curated by Emeritus Professor Peter Spearitt, the **Freedom Then, Freedom Now** exhibition was held from 5 May – 19 November 2017. The popular exhibition explored the freedoms enjoyed and restricted in Queensland, and examined what happened when individual rights intersected with the collective good. The exhibition registered 11,167 visits.

The **Magnificent Makers: Queensland inventors and their curious creations** exhibition opened on 9 December 2017 and closed on 3 June 2018. The exhibition drew on State Library's rich collections to explore the lives of eight relatively unknown Queensland innovators through photographs, drawings, blueprints and objects. This popular exhibition recorded 16,349 visits.

In March 2018, the slq Gallery was transformed for the **Lifestyle: a sunshine state of mind** exhibition. While showcasing a range of State Library's rare and restricted collection items, the exhibition explores how Queenslanders live and play across the state and the myriad ideas and identities that are quintessentially Queensland.

The signature conversations series, **Queenslanders in Conversation**, drew an average attendance of 200 people for each of the five events throughout the year. Topics included smart cities, political fragmentations, digital humans, rising power costs, being a Queenslanders, and the impact of large-scale events.

Three displays were presented in the Asia Pacific Design Library (APDL): **Designing Multimodal Spatial Experiences** student display, **The Salon Electric**, and **Bright Bold Boundless: Designing the Queen's Baton**. Programming for the displays included the Queensland premiere screening of the documentary *NEON* in August 2017; student viewing and feedback session in December 2018; and designers talk and kuril dhagun Talking Circle event with baton designers Designworks in March and April 2018.

Events

2018 launch for the **Queensland Business Leaders Hall of Fame** (with partner QUT Business School)

Queenslanders in Conversation event including Lifestyle exhibition previews (with ABC Radio)

International Women's Day programs (with Feathersome)

State Library Discovery Day for MuseumNext conference delegates

National Day of Action against Bullying and Violence featured interactive displays in the Knowledge Walk and student workshops held in The Edge (Department of Education)

World Science Festival Brisbane events were held from 21 to 25 March, and included partnership events – a night by the fire with Rhonda Purcell and *Quantum Physics for Babies* with author Chris Ferrie (with Queensland Museum)

State Library is the home of the **Brisbane Writers Festival (BWF)** and the smooth delivery and strong branding in 2017 were positive outcomes. BWF featured the successful launch of *Terra Nullius* by **black&write! Fellowship** winner Claire G. Coleman. The novel has garnered commercial and critical success, including a rare fourth print run for a debut author. Claire's success was further underscored by significant book sales that made *Terra Nullius* one of the top 10 bestsellers during the festival.

black&write! fosters Aboriginal and Torres Strait Islander writing and publishing with the aim of increasing the number of books by Aboriginal and Torres Strait Islander people in the Australian canon. The 2018 black&write! Fellowships were awarded to Lystra Bisschop and Nardi Simpson, who will work with the black&write! editorial team to develop their winning manuscripts in preparation for publication with publishing partner Hachette Australia.

2011 black&write! Fellow Sue McPherson's award-winning novel *Grace Beside Me* was made into a 13-part Australian children's television series that screened on the NITV network from 16 February 2018 and soon after on ABC Me. The series was also nominated for a 2018 Logie Award.

black&write! is assisted by the Australian Government through the Australia Council, its arts funding and advisory body, through the Department of Communication and the Catalyst—Australian Arts and Culture Fund. Queensland Library Foundation is seeking external support to continue this crucial editor training program for Aboriginal and Torres Strait Islander people.

The inaugural **Young Writers Conference** was held in November 2017. The sold-out event celebrated 20 years of encouraging young Queensland writers through the presentation of the 2017 Young Writers Awards, supported by Queensland Writers Centre. The Young Writers Award short story competition received more than 320 entries from young people across Queensland. Young Writers Camps were also held in April 2018 at State Library South Bank and at Kuranda Library, in partnership with Mareeba Shire Council, and Arana Hills Library, in partnership with Moreton Bay Region Libraries.

Three past State Library Fellows appeared in the **Stella Award shortlist** in 2018: Clare G. Coleman (2016 black&write! Fellow), Mirandi Riwoe (2017 Queensland Writers Fellowship recipient) and Krissy Kneen (2015 Queensland Writers Fellowship recipient).

The annual **Zine & Indie Comic Symposium** was delivered at The Edge on 19 and 20 August 2017. Approximately 1,800 people attended the symposium, which offered more than 70 stalls and workshops.

State Library partnered with a range of individuals and organisations to deliver a suite of public programs. The three-year partnership with UQ School of Architecture saw the delivery of eight free lectures in March, April and May 2018. The **UQ**

Architecture lecture series features local, national and international architects, with a total of 1,500 people attending the entire series, with 4,000 views on online platforms.

The **Asia Pacific Architecture Forum** is a two-year partnership with Architecture Media and saw the delivery of 22 design events with 10 presenting partners throughout South East Queensland during March 2018. Eight design events were delivered including a symposium, lectures, book launch, film screening and children's workshops. A total of 1,300 onsite visits were registered for the two-week event.

In October 2017, APDL coordinated State Library's participation in **Brisbane Open House** and hosted *The Apartment House* Queensland book launch as part of the program.

State Library has been proudly guiding the black&write! Fellowship program since 2011. It is the first of its kind in Australia and champions Aboriginal and Torres Strait Islander writers by developing new talent through financial, editorial and publishing support. Lystra Bisschop (*The Upwelling*) and Nardi Simpson (*Song of the Crocodile*) are the 2018 black&write! Fellowship winners. Each of the \$10,000 fellowships provides editorial support with State Library and publishing opportunities with Hachette Australia.

