

PART 3

OUTCOMES IN 2019-20

STRATEGIC AND OPERATIONAL PLANS 2019-23

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. In accordance with the *Libraries Act 1988* (Qld), State Library aims "to contribute to the cultural, social and intellectual development of all Queenslanders".

VISION

Inspiring possibilities through knowledge, stories and creativity.

OUR ENDURING VALUES

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

GUIDING BEHAVIOURS

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

OBJECTIVES

Trusted content — collect, preserve and provide access to trusted content

- Intentionally collect a trusted record of Queensland.
- Encourage and collaborate on research to deepen knowledge.
- Seek diverse stories.
- Engage with people as seekers and creators.
- Preserve the collection for future generations.

We will measure success through:

- the number of additions to the collection, demonstrating we are actively collecting a record of Queensland
- the use of content, demonstrating the value of what we collect and provide access to.

To achieve this goal, we will:

- strengthen the focus on digital content to meet legal deposit obligations
- implement digital preservation strategies and practices
- complement our contemporary focus by building our capability in collecting and interpreting rare printed and original materials.

Performance indicators	Target
Number of additions to the collection	41,000
Use of content	16.5 million

Shared experiences — grow our audience through rewarding experiences

- Improve access, so it's easier to find and use information.
- Scale services to reach new audiences.
- Advocate for public libraries and partner with local government to enable a thriving network of public libraries and Indigenous Knowledge Centres.
- Focus on interactions — where clients can create and participate.
- Seek opportunities to promote literacy in all its forms.

We will measure success through:

- the number of visits onsite and online, demonstrating that we are providing valuable collections, services and programs statewide
- the number of new members, demonstrating that we are reaching new audiences
- the number of visits to public libraries, demonstrating a thriving statewide network.

To achieve this goal, we will:

- celebrate the International Year of Indigenous Languages with a major program of activities
- activate our reach and engagement to provide new opportunities to experience our collections and services
- partner with local government to realise the potential of public libraries and Indigenous Knowledge Centres.

Performance indicators	Target
Visits onsite and online	3.9 million
Number of new members	35,000
Visits to public libraries	22 million

Future-focussed people and processes

- A culturally diverse workforce, with different skillsets, experiences and thinking styles.
- Attract investment and partnerships.
- Share, understand, and challenge our own and others' work so we continue to transform.
- Evaluate our services and share compelling stories of impact.

We will measure success through:

- the percentage of customers who are satisfied with our collections, services and programs, demonstrating the effectiveness of our people and processes
- the average staff cost per visit, demonstrating the efficiency of our people and processes.

To achieve this goal, we will:

- review recruitment strategies to ensure we have the right people with the right skills
- deepen our commitment to reconciliation through the delivery of the Aboriginal and Torres Strait Islander cultural competency program
- achieve secure, reliable and flexible digital technology and services that meet our current and future business needs
- optimise commercial activities and revenue streams.

Performance indicators	Target
Customer satisfaction	95%
Average cost per visit	≤ \$7.50

There were no modifications to the Operational Plan in 2019-20.

REPORT ON PERFORMANCE

Service standards	Note	2019–20 target	2019–20 actual
Customer satisfaction	1	95%	98.2%
Increase in the efficiency	2	≤\$7.50	\$7.42
State Library onsite visits	3	1,450,000	1,149,154
State Library online visits	3	2,450,000	2,932,118
Performance indicator	Note	2019–20 target	2019–20 actual
Increased use of content	4	16,500,000	15,658,106
Visits to public libraries	5	21,870,000	21,420,810
Increased State Library membership	6	35,000	48,974
Increase in John Oxley Library collections	7	41,000	31,591
Increase in self-generated revenue	8	\$2,589,920	\$1,134,749
Participation in public programs	9	360,000	532,880
Staff engagement	10	75%	63%

