

LIBRARY BOARD OF QUEENSLAND

A N N U A L  
R E P O R T

2020  
-21





18 August 2021

The Honourable Leeanne Enoch MP  
Minister for Communities and Housing,  
Minister for Digital Economy and Minister for the Arts  
GPO BOX 806  
BRISBANE QLD 4001

Dear Minister

I am pleased to submit for presentation to the Parliament the Annual Report 2020–21 and financial statements for the Library Board of Queensland.

I certify that this annual report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* (Qld) and the *Financial and Performance Management Standard 2019* (Qld), and
- the detailed requirements set out in the Annual report requirements for Queensland Government agencies.

A checklist outlining the annual reporting requirements can be found at page 82 of this annual report.

Yours sincerely

**Professor Andrew Griffiths**  
Chairperson  
Library Board of Queensland



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PART ONE

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# INTRODUCTION

# STATE LIBRARY OF QUEENSLAND

## VISION

*Inspiring possibilities through knowledge, stories and creativity*

## PURPOSE

Founded in 1896, 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.

## About us

State Library is the custodian of Queensland's cultural, intellectual and social achievements, as well as historic and contemporary collections that inform programming, public engagement and partnerships. State Library is a place of experimentation, possibility and inclusion, where knowledge empowers and diversity is celebrated.

State Library plays a lead role in serving all Queenslanders, through statewide library services and partnerships with more than 320 public libraries and Indigenous Knowledge Centres (IKCs) throughout Queensland.

Governed by the Library Board of Queensland, State Library is based in South Bank (Brisbane), with offices onsite and in Cannon Hill (Brisbane) and Cairns. Queensland Library Foundation raises funds to support State Library's collections and services.

State Library also provides visitor services and marketing services for Anzac Square Memorial Galleries, under an operating deed between Brisbane City Council (Anzac Square trustee) and the Department of the Premier and Cabinet (DPC). Funding is provided to State Library by DPC.

### State Library's 2020–21 priorities are to:

- collect, interpret and share the First Nations perspective of the Queensland story
- strengthen our digital collecting and preservation
- deliver an ambitious program of exhibitions and events that empower, stimulate and enrich
- engage with key stakeholders to review and recommend grant methodologies to realise the potential of public libraries and IKCs
- invest in our people to enable us to do our best
- achieve effective business models and processes and fit-for-purpose digital services.

### State Library's services include:

- collecting and preserving a trusted record of Queensland
- encouraging research to deepen the knowledge of Queensland past and present
- recognising the unique knowledge and culture of First Nations people, and working with communities to ensure their history and culture is preserved
- interpreting Queensland stories through exhibitions, events, discussion and debate
- developing an inclusive library service, addressing diverse needs, strengthening opportunities for the expression of ideas and fostering the appreciation of difference
- providing access to collections and services in a range of formats and channels, so they are available to all, regardless of geographical location
- advocating for public libraries and partnering with local government to provide Queenslanders with the opportunities to participate fully in the economic, social, political and cultural dimensions of society.

## Government's objectives for the community

State Library is committed to the Queensland Government's objectives for the community, built around *Unite and Recover – Queensland's Economic Recovery Plan*. As the state's leading reference and research library, State Library contributes to:

- **investing in skills, supporting jobs and backing small business** by providing all Queenslanders with free access to significant print and online content, learning programs and digital inclusion initiatives, so they can upskill and remain agile throughout their careers and contribute to economic prosperity.
- **investing in Queensland communities and investing in skills** through a partnership with local government, to realise the potential of the network of more than 320 public libraries and Indigenous Knowledge Centres (IKCs). This partnership also delivers the First 5 Forever early literacy program.
- **safeguarding our health and growing our regions** by providing welcoming spaces, delivering programs that promote inclusion and tolerance, and sharing diverse stories.

State Library supports the five pillars of *Creative Together 2020–2030: A 10 Year Roadmap for arts, culture and creativity in Queensland*:

- **elevate First Nations arts** — by sharing and celebrating the First Nations perspective through language revitalisation, knowledge creation and truth-telling in culturally informed and respectful ways.
- **activate Queensland's local places and global digital spaces** — enabling statewide access to collections and integrating rich digital experiences into programs, learning initiatives and exhibitions.
- **drive social change across the state** — delivering programs that encourage discussion, debate and lifelong learning to increase awareness, understanding and tolerance across Queensland.
- **strengthen Queensland communities** — partnering with local government to realise the potential of libraries and IKCs as vibrant community hubs building community resilience.
- **share our stories and celebrate our storytellers** — as a memory institution intentionally seek, collect and share authentic Queensland stories, and nurture and celebrate emerging writers.