Fellowships and awards

The **Queensland Literary Awards** ceremony was held at State Library on 4 October 2017, with \$235,000 in prize money awarded and 22 authors recognised for their outstanding literary talent.

Queensland Premier's Award for a work of State Significance:

The Daintree Blockade: The Battle for Australia's Tropical Rainforests, by Bill Wilkie (Four Mile Books)

Queensland Premier's Young Publishers and Writers Awards:

Lech Blaine and Mindy Gill

The University of Queensland Fiction Book Award:

The Birdman's Wife by Melissa Ashley (Affirm Press)

The University of Queensland

Non-Fiction Book Award:

Saltwater by Cathy McLennan (UQP)

Griffith University Children's Book Award:

The Grand, Genius Summer of Henry Hoobler by Lisa Shanahan (Allen & Unwin)

Griffith University Young Adult Book Award:

Words in Deep Blue by Cath Crowley (Pan Macmillan)

University of Southern Queensland History Book Award:

Into the Heart of Tasmania by Rebe Taylor (MUP)

University of Southern Queensland Australian Short Story Collection – Steele Rudd Award:

The Circle and the Equator by Kyra Giorgi (UWA Publishing)

State Library of Queensland Poetry Collection – Judith Wright Calanthe Award:

Fragments by Antigone Kefala (Giramondo)

QUT Digital Literature Award:

Nine Billion Branches by Jason Nelson

Unpublished Indigenous Writer – David Unaipon Award:

Mirrored Pieces by Lisa Fuller

Emerging Queensland Writer – Manuscript Award:

The Killing of Louisa by Janet Lee

Queensland Writers Fellowships:

Zenobia Frost for *Museum of Dwellings*

Linda Neil for *People are Kind*

Mirandi Riwoe for *A Gold Mountain Woman*

The Courier-Mail People's Choice Queensland Book of the Year Award:

Saltwater by Cathy McLennan (UQP)

In October, the Queensland Government announced it would continue matched funding for sponsorship raised by the Queensland Library Foundation for the next two years (with an option of a two-year extension).

edeposit project

As a member of National and State Libraries Australasia (NSLA), State Library has been working on the National Digital Deposit Network (NDDN) project. The initiative was renamed **National edeposit (NED)**. This project aims to deliver a platform allowing publishers to make a single digital deposit to meet their legislative requirements. Software development began in November 2017 and is expected to be completed by November 2018. NED is responding to the major challenge of capturing and preserving the digital documentary history of Australia for the future. Legal deposit legislation mandates national, state and territory libraries to collect the entire publications of individual jurisdictions. NED will enable the deposit, archiving, management, discovery and delivery of published electronic material across Australia. It will provide publishers and users with a number of benefits and efficiencies. Currently in its final development phase, NED will launch in early 2019 at ned.gov.au.

Audiences

State Library has been supporting the **Multicultural Development Association's (MDA)** 20th year celebrations, offering activities such as a white gloves experience with MDA's Community Leaders Forum and assessing MDA's organisational records for possible donation to the collection. A partnership with MDA, piloting the Brisbane Student Hub for international students to have a drop-in space at The Edge, has been completed.

The Multicultural Engagement Framework and Action Plan 2018–11 outlines how State Library works with, and serves, the Queensland multicultural community.

State Library is in the process of reviewing its current **Disability Action Plan** and developing the 2018–19 Disability Services Plan in line with other government departments. The review included consultation with an external stakeholder group of representatives from organisations from the disability sector. It also references the State Disability Plan for 2017–20, which supports the Queensland Government's visions where every person, including the one in five Queenslanders who have disability, can thrive and reach their full potential as equal citizens.

Auslan interpreters were engaged for:

- November **Queenslanders in Conversation**. The event was live captioned and promoted via Deaf Services Queensland.
- Two **Lunch Box Forums** in the Business Studio
- **Rhyme Time** session, part of *Summer Festival*
- **A Year as a State Library Fellow** information event



Left: School of Hard Knocks flash mob performance.

State Library hosted a person with disability as part of ACCESSability Day in May 2018, connecting employers and people with disability to explore new possibilities in the workplace.

Adaptive assistive technology equipment was upgraded for public use in consultation with community groups and organisations from the disability sector. Equipment includes text magnifiers, text to speech applications and resources for children with autism to be used in The Corner.

Following on from the success of **Studio G** in 2017, State Library has again partnered with Autism Queensland for the delivery of the project in 2018. Studio G is an arts and technology-based transition program for young adults with autism, delivered at The Edge over two sessions each week for the calendar year.

The **School of Hard Knocks** Word on the Street program consists of a structured weekly writing workshop program, led by local poet, writer and cultural producer David Stavanger. The School of Hard Knocks 2017 Christmas concert in The Edge Auditorium in December 2017 included a performance from the *Word on the Street* creative writing group that made the Loris Williams Room in kuril dhagun home for weekly writing sessions in 2017. The partnership was renewed to continue in 2018. On 22 June 2018, the School of Hard Knocks delivered a flash mob performance in the Knowledge Walk to the general public and staff.

kuril dhagun has, in partnership with the Department of Aboriginal and Torres Strait Islander Partnerships, delivered monthly **family history workshops** targeted at Aboriginal and Torres Strait Islander communities. The workshops have covered topics such as digitising family photos, State Library collection highlights and using Trove for family history research.

The first five **Lifestyle Ambassadors** (Evie Ryder, Maha Sinnathamby, Nicole Gibson, Tim Sharp and Margi Brown Ash) had their digital stories and physical memento boxes included in the opening rotation of the *Lifestyle* exhibition. The ambassadors are drawn from all walks of life and include individuals from culturally and linguistically diverse (CALD), LGBTIQ+, regional and disability communities.