Notes

- Customer satisfaction is the percentage of respondents to a rolling, year-long exit survey of onsite State Library of Queensland visitors who said they were 'satisfied' or 'very satisfied' when asked "How would you rate your overall satisfaction or dissatisfaction with today's visit?". In 2019–20, satisfaction is based on quarters one to three; satisfaction was not measured in quarter four due to the COVID-19 building closure.
- Efficiency is the average staff cost per visit to the State Library public sites and State Library-managed websites. Costs include salaries and on-costs for employees, as well as casual staff expenses.
- Targets are based on the 3,900,000 onsite and online visits performance indicator from the 2019–20 State Library operational plan. For 2019–20, the scope of this measure was expanded to include visits to the Anzac Square Memorial Galleries. Onsite visitation was interrupted on 23 March 2020 when State Library closed due to the impact of COVID-19.
- This measure reports on the use of physical, digital and eresources (licensed content). Physical collection usage was affected by the closure of State Library on 23 March 2020 as a result of COVID-19.
- The figure shown is for the period 2018–19. The 2019–20 figures will not be available until September 2020.
- New members are significantly higher due to an increased focus on promoting the benefits of membership, particularly for accessing online collections and services, in response to COVID-19 closures in 2020.
- The 2018–19 result was significantly higher than the target because of the Corley Collection, which added more than 60,000 items to the State Library collection. While the 2019–20 actual is below target, this is due to a focus during COVID-19 to conduct metadata clean-up and migration of digitised content to Rosetta (State Library's digital preservation repository). Furthermore, 93,209 pages of Queensland newspapers (not included in this measure) were digitised and made available via Trove, significantly increasing access to Queensland content.
- Self-generated revenue for 2019–20 was adversely affected by COVID-19. With the closure of the State Library building from 23 March 2020 all venue hire was cancelled.
- As a result of COVID-19, quarter four did not include onsite delivery of public programs. The final results reflect a successful pivot to digital delivery of planned programming, implementation of new online programming, and the resulting expanded reach and participation.
- The result for this measure is based on the percentage of State Library staff members who are predisposed to say positive things about State Library, would recommend State Library as a great place to work and strive to help the organisation succeed, indicating positive engagement with State Library in 2019. The 2019 result is lower than the target of 75%, which was influenced by 26% of staff indicating a neutral response. It is important to note State Library is higher than the Queensland public sector average of 58%, with the percentage of staff indicating an unfavourable response relatively low.

There were no directions given by the Minister for the Environment and Great Barrier Reef, Minister for Science and Minister for the Arts in 2019–20.

STRATEGIC OBJECTIVES

TRUSTED CONTENT — COLLECT, PRESERVE AND PROVIDE ACCESS TO TRUSTED CONTENT

INTENTIONALLY COLLECT A TRUSTED RECORD OF QUEENSLAND

Content Strategy

A revised Content Strategy providing the framework for collection activities at State Library of Queensland was approved by the Library Board of Queensland in February. Following an audit of National and State Libraries Australia (NSLA) collection policies, the policy sets a nationwide standard.

COVID-19 collecting

As part of a COVID-19 collecting plan, a series of acquisitions were made to record diverse experiences across the state. Key websites and Twitter accounts were targeted for capture via the national Pandora web archive, and a public call-out was initiated to collect COVID-19 material including signage, flyers and emails.

State Library engaged photographers to capture pivotal moments around the state, including the work of frontline health workers from South East Queensland hospitals and scenes at the border between Queensland and New South Wales.

The impact of COVID-19 was also captured in regional centres including Rockhampton, Toowoomba, Dalby, Roma, Mitchell, Charleville, Longreach, Barcaldine, Emerald and Maryborough. To date, State Library has collected 1,200 images reflecting the impact of COVID-19 from 15 different photographers.

In conjunction with ABC Radio Brisbane, a crowd-sourced Quarantine Quilt — made up of squares created by listeners during Queensland's COVID-19 lockdown — will be added to State Library's collection later in 2020.

New Information Collections

Knowledge Unlatched Open Research Library, a new subscription for Information Collections, was made available in December. The subscription provides clients with access to more than 20,000 open access books in humanities and social sciences and includes a range of languages. This is in line with State Library's commitment to support open access initiatives and the growth of open access scholarly works.

To expand access to quality online resources during COVID-19 restrictions, Like a Photon Creative's reading app Kindergo was made available as part of First 5 Forever on 1 June. The Kindergo app offers high quality, curated picture books for children aged two to seven and their families in an immersive digital platform.

Acquisitions

State Library acquired several significant historical items including a document signed by Queen Victoria recommending Sir George Bowen for the appointment of Governor at Moreton Bay. A rare 1843 publication, *Sailing Directions for the Inner Route to Torres Strait from Break Sea Spit to Booby Island* by Captain Philip Parker King, was also added to the collection.