State Library also supports *A Great Start for all Queensland Children – An early years plan for Queensland* by continuing to build on the success of the First 5 Forever program. State Library works in partnership with local government to deliver free early literacy sessions at local libraries and IKCs across Queensland.

# CHAIRPERSON OF THE LIBRARY BOARD OF QUEENSLAND

*'Business as usual' has taken on new meaning in this prolonged global pandemic. State Library of Queensland has welcomed the opportunity to scrutinise its events, programs and services to ensure they connect with all Queenslanders in these most unusual of times.*

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While focus has necessarily centred on maximising an innovative digital offer, staff were keenly aware of the importance of the physical space. Libraries are safe, welcoming places that make us feel connected and comfortable, and inspire and energise our thinking. Their value in difficult times cannot be underestimated and the hard work and commitment of staff ensure they remain important community focal points that prioritise wellbeing in all its forms.

The Board and I are deeply appreciative of the innovative responses to the challenges of the pandemic by State Librarian and CEO Vicki McDonald AM, her leadership team and staff. The increase in online visitation and memberships is evidence of their commitment to the people of Queensland.

Compelling, accessible storytelling remains a big part of State Library's success. The Johnstone Gallery Archive (1948-72) and Arthur Davenport Photographs (1955-92) were added to the prestigious UNESCO Australian Memory of the World Register in February. This rare archive, held at State Library, documents the story behind one of the nation's first commercial art galleries.

Brian and Marjorie Johnstone operated the Brisbane gallery from 1950 to 1970, brokering sales for artists such as Charles Blackman, Sidney Nolan, Donald Friend, Arthur Boyd and Margaret Olley. The archive, recognised for its national significance, takes its place alongside other historic items such as the Margaret Lawrie Torres Strait Island Collection.

The Queensland Memory Awards also enable storytelling of the future while helping to fill gaps in the state's ever-evolving history. The 2021 winner of the \$20,000 John Oxley Library Fellowship, Dr Henry Reese, will create a podcast that reveals the history of electronic and communications technologies in Queensland colonial societies.

The Queensland Literary Awards are always an anticipated date on State Library's calendar and highlights its strong support of the literary sector, recognising storytelling in all its glorious forms. Winning work in 2020 included an examination of the State of Origin and its place in the Queensland psyche, a novel that examined racism and grief in the gold rush era and awe-inspiring poetry. State Library proudly manages the awards on behalf of the Queensland Government in collaboration with sponsors, industry partners and the writing community.

State Library has undertaken the triennial review of the Public Library Grant and First 5 Forever methodologies which determine how Queensland Government funding is invested. These annual funding allocations represent a significant investment in early literacy and support library collections, services and programs for over 320 public libraries and Indigenous Knowledge Centres across the state.

I would like to extend my sincere thanks to the Minister for Communities and Housing, Minister for Digital Economy and Minister for the Arts, the Honourable Leeanne Enoch MP for her continued, enthusiastic support of State Library.

Additionally, the government's *Creative Together 2020-2030* roadmap provides welcome, renewed focus on the state's cultural and economic future.

A healthy cultural sector also greatly benefits from the support and generosity of our valued donors. Queensland Library Foundation President Helen Brodie and Foundation councillors are tremendous advocates for State Library and help nurture these important relationships.

Finally, I would also like to commend the commitment of Library Board colleagues, committee and advisory groups who believe passionately in the work of State Library.

## **Professor Andrew Griffiths**

Chairperson  
Library Board of Queensland



# STATE LIBRARIAN AND CEO

*'Knowledge is power' is a well-used aphorism. At State Library of Queensland, we understand the privilege of preserving the knowledge and stories of the past; they have the power to explain who we are as Queenslanders and track our progress as a society. We are also mindful of the voices that have been excluded from past storytelling; knowledge that has not been shared or valued because of the prevailing views of the time. As a memory institution, it is exciting to be able to bring some of these powerful stories and voices more firmly into the light through our exhibitions, talks and workshops.*

Our *Entwined: plants and people* exhibition provided an opportunity to unearth and showcase new knowledge in creative and inspiring ways. The First Nations connection to the natural world is front and centre alongside the untold stories of female botanical illustrators. Visitors to this exhibition can explore the more well-documented story behind *Banks' Florilegium*, illustrations of plants collected on Cook's voyage on the *Endeavour*.