State Library is committed to collaborating and co-creating with community and partners. For instance, The Edge partnered with Brisbane Festival to fabricate the Theatre Republic site design in 2017.

Since 2015, The Edge has delivered a series of workshops at the **Woodford Folk Festival**, an iconic cultural event with more than 100,000 day-visitors each year. In 2017, The Edge was given a dedicated space for the entire festival. Over six days, 15 staff facilitated 18 workshops and 11 drop-in sessions, with 294 ticketed attendees, and over 300 additional casual engagements (including fixing umbrellas, gluing the soles back onto shoes and 3D printing dozens of rocket ships for tweens). By taking The Edge to Woodford, State Library has been able to access a socially engaged audience drawn from across Queensland and beyond. Feedback from attendees indicated an enthusiasm for similar programs in their own communities and regional libraries.

The APDL has fostered relationships with Queensland-Cooper Hewitt Smithsonian Fellowship recipients since 2012, enabling these Queensland teachers to refine and share their experiences. Free online teacher toolkits are developed and educational articles are published in Design Minds.

PART 3 OUTCOMES IN 2017–18

In May 2018, Design Minds, which creates a new culture of learning in Queensland using design thinking, was recognised by Good Design Australia for Digital Design, Web Design and Development.

The **Asia Pacific Architecture Forums** present architecture from across the Asia Pacific through exhibitions, symposia, tours and workshops and explore Australia's role in shaping its future. This year, APDL, in partnership with Architecture Media, presented 22 events with 10 presenting partners over 11 venues and featuring 24 speakers from the region over two weeks. Eight of these events were delivered on site at State Library.

The **Indigenous Languages** Coordinator delivered a panel presentation at the National Indigenous Languages Convention on the Gold Coast in February 2018, focusing on activities that support digital literacy and language revival in Queensland Aboriginal and Torres Strait Islander communities. kuril dhagun hosted the first Indigenous Staff Precinct meeting on 28 February 2018 to seek collaboration opportunities.

JOL provided support to the After the Storm project by Mackay Regional Council, commemorating the 1918 cyclone that devastated the city.

The Siganto Foundation supported the **Australian Library of Art (ALA)** to host workshops, fellowships, lectures and seminars to advance the awareness of the collection and enable creativity to thrive through the form of artists' books. There have also been two separate displays of books in the ALA showcase at State Library during the financial year.

Collecting contemporary stories of Aboriginal and Torres Strait Islander people is part of the work of kuril dhagun. **Jabu Birriny (land + sea)** was a kuril dhagun showcase of the work and stories of contemporary artists from Yarrabah. This showcase was co-curated with Yarrabah Arts and Cultural Precinct, a branch of the Yarrabah Aboriginal Shire Council. It captures interviews with six Yarrabah artists, which are now part of the State Library collection and are accessible via the website.

Our Sporting Greats: Murri and Ailan Athletes in the Spotlight was a kuril dhagun showcase that collected and shared the stories of some of our unsung heroes of sport. This featured stories of the Cherbourg Marching Girls, Brisbane All Blacks Rugby League team, Paralympic torchbearer (2000) and track and field champion, and representatives from basketball and bodybuilding. As part of the curation of this showcase, digital stories were collected and made available on the website.

In 2017–18, there was a focus on improving links with schools and other educational institutions to improve knowledge of, and access to, collections. With the development of a Schools Engagement team, outreach opportunities have increased dramatically, with the team attending teaching conferences and teacher librarian networks to promote State Library's collections and services. Other enhancements have included learning notes for exhibitions and displays better coordinated with the curriculum, and linked to digitised collections. Teacher PD opportunities included the role of Aboriginal and Torres Strait Islander soldiers in the First World War, and engaging English teachers to look at prescribed texts on the English syllabus in a book club format.



Right: *Our Sporting Greats: Murri and Ailan Athletes in the Spotlight* in kuril dhagun.

Between January and June 2018, 1,420 people were introduced to State Library services and collections in 82 tours to schools and other organisations. Most of these participants were secondary school students. Some tours focused on specific themes or topics, such as the *Q ANZAC 100* white gloves tour looking at Queensland's First World War memories and a white gloves tour of the rare maps housed in the JOL.

The team has also been working on a potential linkage with the Queensland Curriculum and Assessment Authority (QCAA) to leverage the tagging system in the One Search catalogue for curriculum-related resources.

The **Design Minds** design thinking methodology was included in the QCAA's new design syllabus to be implemented in 2019. APDL has also collaborated with the delivery of The University of Queensland School of Architecture and QUT School of Design course work for Designing Multimodal Spatial Experiences and Queensland Department of Education and Training PD workshops.

Q ANZAC 100: Memories for a New

Generation, marks Queensland's First World War commemorations, continues to be delivered on time and within budget with stage six of the project now successfully completed. The ongoing program of digitisation, exhibitions and displays, fellowships and research grants has achieved significant results throughout the project's penultimate year.

A key commitment towards *Q ANZAC 100*, the **First World War digitisation project** has resulted in 8,748 digital scans (comprising photographs, letters and publications) being made available online in 2017–18. The *Q ANZAC 100* team also delivered regional white gloves and conservation clinics, and social media and digitisation workshops in Townsville, Mackay and Stanthorpe.

In addition to the 32,279 First World War **soldier portraits** from *The Queenslander Pictorial Supplement*, 233 portrait images from the *Australasian Commercial Traveller* and 2,263 portrait images from Queenslanders who fought in the First World War are now digitised and available online.

As part of **Fun Palace**, State Library's digitised First World War collections were remixed in *Picture it, Post it*. Participants playfully manipulated positive imagery from postcards sent home by Queensland Anzacs, using the emerging technology of the HP Sprout to create a new postcard they then sent via an app and received in their home mailbox. A Queensland Government Engaging Science Grant awarded in May 2017 enabled State Library to engage science broadcaster Dr Karl Kruszelnicki for the event.