Key Twitter accounts were captured for posterity including Queensland Police Commissioner Ian Stewart's account from 31 October 2012 to 7 July 2019.

Items that reflect experiences of Aboriginal and Torres Strait Islander communities were also added to the collection, including 570 images taken in Kowanyama by documentary photographer Craig Holmes in the 1970s and 1990s. A video of Guugu Yimithirr man Harold Ludwick telling the 'shore to ship' account of events during repairs to the *Endeavour* in 1770 from the perspective of the local Aboriginal people was commissioned for the *Spoken* exhibition.

Several key artworks by prominent Queensland artists have been acquired for the collection, including works by Jan Jorgensen, Vida Lahey and Ray Crooke of Red Hill, Canungra and Cairns respectively, as well as the significant archives of artists Madonna Staunton and Noela Hills. Luke Roberts' donation of the Pope Alice Archive was an exciting addition to the collection.

Voices of Queensland children have been collected with the acquisition of the research output of the Growing up in Queensland project by the Queensland Child Protection Commission of Inquiry.

National edeposit

In August, State Librarian and CEO Vicki McDonald AM joined Federal Minister for Communications, Cyber Safety and the Arts, Paul Fletcher MP at a launch event for the National edeposit service (NED) hosted by the National Library of Australia. NED is a collaboration of NSLA to transform the collection, management, preservation and access of digital legal deposit publications. By June, more than 4,200 digital files for Queensland publications were deposited in NED and made available via State Library's catalogue.

ENCOURAGE AND COLLABORATE ON RESEARCH TO DEEPEN KNOWLEDGE

Queensland Memory Awards

Sixty-five applications across all fellowship and award categories were received for the 2020 Queensland Memory Awards. Recipients were announced online on 9 June, and included the inaugural Monica Clare Research Fellow, awarded to an Aboriginal and/or Torres Strait Islander researcher. Another new award, the State Library of Queensland Medal, recognised the valuable contribution and dedication of a former staff member and their work at State Library. Minister for the Arts, the Honourable Leeanne Enoch MP congratulated the recipients in a video message.

2020 Queensland Memory Awards winners:

- **John Oxley Library Fellowship (\$20,000 plus 12-month residency):** Dr Deb Anderson and Associate Professor Kerrie Foxwell-Norton for their project *The women of the Great Barrier Reef: the untold stories of environmental conservation in Queensland*
- **John Oxley Library Honorary Fellowship (12-month residency):** Allison O'Sullivan for her project *In their own words: women diarists of colonial Queensland*
- **John Oxley Library Award:** Joanne Tapiolas for *Footprints of Italian prisoners of war*
- **John Oxley Library Community History Award (\$5,000):** Herberton Mining Museum and Visitor Centre. The museum has created a community research room and a collections operation centre which includes a dedicated archives space and new archival storage
- **Mittelheuser Scholar in Residence (\$15,000 plus 12-month residency):** Meredith Garlick for her project *Reel times: thirty years of Queensland filmmaking (1990–2020)*
- **Inaugural Monica Clare Research Fellowship (\$15,000 plus 12-month residency):** Dr Fiona Foley for her project *Bogimbah Creek Mission: the first Aboriginal experiment and the Magna Carta Tree*
- **Letty Katts Award (\$5,000 plus 6-month residency):** Narelle McCoy for her project *Musicians should be heard and not seen: the life and music of Letty Katts (1919–2007) and her cultural contribution to the Australian music scene*
- **State Library of Queensland Medal:** Dianne Byrne.

Making Meaning symposium

The Making Meaning: collections as data symposium was held on 6 March, attended by 205 delegates from across Australia. The symposium featured influential and challenging speakers from the research, government, digital humanities and galleries, libraries, archives and museums (GLAM) sectors in a program including keynote presentations, panel conversations and lightning talks. International speakers included Mauricio Giraldo (Colombia) and Chris McDowall (New Zealand). Coinciding with Open Data Day 2020, the symposium raised awareness of the potential of collections as data and contributed to the community of practice in Australia.

Digital Collections Catalyst

Professor Keir Winesmith was announced as the inaugural Digital Collections Catalyst in Residence. The residency was established to facilitate creative applications for State Library's digital collections and collections data. Professor Winesmith received \$15,000 to develop a digital experience that uses machine learning to model a future Brisbane through an interactive mapping interface.