The companion publication to the exhibition, *Kindred Spirits: plants and people*, was written by interdisciplinary artist Shannon Brett, a descendant of the Wakka Wakka, Butchulla and Gurang Gurang people. The book, made possible through the generosity of valued donor Dr Cathryn Mittelheuser AM, takes readers back to a time of reciprocity between the plant world and Indigenous people.

On a more contemporary note, the *Deadly Threads: where did you get that shirt?* showcase in kuril dhagun examines the cultural significance of Indigenous shirts which were born from the protest movement of the 1970s to becoming a mainstay of wardrobes across the nation.

In March, I attended the Indigenous Knowledge Centre (IKC) workshop in Cairns. It was terrific to hear from IKC Coordinators about the delivery of vital library services in some of the state's most remote communities. It was a great opportunity for all delegates to learn, connect and collaborate.

Staff throughout the library have also been keen to build upon such connections by advancing their cultural competency through the Culturally Safe Libraries program. Nearly 300 staff members have completed the intensive program, with feedback heartening and uniformly positive.

As a memory institution for all Queenslanders whatever their age or background, we ensure our storytelling is varied and engaging. The *Cut Copy: Brisbane music posters 1977-87* exhibition introduced the poster art of the subversive youth culture of the late 1970s and '80s to new audiences. The exhibit was the culmination of research by Dr John Willsteed, former member of local band The Go-Betweens, and State Library's 2016 Letty Katts Award winner. His award enabled the exploration of the independent music scene of the time and his research helped expand our extensive collections.

With so many children house-bound during the worst of the pandemic, the Stories for Little Queenslanders series, published by State Library, proved a welcome boost for our youngest readers. The children's books, available through all Queensland public libraries and IKCs, were created by 21 authors and illustrators as part of the Queensland Government-funded First 5 Forever initiative. The project represents a publishing first for State Library and a significant investment in telling Queensland stories while supporting emerging and established authors and illustrators.

The pandemic also placed greater emphasis on learning from home and the value of State Library's trusted content. In June 2020, Queensland Library Foundation received a donation from Gina Fairfax and Tim Fairfax AC for the development of an online platform that makes use of our vast resources and collection items. Curriculum Connect will launch next financial year and provide teaching resources and professional development content for educators and caregivers of primary and secondary school students.

Despite the disruption of COVID-19, our service delivery remains on target. Our customer satisfaction sits at an impressive 95.7 per cent and online visits climbed to over three million this financial year.

It has been another year of ambitious projects and impressive outcomes and I would like to sincerely thank Professor Andrew Griffiths and the members of the Library Board of Queensland for their unwavering support over the past 12 months.

I would also like to extend my gratitude to the Queensland Library Foundation Council for their energetic advocacy on behalf of State Library.

Finally, I would like to acknowledge the leadership team and each and every staff member for their passionate delivery of outstanding library services to Queensland.

**Ms Vicki McDonald AM**  
State Librarian and CEO  
State Library of Queensland

PART TWO

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# CORPORATE

# LIBRARY BOARD OF QUEENSLAND

The Library Board of Queensland (the Library Board), established in 1943, is the governing body of State Library of Queensland and draws its powers from the *Libraries Act 1988* (Qld) (*Libraries Act*). The object of the *Libraries Act* is to contribute to the cultural, social and intellectual development of all Queenslanders.

The legislated guiding principles for achieving this are:

- (a) leadership and excellence should be demonstrated in providing library and information services
- (b) there should be responsiveness to the needs of communities in regional and outer metropolitan areas
- (c) respect for Aboriginal and Torres Strait Islander cultures should be affirmed
- (d) children and young people should be supported in their understanding and use of library and information services
- (e) diverse audiences should be developed
- (f) capabilities for lifelong learning about library and information services should be developed
- (g) opportunities should be developed for international collaboration and for cultural exports, especially to the Asia Pacific region
- (h) content relevant to Queensland should be collected, preserved, promoted and made accessible.