Ten **Caring for Collections** conservation videos, funded by *Q ANZAC 100*, were created by State Library with support from the Queensland Museum. They allow the expertise and advice of State Library's Preservation Services team and Queensland Museum to be accessed online. Since its release in April 2018, the introductory video has been viewed 7,800 times. Organisations Australia-wide and internationally have shared this video including the Annerley-Stephens History Group Inc, Oral History Queensland Inc, Emerging Conservation Professionals Network, Brisbane's Living Heritage Network, History Queensland Inc and Queensland Museum.

Nudgee College student band, this year's Anzac Centenary Grant recipient, performed at the **ANZAC Rocks** event at State Library on 23 October 2017.

In November the **My Father's Wars** podcast was launched. State Library's 2015–16 *Q ANZAC 100* Fellow, playwright and dramatist, Elaine Acworth developed these dramatic works based on her personal journey of discovery and reconciling the image of Bill Acworth — her father and a soldier of the two world wars.

The **2018 Young Historians Workshop** took place in January 2018. Eight students and two teacher chaperones selected for the 2018 Premier's Anzac Prize attended a two-day workshop at State Library, where they were mentored by staff on how to conduct their First World War research and use State Library's online resources. The delegation participated in historic centenary commemorations in France this year.

State Library has also been working towards connecting collections throughout Queensland by working with galleries, libraries, archives and museums known as the GLAM sector. It supported the GLAM PEAK workshops in Toowoomba and Cairns in early 2018, presenting to small and medium sized collecting organisations on the opportunities provided by engaging with Wikipedia. By connecting collections, State Library hopes to improve the accessibility of Queensland's stories.

Digital Strategy

Digital preservation is a long-term priority and responsibility for State Library and the newly developed Digital Strategy is helping to put digital delivery and preservation at the forefront of the organisation's thinking. It was developed through consultation with staff and public consultation through the Queensland Government's Get involved website. The strategy outlines the evolution from a first-generation digital library to a library that is digital by design.

The three aims are to increase online access to State Library collections, embed rich digital experiences in everything we do, and strengthen digital literacy in communities. The strategy website is updated regularly with stories of the strategy in action outcomes.

Build capability

Digital inclusion

State Library's commitment to enabling digitally inclusive, literate communities that are skilled for the 21st century is evidenced in two programs delivered in partnership with Telstra; Deadly Digital Communities and Tech Savvy Seniors Queensland (TSSQ).

Deadly Digital Communities is an initiative of State Library and Telstra in partnership with local councils and forms the basis of the Digital Inclusion program for Aboriginal and Torres Strait Islander people. The program aims to arrest the decline in Queensland's *Australian Digital Inclusion Index* results for Aboriginal and Torres Strait Islander communities and promote social and economic wellbeing in Queensland's remote Indigenous communities.

Deadly Digital commenced in August 2017 for a staged rollout over two years. The program provides Aboriginal and Torres Strait Islander people with professional development to become technology leaders through continued regular digital training in their Indigenous Knowledge Centres (IKCs) and public libraries. At 30 June 2018, nine of the 26 locations had commenced the program. A total of 367 participants have attended 215 training sessions. Almost 60 per cent of these sessions were delivered by local technology leaders.

The **TSSQ program** is an ongoing partnership between State Library and Telstra to encourage seniors to embrace information technology by delivering free basic digital literacy training to seniors through selected library services and IKCs across Queensland. In 2017–18, 9,842 seniors participated in 2,173 free training sessions. The 19 training modules covered a range of essential digital literacy topics from introducing people to the internet and email, to teaching about online shopping and banking, cyber safety and social media. Seniors who participate are supported to get connected and participate in the online world, with the objective of increasing digital inclusion, helping reduce social isolation, and increasing access to government information and services.

Telstra has committed their support of \$200,000 over two years for Deadly Digital. Telstra and the Department of Communities, Disability Services and Seniors have also agreed to support a third year of the TSSQ program. Telstra has committed \$100,000 and the department will provide \$85,000.

State Library continues to work with public libraries and IKCs offering a number of grant funded programs to enable libraries to deliver **coding and robotics and STEAM** (Science, Technology, Engineering, Art and Mathematics) focused programs.

Right and below: Coding and robotics workshops at Fun Palace. Photos by Joe Ruckli.





State Library and FIRST® Australia partnered again to provide a second round of the popular FIRST LEGO League Robotics Grant 2017 which was opened to Queensland public libraries and IKCs to deliver robotics workshops for young people aged 9–16 using LEGO® Mindstorms Kits. Seven public library services participated in the program this year, engaging with local schools to encourage young people to participate in the program at their local library.

State Library and Regional Development Australia Darling Downs–South West Region (RDA-DDSW) partnered for a second year to provide a grant round to fund the continuation of coding and robotics programs delivered through public libraries in the RDA-DDSW region. Skilling Our Future professional development programs were held in three locations with a total of 53 library staff from 12 councils attending. Library staff had hands-on experiences with drones and 360-degree cameras to facilitate storytelling, with the goal of generating excitement around potential technology which could be acquired through Skilling Our Future grant funding. Six public library services in the RDA-DDSW region were successful in receiving grant funding.

The TSSQ 2017–18 program saw many libraries include coding and robotics in their local training sessions because of the interest from seniors. Ipswich City Council Libraries TSSQ program, Become a STEAM powered senior, enabled seniors across Ipswich to build new technology skills. One of their most popular sessions was Virtually Steamed, where seniors got to look at the world through the lens of Virtual Reality headsets, immersing themselves in virtual locations, digital painting and gaming fun.