Audience research

Visitor research was conducted onsite and for the first time included online visitor surveying to provide insights that support planning, decision-making and evaluation of visitor experience and engagement strategies. Morris Hargreaves McIntyre conducted the audience research using their Visitor 360 methodology.

ARC grants

In July, the Australian Research Council (ARC) confirmed funding of \$252,000 over three years for the joint project Queensland Atlas of Religion, to be delivered in partnership with The University of Queensland's School of Historical and Philosophical Inquiry. The project aims to capture Queensland's religious diversity, growing the representation of cultural and linguistically diverse communities' experiences through their faith. In January, three PhD students were appointed to the project.

SEEK DIVERSE STORIES

Plantation Voices

(EXHIBITION), 16 FEB – 8 SEP 2019

The *Plantation Voices* exhibition brought to life the stories of Australian South Sea Islanders — descendants of South Sea Islanders — who were sourced as cheap labour for the Australian sugar and cotton industries between 1863 and 1904. Many were blackbirded, kidnapped or tricked to work on plantations all along the Queensland coastline as indentured labourers.

Sixty-two thousand indentured labour contracts were issued to Islanders over a 40-year period, and by the early 1900s some 10,000 South Sea Islanders took up residence in Queensland. Historical accounts were interwoven with voices of contemporary Australian South Sea Islanders exploring not only the government practice of repatriating South Sea Islanders to their home islands, but also of repatriating the words and experiences of the first generation of Islanders to their descendants. There were 4,113 onsite visits plus 258 online visits to the exhibition from February to September.

I Heard it on the Radio: 25 years of 98.9FM Murri Country

(SHOWCASE), 4 MAY – 6 OCT 2019

Marking 25 years on air for Brisbane Indigenous Media Association (BIMA) 98.9FM, *I Heard it on the Radio* was a collaborative showcase highlighting the significance of Indigenous-owned media, particularly radio. Taking visitors on the historic journey to create 98.9FM, the showcase demonstrated the importance of radio in providing a voice to the Brisbane Indigenous community — to share music, stories, local activities and to be used as a tool for education and reconciliation. There were 8,006 onsite visits plus 260 online visits to the showcase from May to October.

Meet me at the Paragon

(EXHIBITION), 27 SEP 2019 – 15 MAR 2020

Meet me at the Paragon told the stories of Greek families and their iconic cafes in Queensland.

From densely populated cities to one-street settlements in the far west and tropical north, almost every town in Queensland had a Greek cafe — most had multiple. This popular exhibition highlighted the opportunities that a humble Greek cafe afforded young migrants and their families during the golden age of the Greek cafe in the 1930s, 1940s and 1950s. Their stories were unearthed and added to the collection ensuring they can be heard long after the shops and their proprietors are gone. There were 16,858 onsite visits plus 4,067 online visits to the exhibition.

Following the success of the exhibition, State Library acquired a rich collection of oral histories conducted by historian Denis Conomos. Consisting of 190 interviews, the collection includes many conversations in Greek, which have been transcribed and translated by the donor.

Jarjum Stories

(SHOWCASE), 19 OCT 2019 – 10 MAY 2020

Jarjum Stories celebrated Aboriginal and Torres Strait Islander children's books, highlighting the role of storytelling in sharing language, cultural knowledge and moral lessons across generations.

The colourful showcase revisited childhood favourites *The Rainbow Serpent*, *Stradbroke Dreamtime* and *The Legends of Moonie Jarl* plus some of the earliest Aboriginal and Torres Strait Islander children's books published in Queensland. It featured translations of Eric Carle's *The Very Hungry Caterpillar* by the Yuwiburra language group of Mackay — a project supported by the Queensland Library Foundation through Crowd Giving — and *Jingeri Jingeri*, a storybook created by Mt Tamborine State School students in collaboration with Yugambah Museum and author and illustrator Gregg Dreise. There were 17,823 onsite visits plus 1,276 online visits to the showcase.

Jarjum Stories Live! was launched after the COVID-19 building closure and proved popular. Delivered via Facebook Live, the online program featured guest First Nations storytellers reading an Aboriginal or Torres Strait Islander storybook. Minister for the Arts, the Honourable Leeanne Enoch MP delivered a session on 30 April. The series had around 29,000 total video views, with an average of 2,600 per session.

Closed early on 23 March due to COVID-19 building closure.