The functions and powers of the Library Board are listed in Appendix A. Biographies of Library Board members are detailed in Appendix B.

In addition to regular meetings of the Library Board, members represented State Library at official functions throughout 2020–21.

One committee and two advisory groups advise and inform the Library Board on issues that arise within their brief. These bodies also act as important consultative mechanisms with the broader community. The members of the Library Board committee and advisory groups are listed in Appendix C.

The Library Board periodically travels outside Brisbane to stay informed about regional issues and to strengthen its relationship with local councils and the community.

Under section 7 of the *Libraries Act*, in appointing a Library Board member, regard must be given to the person's ability to contribute to the Library Board's performance and the implementation of its strategic and operational plans.

Under section 9 of the *Libraries Act*, a person is not eligible for appointment as a member if the person is not able to manage a corporation because of the *Corporations Act 2001* (Cth), Part 2D.6.

## Board members, attendance, remuneration and expenses

In 2020–21, there were seven Library Board meetings. The table below outlines all board members, appointment terms, meeting attendance in 2020–21, remuneration and expenses. All current Library Board members are appointed until 28 February 2023.

### Observers

The State Librarian and CEO attends all meetings of the Library Board as an observer unless excused or precluded by the Library Board as per section 15 of the *Libraries Act*.

- Ms Vicki McDonald AM, State Librarian and CEO, State Library of Queensland
- Ms Tania Hall, Executive Director, Policy and Programs, Arts Queensland, Department of Communities, Housing and Digital Economy (until February 2021)
- Mr Scott Martin, Executive Director, Business Performance and Infrastructure, Arts Queensland, Department of Communities, Housing and Digital Economy (from February 2021)

### Secretariat

Ms Jennifer Genrich, Manager, Office of the State Librarian, State Library of Queensland

	MEMBER FROM:	MEMBER TO:	MEETINGS 2020-21 ELIGIBLE:	MEETINGS 2020-21 ATTENDED:	APPROVED ANNUAL, SESSIONAL OR DAILY FEE	APPROVED SUB-COMMITTEE FEES, IF APPLICABLE	ACTUAL FEES RECEIVED
Professor Andrew Griffiths (Chairperson)	Mar 2014	Feb 2023	7	7	\$12,000 pa	N/A	\$12,000
Emeritus Professor Tom Cochrane AM (Deputy Chairperson)	Mar 2017	Feb 2023	7	6	\$4,000 pa	\$1,000 pa	\$5,000
Professor Anita Heiss	Mar 2017	Nov 2020	2	1	\$4,000 pa	N/A	\$1,446
Professor Marek Kowalkiewicz	Mar 2017	Feb 2023	7	5	\$4,000 pa	\$1,000 pa	\$5,000
Ms Julia Leu	Aug 2016	Feb 2023	7	7	\$4,000 pa	N/A	\$4,000
Mrs Tamara O'Shea	May 2018	May 2021	6	5	\$4,000 pa	N/A	\$4,000
Ms Nicola Padget	Mar 2020	Feb 2023	7	6	\$4,000 pa	\$1,000 pa	\$5,000
Associate Professor Sandra Phillips	Mar 2017	Feb 2023	7	3	\$4,000 pa	N/A	\$4,000
Mr Bob Shead	Mar 2017	Feb 2023	7	7	\$4,000 pa	\$2,000 pa	\$6,000
Dr Jodie Siganto	Mar 2020	Feb 2023	7	6	\$4,000 pa	N/A	\$4,000
Total out of pocket expenses:							\$9,406

# QUEENSLAND LIBRARY FOUNDATION

*Working with donors, philanthropists and corporate entities, Queensland Library Foundation (the Foundation) supports the people of Queensland through State Library of Queensland.*

Despite a year of unforeseen challenges, loyal donors and supporters joined with State Library to achieve a common vision: to inspire possibilities through knowledge, stories and creativity.

More than \$1.209 million was raised in sponsorship, grants and philanthropy managed through the Foundation. The trust and belief in the work of the Foundation by all supporters and donors is valued.

Donations through the Foundation support State Library projects relating to collections and conservation, research and learning, and reading and writing.