Public libraries and IKCs can loan digital technology resource kits from State Library’s collection housed at Cannon Hill. They include Maker kits, Gadget kits, Sphero kits, Ozobot kits and iHealth kits. Support materials and programming ideas for each kit are available on the Public Libraries Connect website. State Library provides ongoing support and mentorship around the technology kits available for loan to regional and remote libraries.

This year, State Library staff developed NAO Cadet, which will revolutionise access to programming of the NAO robot to novice and inexperienced users. NAO Cadet will also play a large role in supporting the MessageBot Program, currently in the final stages of development. MessageBot will use the NAO robot in conjunction with the intuitive Scratch-based interface of NAO Cadet. This introduces the element of technology to traditional Aboriginal and Torres Strait Islander storytelling, a 21st century twist to the Message Stick concept. The MessageBot program is funded through the Advance Queensland STEM.I.AM program.

Family literacy

First 5 Forever, the early literacy program funded by the State Government, coordinated by State Library and delivered in partnership with local government through public libraries, has been highly successful over the last four years, with some notable successes in 2017–18.

A 2017 evaluation report found the initiative delivered on all key outputs, and showed a growing state-wide momentum and support throughout the library network, across local communities, and among families of children aged 0–5. Data revealed a steep increase in attendances at First 5 Forever activities and significant increases in community reach through the growth of outreach participation and engagement with local partners.

First 5 Forever highlights for 2017

- 62 participating councils, covering more than 99 per cent of Queensland’s population
- 791,093 First 5 Forever session attendances in public libraries (74 per cent higher than 2016 attendances)
- 30,389 sessions held in libraries across Queensland, a 40 per cent increase on 2016
- First 5 Forever was represented at 3,455 outreach events.
- 116,106 estimated attendances at outreach events in 2017 (an increase of 32 per cent on 2016)
- 978 partner organisations and agencies engaged with First 5 Forever in 2017, up 73 per cent (79 per cent of these partnerships are directly attributed to First 5 Forever)

The QUT Digital Media Research Centre was also commissioned to review and evaluate the broader societal impacts of First 5 Forever through an existing Libraries are Creative Spaces framework.

Findings from this report released in November 2017, reveal the initiative achieving strong impacts across all target measures. While primarily built around promoting and improving early literacy, First 5 Forever was found to be a community facilitator and connector, supporting families and children through a culture of participation and lifelong learning.

At the 2017 Local Government Association of Queensland conference in Gladstone, a motion was passed to lobby the Queensland Government to extend funding for a further four years.



Left: Having fun with early literacy at State Library. Photo by Joe Ruckli.

A First 5 Forever video, *Everybody Stop*, featuring a song by Logan rap performers Mad Mike and Junior, was viewed almost 73,000 times in its first month of release. In May 2018, First 5 Forever promotional clip *Little Moments, Big Impact* won the advertising category in the A corto di libri film contest, sponsored by the Italian Library Association and the International Federation of Library Associations and Institutions.

Following these successes, the State Government announced in June 2018 that funding would continue for the First 5 Forever program, with an annual ongoing commitment of \$5 million delivered in the 2018–19 State Budget.

First 5 Forever is not the only way early literacy is supported. In November, State Library hosted the national Speech Pathology Australia Book of the Year Awards, promoting quality Australian children's literature and enhancing an awareness of language and literacy development.

The Corner, State Library's creative play space for children under 8, their parents and carers, is themed to complement the current exhibitions in the slq Gallery. During the *Digital Futures Lab* exhibition, the theme explored the use of technology in play through the addition of digital technologies that offer opportunities for open-ended creativity, real-world play and social interaction outcomes for children and families. In early 2018 the theme changed to reflect the *Lifestyle: a sunshine state of mind* exhibition. Artworks from the Children's Picture Diaries in the John Oxley Library were used in the development of the design and were showcased within the installation. A strategy to increase the regional reach of The Corner was developed in 2017–18 and will be implemented next financial year.

The State Government funded First 5 Forever initiative is an early literacy program coordinated by the State Library and delivered by local government through the state's network of more than 320 public libraries and Indigenous Knowledge Centres (IKCs). First 5 Forever works with the Indigenous Literacy Foundation and other Aboriginal and Torres Strait Islander stakeholders to share and learn and ensure programs complement each other. First 5 Forever is particularly active in Yarrabah where more than 11 per cent of the population is under 4 years old (this compares to the state average of just over 6 per cent).

Innovation

The Siganto Digital Learning Workshops, which focus on developing digital literacy, ICT self-sufficiency and online safety skills in recently arrived and refugee communities, commenced at The Edge in April 2018. The Edge developed the workshops program, with all instructional materials made available under a Creative Commons Licence. This was the first of a five-year program, funded by the Siganto Foundation through the Queensland Library Foundation. Ten workshops were delivered in this financial year's program.

Skills

The Business Studio has shown steady membership growth since its doors opened in September 2015. As at 30 June 2018, there are 887 registered Business Studio members. The fortnightly lunch box forums continue to attract new members with niche interests. A display highlighting relevant collection items has been added as a lunch box forum feature. The forums provide a platform for sharing start-up knowledge, tips and tricks for business studio members, and attract a strong audience. Topics this year included: Setting up your workspace, How State Library can help you get ahead, and Next steps for a start-up. The agreement between State Library and Little Tokyo Two to provide Entrepreneurs in Residence has been renewed for 2018.

The Edge delivers public programs, facilitates community access to equipment, space and resources to State Library audiences and engages communities across Queensland through partnership and collaboration. The focus of The Edge work is in empowering creative experimentation in art, science, technology and enterprise for all of Queensland. State Library is committed to the development of an open source documentation platform for the distribution of programs and intellectual property under Creative Commons Licence to libraries across Queensland. The Edge is engaged in the development of large-scale community projects that will engage communities across South East Queensland in design and fabrication practices.