Spoken: celebrating Queensland languages

(EXHIBITION), 21 NOV 2019 – 19 APR 2020

Opening in the International Year of Indigenous Languages and also launched as a virtual experience during COVID-19 restrictions, the *Spoken: celebrating Queensland languages* exhibition explored the survival and revival of Aboriginal and Torres Strait Islander languages.

Though 125 languages were once spoken in Queensland, approximately 50 remain active today. *Spoken* featured the exciting work of six Queensland communities reawakening their traditional languages: Wik (Aurukun), Guugu Yimithirr (Hope Vale), Yuwibara (Mackay), Yugambah (South East Queensland), Kala Lagaw Ya and Miriam Mir (Torres Strait Islands) and Kuungkari, Bidjara, Iningai, Wangkangurru and Yarluyandi (Central West Queensland region).

Spoken offered an alternative retelling of the prevailing colonial narrative, placing rare historical records alongside the inspiring work of contemporary Aboriginal and Torres Strait Islander communities who tell their own language stories through art, song and creativity. James Cook's *Endeavour* Journal, on loan from the National Library of Australia, was a key feature, documenting the first 130 Aboriginal words ever recorded by Europeans in the Guugu Yimithirr language. This was complemented by the Guugu Yimithirr perspective, told by Harold Ludwick, of early interactions with the foreign explorers.

Spoken contextualised language through its history, truth telling, evolution, translation, and revival across Queensland, and the important role language plays in culture and identity. There were 10,402 onsite visits and 5,272 online visits to this exhibition.

Closed early on 23 March due to COVID-19 building closure.

Big Voices: children's art matters

(EXHIBITION), 4 APR – 18 OCT

Drawing from the renowned Dr Barbara Piscitelli AM Children's Art Archive, *Big Voices* delves into the world of children. Through their art, the exhibition provides insight into how children see themselves, their lives, their rights and their futures. It also supports the United Nations Convention on the Rights of the Child, ratified by Australia in December 1990, which states that "Children have the right to share freely with others what they learn, think and feel, by talking, drawing, writing...".

The exhibition was due to open a few days after the library was closed to the public due to COVID-19 restrictions. In place of a public opening, content from the exhibition was made available online and a social media campaign was launched to encourage engagement, with more than 200 public contributions using **#slqbigvoices**. To date, 1,762 visits to the online content have been recorded.

Scheduled opening dates postponed due to COVID-19 building closure.

James C Sourris AM Collection / Portrait of an Artist

State Library interviewed Aboriginal artist Laurie Nilsen before he sadly passed away on 6 March 2020. This recording will be added to the James C Sourris AM Collection, complementing other recent interviews with a range of notable artists including Andrew Arnautopoulos, Joe Furlonger and Bonita Ely. The third and final Portrait of an Artist event for 2019 was held on 11 October, a retrospective of Gordon Shepherdson's career. In total, 273 people attended the three Portrait of an Artist events over 2019. Interviews are available to view online.

ENGAGE WITH PEOPLE AS SEEKERS AND CREATORS

Collection usage

Digital collection items were viewed more than 15.6 million times in 2019-20, and significant increases were noted during the COVID-19 building closure. Supporting State Library's strategy to expand the availability of collection items on external platforms, there were nearly three million views of photograph collection items on the Flickr Commons platform.

Open Data Strategy

The Open Data Strategy Action Plan 2019-20 outlined the specific activities to achieve State Library's open data goals for 2019-20. Of 17 planned activities, 12 were completed and four are underway. Thirteen of 18 new or updated datasets were released and another two were partially completed. The sold-out Making Meaning: collections as data symposium trended in the top ten hashtags on Australian Twitter on the day it was hosted. State Library's Open Data Pathway maturity assessment, developed by the Open Data Institute, reported an overall score increase of 16%, with improvements in three categories on last year.

Queensland Business Leaders Hall of Fame

The Queensland Business Leaders Hall of Fame is a multi-faceted project presented in partnership between QUT Business School, State Library and the Queensland Library Foundation. In 2019-20:

- 888 people attended the 2019 annual Induction Dinner
- four Game Changers talks for aspiring and emerging entrepreneurs were held, with 350 people attending in person and more than 3,200 viewing online (onsite delivery of the 30 April and 24 June events was cancelled due to the COVID-19 building closure)
- six new business leaders were inducted into the Hall of Fame, and their oral histories and digital stories were added to State Library's collection
- 247 people attended lunch events held at the Brisbane Club
- 2019 Queensland Business Leaders Hall of Fame Fellowship recipient Rutian Mi published three guest blogs for State Library and an in-depth interactive timeline on the history of Chinese business in Queensland.