In 2020–21, the following projects were made possible due to the generosity and support of sponsors and donors to the Foundation.

## Collections and conservation

- **The Catholic Advocate newspaper digitisation**  
Funding enabled the continued digitisation of historic *The Catholic Advocate* newspapers that date from 1911 to 1938. These important records are now available online through Trove, and school resources and teacher workshops have been developed and distributed to schools across Queensland.
- **Christine Boughen OAM and Dr Robert Boughen OBE Papers**  
The Boughen Family generously donated their private archive of scrapbooks, certificates and awards, correspondence, teaching notebooks and musical compositions, and funded the digitisation of the collection.
- **Reel Rescue**  
The end-of-financial-year campaign raised funds to enable State Library to continue preserving and digitising vulnerable film, magnetic tape and audio cassettes — some dating back to the early 1900s. These crucial records give a lens to view Queensland's past, and once digitised, are available to the wider community for current and future generations.

## Research and learning

- **2021 Queensland Memory Awards**  
In 2021, funding through the Foundation supported the following awards:
  - Mittelheuser Scholar-in-Residence, supported by Dr Cathryn Mittelheuser AM
  - Monica Clare Research Fellowship
  - Queensland Business Leaders Hall of Fame Fellowship
 See page 19 for more information.
- **PCs for IKCs**  
In 2019, Ashleigh Barty and the Barty family funded a three-year project to install a desktop computer in each of Queensland's 24 Indigenous Knowledge Centres (IKCs). As at 30 June 2020, 10 IKCs have received a computer with further installations planned for 2021–22.
- **Kindred Spirits: plants and people**  
Dr Cathryn Mittelheuser AM gifted funds to create *Kindred Spirits: plants and people*, a companion publication to the *Entwined: plants and people* exhibition.

## • Curriculum Connect

Developed by State Library and supported by Gina Fairfax and Tim Fairfax AC through the Foundation, State Library developed an online learning platform that enables teachers, students, and those with a lifelong love of knowledge to access free resources linking the primary and secondary school curriculum with State Library's heritage and cultural collections. See page 28 for more information.

## • James C Sourris AM Collection

Through the generosity of James C Sourris AM and Marica Sourris, new interviews with artists Eugene Carchesio and Jennifer Herd were added to the online digital collection, and the Portrait of an Artist event series recommenced.

## • Siganto Digital Learning Workshops

Onsite workshops made possible through the support of the Siganto Foundation recommenced in April 2021, continuing to provide foundational digital literacy and ICT self-sufficiency to students from newly arrived migrant communities.

## • Tech Savvy Communities

Delivered in partnership with Telstra, Tech Savvy Communities provides an opportunity for people of all ages, cultural backgrounds and abilities in eight participating local government areas to embrace digital technology through digital literacy training, provided through their local Rural Libraries Queensland library service. This program will commence in 2021–22.

## • Deadly Threads: where did you get that shirt? showcase

Donations to the Foundation enabled the traditional Urab Dance Group from Poruma Island in the Torres Strait to travel to Brisbane and participate in the *Deadly Threads* community day. See page 23 for more information.

## Reading and writing

### • 2020 Queensland Literary Awards

Through the generosity of sponsors and donors to the Foundation, a total prize pool of \$238,500 was awarded at the Queensland Literary Awards to celebrate Australian writers and writing. See pages 11 and 24 for more information.

### • black&write! Writing and Editing Project

Aimed at addressing the under-representation of First Nations voices in the national literary canon, black&write! is supported through sponsorships and grants through the Foundation. See page 24 for more information.

The Foundation provided donors with opportunities to delve deeper into the collections through its series of **Heritage Talks** and **President's 100 Circle** events.

Foundation Patron, His Excellency the Honourable Paul de Jersey AC, Governor of Queensland, and Mrs Kaye de Jersey hosted Foundation guests at Government House in November. The Foundation gratefully received cultural gifts presented to State Library at this special event: the original sash and insignia of Sir George Ferguson Bowen GCMG PC, the First Governor of Queensland (1859–68).

## Partnerships, sponsorships and grants

Project funding secured over the past 12 months is detailed below.

Sponsorships (cash and in-kind) are entered into through formal agreements which outline agreed revenue to State Library.