The six-month **One Last Apocalypse** project, held at The Edge from July to December 2017, offered a program that included book clubs, 3D printing workshops, mural projects and design workshops. The program helped reach people who may not get the chance to participate in such events, including people connected to community organisations such as flexible learning schools, Men's Sheds, multicultural and youth agencies as well as a self-contained satellite program in Deception Bay. One hundred and nineteen people were engaged in the community process of design thinking, making, and final events, along with an additional 158 outreach engagements.

During the project, particular focus was given to documenting the unique cultural development approach to the work of empowering creative experimentation in the arts, science, technology and enterprise. The documentation of One Last Apocalypse, including the how-to guides and templates, along with reflections from partner organisations and the arts workers on the project, has been published on a public wiki platform – an open source wiki repository of all The Edge's intellectual property including a back catalogue of workshop plans, designs, policies and procedures.

The Edge has also supported **Community Lifestyle Support Inc., Bundaberg** in the establishment of processes and procedures for its new Makerspace opened in November 2017.

The Edge is also working with community members from the Wilston and Sunnybank Men's Sheds Association, Deception Bay Regional Library, Albert Park Flexible Learning Centre and Queensland Program of Assistance to Survivors of Torture and Trauma to engage in the Fabrication Lab and Digital Media Labs in the creation of objects and content.

The Fabrication Lab is continuing its work engaging the community in digital fabrication and design, and supporting emerging entrepreneurs in developing small business opportunities. Through The Edge's core workshops program, community access is being provided to foundational and advanced digital skills learning opportunities.

The Edge continues to develop and deliver programming in the Fabrication Lab. An audit of processes and procedures will inform the provision of better community access and supervision using current resources. State Library is finalising a partnership assessment with the Brisbane Tool Library that would see that community not-for-profit operating out of The Edge for a 6–18 month trial.

Research

State Library's **Government Research and Information Library (GRAIL)** service provides a comprehensive research service for seven Queensland government agencies including Department of the Premier and Cabinet and Queensland Treasury.

Throughout the year, GRAIL staff presented information sessions for Queensland government officers in person, regionally and online, to showcase its services to government agencies. GRAIL was represented at The Biig Network Conference 2017: Re-imagining public work, a two-day conference for Queensland public servants. The team spoke to government officers from across the Queensland public service about State Library and GRAIL services. There was an enthusiastic response about the resources and what could be borrowed from State Library.

Due diligence searches are available for a fee to all Queensland Government agencies. Searches were completed for Advance Queensland Ignite Ideas Fund grants, HotDesQ grants and for the Department of the Premier and Cabinet ANZAC Spirit of Service grants, 2018 Queensland Australian of the Year Awards and for the Queensland Literary Awards shortlist.

On 7 March 2018, GRAIL reached a milestone of 20,000 queries received in our enquiry database.

Position our organisation for the future

State Library's future focus includes ensuring its workforce and funding are in line with the future needs of the organisation. The Towards 2020 Strategic Workforce Plan provides a roadmap to upskilling State Library staff and looks at future recruitment needs.

Ninety-eight per cent of staff completed Courageous Conversations training, which aims to help them prepare and undertake difficult conversations in a professional or personal setting. Some staff also took the opportunity to shadow a senior manager in the Day at an Executive Desk program, and 22 managers joined the six-month People Leaders Program. Succession planning has also been undertaken.

The Working for Queensland Staff Survey was completed by 94 per cent of the State Library workforce, with the survey reflecting engaged and passionate staff. The perception of organisational leadership increased from 41 per cent to 60 per cent and staff engagement increased from 65 per cent to 72 per cent.

The Staff Survey Action Team has developed an Action Plan for 2017–18 to address feedback from staff in the 2017 Staff Survey. Twelve staff from across the organisation have implemented the actions from the plan, including stretch classes to improve staff health and a revision of the office etiquette guidelines. This year, the action plan includes specific actions for the Executive Management Team to implement.

Two Mental Health First Aid Officers were appointed and have been sharing information about mental health and wellbeing. An Identified LGBTIQ+ Harassment Referral Officer has been appointed and an LGBTIQ+ network has been established by identifying staff and allies.

Online Aboriginal and Torres Strait Islander cultural awareness training was rolled out to all staff, and opportunities were provided for further training, such as **BlackCard training**.

The Queensland Library Foundation supports the work of State Library through its fundraising efforts and raising awareness of collections and programs. Collection and curator presentations are held throughout the year for donors providing an in-depth connection to our state treasures. Regular donations by leading philanthropists such as James C. Sourris AM also contribute to building specialist collections and delivering associated engagement events which are enjoyed by the general public.

The 2017–18 general giving program, incorporating Reel Rescue, which aims to digitise fragile films and videos currently in cold storage at State Library, was very successful and totals came in ahead of the target (\$148,800). The President's 100 Circle initiative remains a priority, with the Foundation looking to increase numbers in 2018–19.

The *Queensland Library Foundation Annual Report 2017–18* provides a comprehensive report on all of the Foundation's activities for the financial year.

Other sources of funding and support are sought to supplement the government funding and donations on which the work of State Library relies.

In-kind partnerships which assisted State Library to meet its strategic objectives include:

- Queensland Music Festival partnership delivered in July 2017
- Grattan Institute 'State of Affairs' Political fragmentation panel talk in August 2017
- Just Coding partnership for Learn to Code Workshops from February to December 2018
- International Women's Day delivered in partnership with Feathersome on 8 March 2018
- World Science Festival Brisbane, 22–25 March 2018
- Queenslanders in Conversation series (see page 24) in partnership with ABC
- Word on the Street partnership with the School of Hard Knocks engages community through weekly writing workshops for marginalised Queenslanders
- Brisbane Writers Festival, annually in September.