Corley Explorer

The Corley Explorer online collection of house photos, created as part of the 2019 *Home: a suburban obsession* exhibition, remained popular. In 2019-20, users added description tags to about 20% of the collection (bringing the total tagged collection to 44%), added address details to around 23% of the collection (bringing the geotagged collection to more than 64%), and added another 510 personal stories about photos in the collection.

PRESERVE THE COLLECTION FOR FUTURE GENERATIONS

Digital preservation activities

Digital and digitised collection items were added to the Rosetta repository, now containing 143,344 preserved items. The process involves a range of activities to enhance access and preservation for future use.

Daintree painting conservation research

A project to conserve a collection of photographic artworks by early Queensland photographer Richard Daintree was made possible through generous donations at the Queensland Library Foundation's Crowd Giving event in 2019. The first phase involved considerable research on the techniques used to create the hand-painted photographic works. Technical analysis has commenced, and condition reporting and comparison of photomicrographs has been completed. New equipment has been purchased to enable specialised infrared and ultraviolet fluorescence photography of the items. The project has been delayed due to COVID-19 restrictions but will continue in 2020-21, and research outcomes will be shared.

Reel Rescue

The Queensland Library Foundation's Reel Rescue project seeks to fund the digitisation of vulnerable films in a collection of more than 4,000 films and videos, some dating from the early 20th century. The project started in 2018 and has led to the digitisation of more than 100 motion picture films this year, ensuring their long-term preservation and access. Films include *Robert Stewart home movies (31004)*, a collection of 16 home movies documenting the Stewart family and their lives through successive family houses at Manly, Bulimba, Pimpama and Annerley. Also digitised were the *Gumahah Station home movies (31677)* showing the Gardiner family and their sheep and cattle station in the far south west region of Queensland.

STRATEGIC OBJECTIVES

SHARED EXPERIENCES — GROW OUR AUDIENCE THROUGH REWARDING EXPERIENCES

IMPROVE ACCESS, SO IT'S EASIER TO FIND AND USE INFORMATION

Library from home

During COVID-19 lockdowns in Queensland, State Library of Queensland promoted the membership benefits available online, anytime, anywhere. New members between April and June were 30% higher compared to the same period last year, with many people taking advantage of free access to databases. Online streaming of independent films via Kanopy increased by over 260% in 2019–20. During the closure of State Library and Queensland public libraries, access to Ancestry.com was extended from onsite only to allow members to use the database from home, resulting in a 42% increase in usage in 2019–20.

Learn from home

A curated webpage of online collections and exhibitions, videos and accompanying curriculum resources supported students, teachers and parents while learning from home. A new 'play with our collections' feature offered fun online games and quizzes featuring Queensland collections.

How to videos

New videos demonstrating how to use State Library's One Search catalogue were created to assist clients with searching and requesting collection items. These guides were among the top ten most watched State Library videos throughout the year.

AustLang

To mark the International Year of Indigenous Languages, State Library added AustLang codes to a range of collection records, showcasing Indigenous language content. The initiative means catalogue users can now search individual Indigenous languages. There are 223 individual languages or dialects now accessible in the State Library catalogue.

Building a better online presence 2

Following on from work in 2018–19, the Building a better online presence 2 (BABOP) project advanced the redevelopment of State Library websites. A number of microsites were integrated into State Library's website to improve the user experience and consistency of branding. Additions included First 5 Forever, Queensland Library Foundation and Queensland Literary Awards. State Library blogs are also now integrated with the website, providing greater visibility of this content and a consistent experience for clients.

Colonial Secretary digitisation

The Colonial Secretary's correspondence (1822–60) is one of the most valuable sources on the history of the Colony of New South Wales. The collection includes letters about the early settlement of Moreton Bay before 1859 when Queensland became a separate colony. It has been digitised from microfilm copies to facilitate access for researchers and historians as Queensland approaches the bicentenary of settlement in 2023.

Online membership for Regional Libraries Queensland and Indigenous Knowledge Centres

Following the closure of public libraries for COVID-19, State Library facilitated online registration for Rural Libraries Queensland (RLQ) libraries and Indigenous Knowledge Centres (IKCs). This gave regional Queenslanders the ability to join their local library remotely and gain immediate access to online resources like ebooks, emagazines and emusic.