Grants are provided through a competitive application process and assessed on merit, with revenue provided at the grantor's discretion.

Total revenue received from sponsorships and grants via the Foundation in 2020–21 was \$461,566. In-kind revenue received is reported in Note B1-2 of the Financial Statements (see page 52).

### Tech Savvy Communities

An initiative of State Library of Queensland and Telstra. This program will commence in 2021–22.

### black&write! Writing and Editing Project (see page 24)

Grantors: Copyright Agency Cultural Fund, the Australian Government through the Australia Council, The Lionel & Yvonne Spencer Trust, and Brian J Sutton Charitable Trust

### Queensland Literary Awards (see page 24)

Major partner: Queensland Government

Category sponsors: The University of Queensland, Griffith University, University of Southern Queensland, *The Courier-Mail* and Copyright Agency Cultural Fund

Principal benefactors: Jenny Summerson and Susan Hocking and Ian Mackie, and their family, through The Hocking Mackie Fund, a giving fund of APS Foundation

Supporters: UQP and Queensland Writers Centre

### Queensland Business Leaders Hall of Fame (see page 27)

Founding partners: QUT Business School, State Library of Queensland, Queensland Library Foundation

Principal sponsor: Pitcher Partners

Television sponsor: Channel 7

Major sponsors: Morgans, NAB, RACQ

Supporters: Brisbane Convention and Exhibition Centre, Clovely Estate, Newstead Brewing Co, 55 Comms and *The Courier-Mail*

## Council members, attendance, remuneration and expenses

Four Queensland Library Foundation Council meetings were held in 2020–21. The table below outlines all council members, appointment terms, meeting attendance in 2020–21, remuneration and expenses.

	MEMBER		MEETINGS 2020-21		APPROVED ANNUAL, SESSIONAL OR DAILY FEE	APPROVED SUB-COMMITTEE FEES, IF APPLICABLE	ACTUAL FEES RECEIVED
	FROM:	TO:	ELIGIBLE:	ATTENDED:			
Ms Helen Brodie (President)	Mar 2017	May 2021	3	3	N/A	N/A	N/A
Ms Courtney Talbot (Vice-President)	Jul 2014	May 2021	3	3	N/A	N/A	N/A
Ms Helen Barnard	Oct 2019	Oct 2022	4	4	N/A	N/A	N/A
Ms Luvisa Grierson	Oct 2019	Oct 2022	4	4	N/A	N/A	N/A
Mr Michael Hawkins <sup>AM</sup>	Sep 2012	Sep 2021	4	4	N/A	N/A	N/A
Mr Tony Kinivan	Oct 2019	Oct 2022	4	4	N/A	N/A	N/A
Mr Ken MacDonald <sup>AM</sup>	Oct 2019	Oct 2022	4	4	N/A	N/A	N/A
Ms Julie Mannion	Jul 2012	Jul 2021	4	4	N/A	N/A	N/A
Mr Neil Summerson <sup>AM</sup>	Jul 2014	Jul 2023	3	2	N/A	N/A	N/A
Library Board of Queensland Chairperson (or Deputy Chairperson as proxy) (Professor Andrew Griffiths/ Emeritus Professor Tom Cochrane <sup>AM</sup> )	N/A	N/A	4	3	N/A	N/A	N/A
State Librarian and CEO (Ms Vicki McDonald <sup>AM</sup> )	N/A	N/A	4	4	N/A	N/A	N/A
Total out of pocket expenses:							\$1,764