The Queensland Literary Awards Poetry Award (\$10,000) grant application was submitted to the Copyright Agency Cultural Fund with an outcome to be notified in July 2018.

Hire of State Library spaces is another important revenue stream for the organisation. The award-winning riverfront building and central location make it an attractive venue, which is particularly popular with corporate and government clients and community groups. During 2017–18, the organisational realignment saw all venue hire and technical support functions for The Edge and the main building combined to allow a better and more consistent client offer. With bookings across all venues now managed by the one team, commercial clients have a single point of contact resulting in a better experience. This resulted in revenue of approximately \$831,000 across all venues.

The Library Shop was refurbished with a new counter installed to improve client experience and enhance visibility and security. The Library Shop has increased its capacity to manage sales at external events and also delivers a very popular craft series of events.

Governance

Human resources

Workforce planning and performance

As at 30 June 2018, State Library's workforce consisted of 271.8 full-time equivalent staff with a permanent separation rate of 8.26%.

State Library's Strategic Workforce Plan aims to develop a future workforce that is flexible, diverse, technologically adept and client oriented (page 35).

Key strategies include:

- All staff participation in the Courageous Conversations program, aimed at providing the knowledge and skills to address challenging situations and initiate and conduct appropriate conversations to affect positive outcomes.
- The development of a professional development (PD) program for librarians and library technicians.
- Quarterly people management seminars for all staff with supervisor responsibilities.
- A Staff Survey Action Team addresses feedback received from staff
 - appointment of an LGBTIQ+/Harassment Referral Officer
 - appointment of two Mental Health First Aid Officers
 - etiquette in the workplace guidelines
- The development of revised position descriptions and the introduction of naming conventions for all State Library positions.
- The introduction of an Executive Day on the Desk program where people leaders spend a half day working in service areas.
- Refreshing the staff recognition program to acknowledge employees who actively demonstrate our guiding behaviours in line with the State Library's strategic priorities.
- An ongoing commitment to flexible work initiatives as a critical attraction and retention strategy.

State Library'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 required to take part in an annual Personal Performance Planning (PPP) process, which aligns the work and development of individual staff to State Library strategic and operational plans.

Exceptional work is recognised through staff 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. Staff are also formally recognised for long service at 10-year intervals.

State Library has a strong tradition of offering a broad range of flexible working arrangements to employees. This year, the principle-based Flexible by Design framework was introduced, which aims to transform traditional approaches to flexible work to meet future needs. The framework outlines the benefits, reasons and principles behind flexible work as well as the organisational journey to achieve a healthy work-life blend.

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.

Policies and procedures are reviewed regularly, with an aim to not duplicate existing Queensland Government directives or guidelines.

The Wellness Team continues to deliver creative programs to help interested staff improve their wellbeing. Activities in 2017–18 have included monthly in-house seated massages, superannuation health checks and the recruitment and training of Harassment Referral Officers. A regular newsletter promotes what's available for staff, such as the employee assistance service and nutritional advice.

State Library's Mental Health Policy provides guidelines on maintaining positive mental health in the workplace, and managing the return to work of affected employees. Two Mental Health First Aid Officers have been selected from the staff cohort and have been trained to provide support and confidential advice to staff members concerned about their mental health.

During 2017–18, more than 150 volunteers worked on more than 40 projects and activities onsite and online. Volunteer roles included behind-the-scenes projects such as transcription and front-of-house roles as exhibition and building guides. Educational 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.

Right: Carly Wallace (left) and Jautia Cora share a laugh at a Love in the Library event in kuril dhagun.



Governance, accountability and risk

Public sector ethics

State Library'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 2017–21 and the accompanying Operational Plan 2017–18.

The Library Board, the State Librarian and CEO, 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 induction training for new staff, and all continuing staff members are required to complete annual online refresher training. Workshops and training sessions are delivered 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, and Aboriginal and Torres Strait Islander Cultural Capability 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.

Additionally, extra sessions on integrity, corrupt conduct information sessions and policy updates are delivered where applicable.

Audit functions

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 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, and
- previously identified issues.

In 2017–18, internal audit reports considered by the ARMC covered the following issues:

- Fraud controls comprising corporate cards, cash collection, petty cash, travel, procurement, vendor controls, assets portable and attractive
- ICT Resources Strategic Planning

All audits issues raised were rated as low or medium risk. ARMC monitors implementation of recommendations.

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's (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 2009*
- 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 ARMC. The internal audit function has due regard to the *Financial and Performance Management Standard 2009*.

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 took action on all recommendations from audits in 2017–18.

Risk management

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. This is reviewed annually by the ARMC and the Library Board, which also receive quarterly updates on newly 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 General Security Policy, Emergency Response Plan and Pandemic Plan. The Business Continuity Plan is reviewed and updated annually to reflect changes in organisational needs.

Recordkeeping

State Library 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). The system has currently captured more than 81,000 electronic records. All State Library staff have received training on the eDRMS. Regular refresher sessions in recordkeeping are open to all staff, while all new staff received records training as part of induction.

The Director, Finance, Facilities and Administration 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 2017–18.

Disclosure of additional information

State Library 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 Library Board and committee members is available on State Library's website at slq.qld.gov.au/about-us/corporate/publications/corporate-reporting/annual-report-2017-18.