SCALE SERVICES TO REACH NEW AUDIENCES

Anzac Square Memorial Galleries open

The Anzac Square Memorial Galleries opened to the public on 2 July. State Library is responsible for the visitor services provided in the 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.

The official opening of Anzac Square was held on 28 August by the Premier of Queensland, Anastacia Palaszczuk MP. At the event, the Premier met with staff involved in the redevelopment and viewed the exhibitions.

The Brisbane Open House event held on 13 October attracted 173 people to Anzac Square Memorial Galleries. George Phillips, Practice Director of Tanner Kibble Denton Architects, delivered three presentations giving his perspective on the recently completed restoration and enhancement of Anzac Square.

Average visits to the Memorial Galleries were 312 per day.

Anzac Day

Anzac Day commemorations have been an important part of Australia's history since parades first began in 1916. In 2020, Anzac Square Memorial Galleries along with all public Queensland War Memorials were closed due to COVID-19 restrictions.

A 'Commemorate differently' campaign was initiated encouraging Queenslanders to use a new voice-activated application to listen to moving memories from First World War, Second World War and post Second World War experiences, and to engage in a range of commemorative activities. The application was commissioned by State Library and developed by Alkira Software featuring digital content curated by State Library for Anzac Square Memorial Galleries. Users were also able to request a poppy be laid at Anzac Square, hear *The Last Post* and be led in a minute's silence on Anzac Day. Users submitted 265 requests to place poppies in the galleries. The app was awarded a Silver 2020 Brisbane Design Award in the Digital – Expanded Service or Application category.

Brisbane Open House

Brisbane Open House promotes Brisbane's diverse urban fabric and has added great value to the cultural life of Queensland residents. The program celebrated its tenth anniversary in 2019 and, as an award-winning Queensland building, State Library contributed a unique experience. Nine tours were offered, attracting more than 145 attendees. Tours provided a rare behind-the-scenes glimpse of some of State Library's most significant features and back-of-house facilities.

Oral History Conference

Oral History Australia (OHA) and Oral History Queensland presented a conference in partnership with State Library from 10 to 13 October. The event coincided with the International Year of Indigenous Languages and the 40th anniversary of OHA. In both the opening and closing plenaries, 140 delegates heard of the need for oral history practitioners to better appreciate the ethical issues involved in working with Indigenous communities and to properly acknowledge the knowledge-holders sharing their stories. The conference featured workshops on podcasting and interpreting memories, an oral histories of the future forum, lightning presentations and several performances based on historical stories. It also profiled State Library's project using oral history and digital storytelling to record Queensland's cultural heritage.

Winter Festival

More than 5,400 children and families participated in the Winter Festival and The Corner activities over the July holiday period. Featured programs included Morning of Music on the Queensland Terrace, enjoyed by more than 500 children and families, and writing workshops delivered in partnership with the Queensland Writers Centre.

Summer Festival and Summer Night

The 2019-20 Summer Festival program offered opportunities for children, young people and families to engage in a variety of creative experiences over the summer holiday period.

Highlights included the introduction of Summer Night at State Library: an up-late event for children and families to explore the library after hours. The festival included three weeks of workshops and drop-in activities across all age groups, story and music sessions in kuril dhagun, and making opportunities in the Knowledge Walk. The 2020 program attracted a record participation of 24,181, a 14% increase from the previous year.

Brisbane Writers Festival

State Library has been the home of the Brisbane Writers Festival since 2007. From 3 to 8 September, crowds of book lovers, school groups and writers from all over the world flocked to State Library to explore the theme 'This way humanity'. The heart of the festival was illuminated with the exquisite creation of a space from the Queensland classic, *Tirra Lirra by the River* by Jessica Anderson.

Teachers and Librarians Symposium: Share the Vision

The inaugural Teachers and Librarians Symposium was held at State Library on 22 July. The symposium brought together more than 130 education professionals for networking and professional development, hosting speakers who addressed topics unique to school libraries.