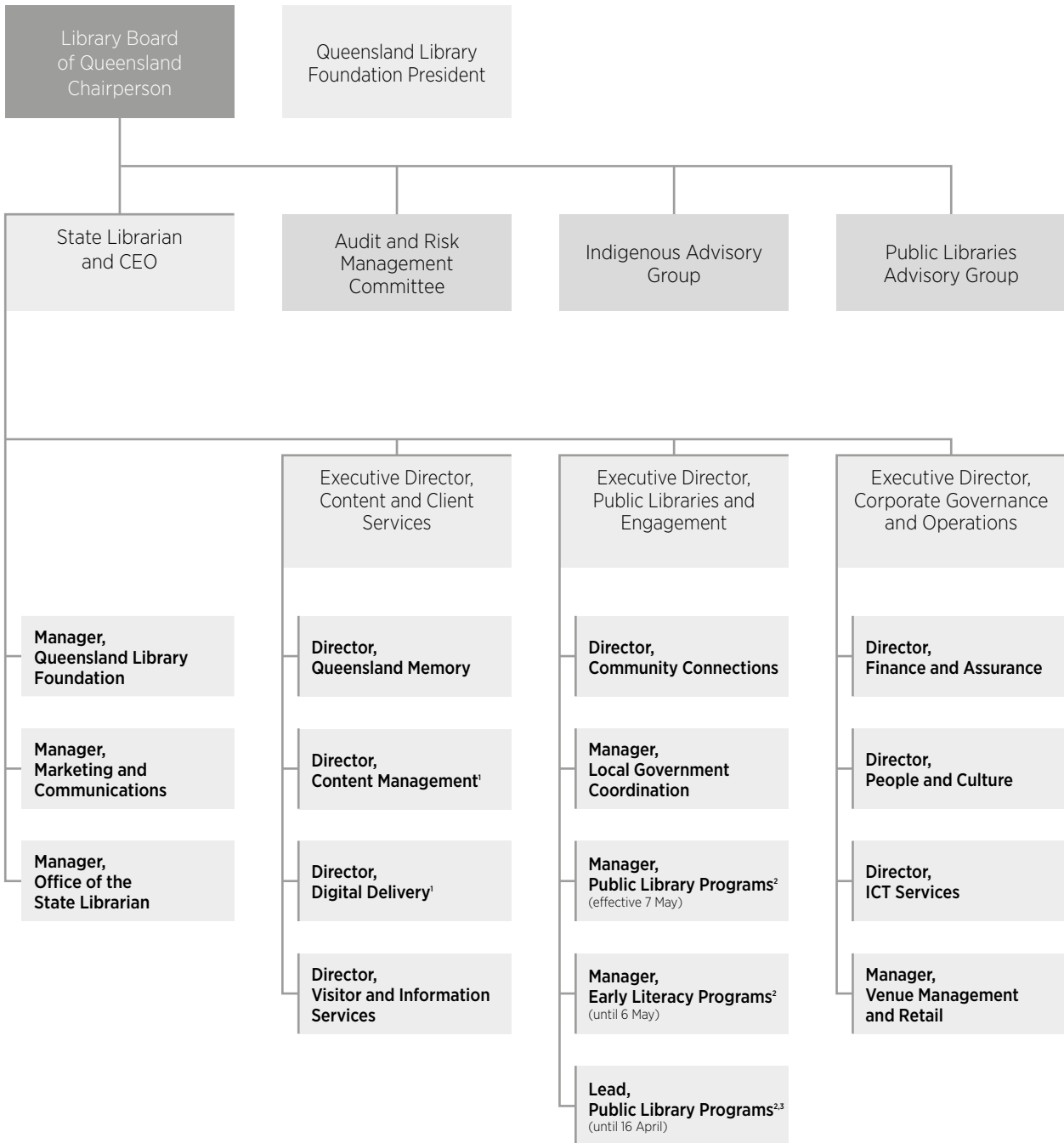
- Notes:
- The terms of the President and Vice-President expired on 14 May 2021. As at 30 June 2021, the roles of Queensland Library Foundation President and Vice-President are vacant.
  - Mr Neil Summerson's <sup>AM</sup> second term expired on 6 July 2020. He was reappointed for a third three-year term from 21 September 2020.

The Foundation was established by the Library Board of Queensland (the Library Board) under the powers defined by the *Libraries Act 1988* (Qld). It is a not-for-profit company, Limited by Guarantee, registered under the *Corporations Act 2001* (Cth). Since 2002–03, the Foundation's financial statements have been consolidated into those of the parent entity, the Library Board, in accordance with Australian Accounting Standards.

# ORGANISATIONAL STRUCTURE

AS AT 30 JUNE 2021

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**Explanatory notes:**

1. The Director, Content Management role has been vacant since 14 April 2020 following the transfer of the incumbent to the Director, Digital Delivery role.
2. From 17 January 2020 to 6 May 2021, the Manager, Public Library Programs role was temporarily split to two roles: Manager, Early Literacy Programs and Lead, Public Library Programs.
3. The role of Lead, Public Library Programs ceased on 16 April 2021.