Key policies informing the strategic plan

- Our Future State: Advancing Queensland's Priorities
- Advance Queensland
- Department of Environment and Science Strategic Plan 2018–22
- Realising our potential: A vision for Queensland public libraries
- As a member of NSLA, State Library influences and supports NSLA's Strategic Plan 2018–20, as well as supporting the policies of the Australian Library and Information Association (ALIA) and International Federation of Library Associations and Institutions (IFLA)
- Queensland Multicultural Policy: Our story, our future
- Queensland: Age Friendly Communities Action Plan
- Council of Australian Governments' Closing the Gap strategy

Vision
Inspiring possibilities through knowledge, stories and creativity.

Purpose

Founded in 1896, the State Library of Queensland is the leading reference and research library in Queensland. State Library is responsible for collecting and preserving a comprehensive collection of Queensland’s cultural and documentary heritage, providing free access to information for all Queenslanders and for the advancement of public libraries across the State. The object of the *Libraries Act 1988* is “to contribute to the cultural, social and intellectual development of all Queenslanders.”

Objectives and strategies

1. Enable access

- Increase access and interpretation of our content and services
- Partner with local government to enable a thriving network of public libraries and Indigenous Knowledge Centres
- Future proof our digital library

- Performance measures**
- Increased use of content
 - Increased membership
 - Increase in visitation to public libraries

2. Engage community

- Build the state collection of Queensland’s documentary culture and heritage
- Engage with the community through our diverse and inclusive public programs
- Inspire the community to use and interact with our content

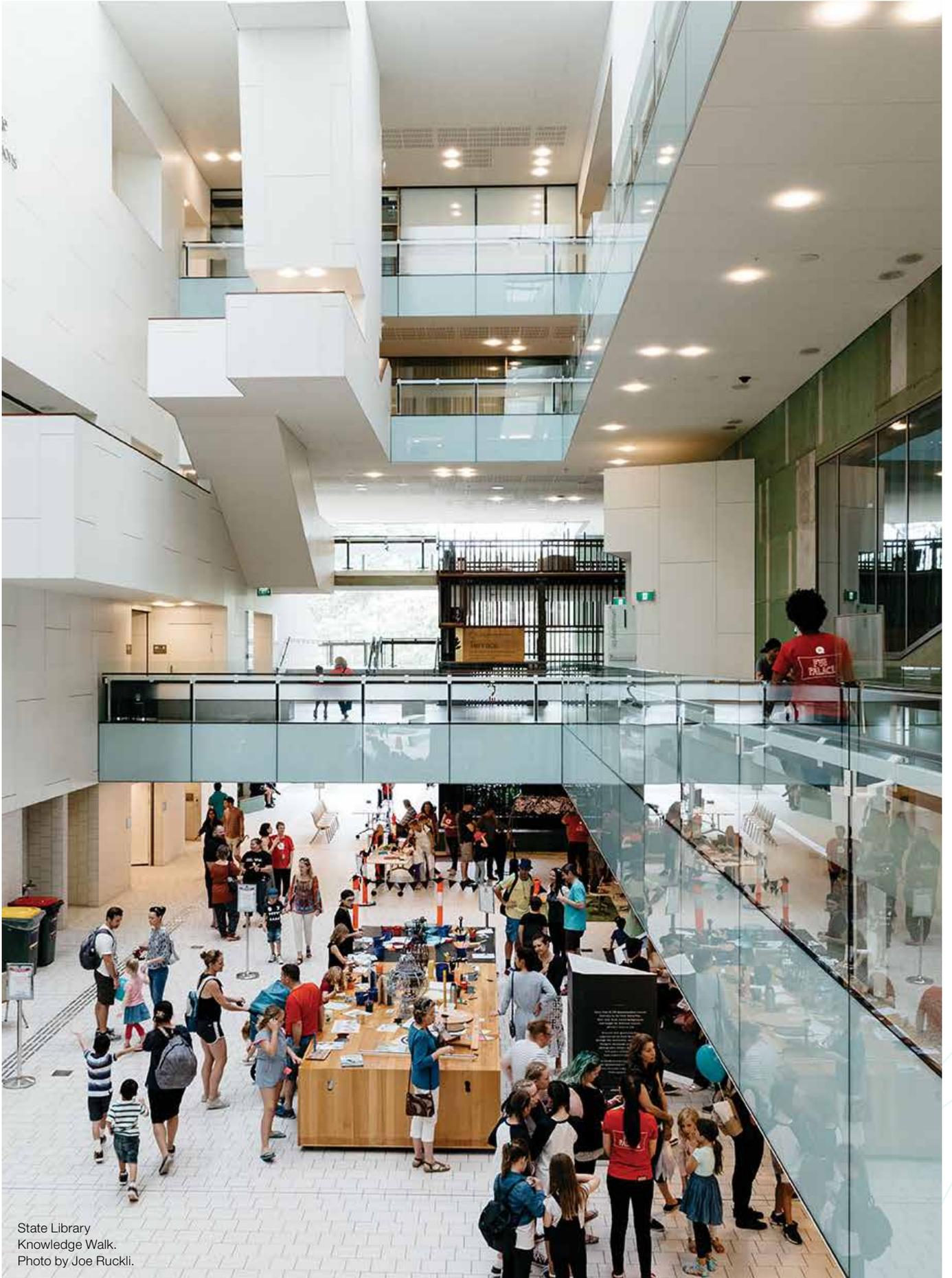
- Performance measures**
- Increase in John Oxley Library collections
 - Customer satisfaction
 - Increase in efficiency (onsite and online visitation/budget)
 - Visits to onsite and online

3. Build capacity

- Enable digitally inclusive, literate communities that are skilled for the 21st century
- Advance the growth of business innovation and skills
- Position our organisation for the future

- Performance measures**
- Participation in public programs
 - Increase in self-generated revenue
 - Staff engagement

Find the published plan online:
slq.qld.gov.au/about-us/corporate/publications/planning/strategic-plan-2018-2022



State Library
Knowledge Walk.
Photo by Joe Ruckli.