ADVOCATE FOR PUBLIC LIBRARIES AND PARTNER WITH LOCAL GOVERNMENT TO ENABLE A THRIVING NETWORK OF PUBLIC LIBRARIES AND IKCS

Fresh Start for Indigenous Knowledge Centres

The Fresh Start for Indigenous Knowledge Centres (IKCs) program continued to progress the amalgamation of the IKC and Rural Libraries Queensland (RLQ) collections and online catalogue, with another 14 IKCs across Queensland receiving new collections this year. A total of 11,600 items were despatched as part of the program and new books are regularly supplied to IKCs to supplement their collections. IKC collections now consist of a variety of genres and formats including adult and junior fiction, beginner readers, DVDs and non-fiction publications.

Developed new Standards and Guidelines for Queensland public libraries

New *Queensland Public Library Standards and Guidelines* were developed in accordance with the guiding principles (section 1B) and functions (section 20) of the *Libraries Act 1988* (Qld) to assist Queensland local governments in the planning and development of library services. The new standards and guidelines were approved by the Library Board in June, with a training program due to commence in 2020–21. Developed in consultation with the Queensland public library network, the new standards and guidelines are future-focussed, reflect contemporary library practice, and encourage the planning and development of high-quality 21st century library services. They establish a contemporary benchmarking framework that councils use to support reporting and compliance obligations, self-assessment, benchmarking, planning and improvement. They promote the advancement and effective operation and coordination of public libraries throughout the state alongside the Service Level Agreements and *Realising our potential: A vision for Queensland public libraries (the Vision)*.

Developed the Realising our potential toolkit for public libraries

State Library has developed a suite of strategic resources to support the implementation of the public library vision.

Developed with the feedback of Queensland public library staff, the Enabling the Vision Toolkit is an interactive document comprising practical tools to support public library and IKC project planning, strategic thinking, communications and community engagement.

The toolkit is available to download on the Public Libraries Connect website.

Refreshed Public Libraries Connect website

The Public Libraries Connect website was refreshed in early 2020, and is a hub for Queensland public library staff to access information on grants, collections and professional development, keep up-to-date with news and opportunities, and connect with State Library and the network. The new features include improved functionality, refreshed content and a clean design. Images were commissioned by State Library and feature public library and Indigenous Knowledge Centre staff and libraries from across the state.

Triennial review of the Public Library Grant and First 5 Forever grant methodologies

The Public Library Grant and First 5 Forever methodologies determine how funds are allocated to Queensland local governments to support the development of high-quality library and library-related services.

Work has commenced on the triennial review of the methodologies, including an independent review of the population-based formulae by which direct allocations are made to Independent, RLQ and IKC services from the Public Library Grant and First 5 Forever funding.

The methodology is reviewed triennially to ensure Queensland Government strategic priorities are addressed and there is equity in the provision of funding to local government to support public library services in Queensland.

Following the review of the grant formulae, consultation with stakeholders will be conducted providing an opportunity for all views to be considered and for issues and opportunities to be addressed.

FOCUS ON INTERACTIONS — WHERE CLIENTS CAN CREATE AND PARTICIPATE

Fun Palace

The fourth annual Fun Palace event was held on 6 October offering 50 activities for families and young people. Activities included t-shirt printing, comic book making, exploring the Indigenous history of the Brisbane region through virtual reality, and the world premiere screening of Universal's children's feature *The Wishmas Tree*, produced by Queensland company Like a Photon Creative. Over the four-hour event, more than 3,000 engagements with visitors were recorded.

Exhibitions-related programming

- **Behind the Lines and Swings and Roundabouts:** A zine (electronic magazine) workshop series was held to complement the cartooning exhibitions, *Behind the Lines and Swings and Roundabouts*. Over four sessions, 15 attendees collaborated to create a collective zine that was published at the conclusion of the program. The zine is now part of State Library's collection.
- **Meet me at the Paragon:** During the exhibition, walking tours were offered in collaboration with Brisbane City Council's Brisbane Greeters program. Starting at the exhibition, participants were taken on a guided tour through the Brisbane CBD where Greek cafes once stood. Seventy-five walkers participated across five tours.
- **Spoken: celebrating Queensland languages and Jarjum Stories:** To accompany the *Spoken* exhibition and *Jarjum Stories* showcase, State Library collaborated with music teachers, students, Yuggera Elders and music producer Megan Thompson to produce *Yuggera Djarra-Na*, a song that acknowledges First Nations. The song is about what we hear, see and smell in Yuggera country. A 40-strong flash mob performed the song on 23 November in the Knowledge Walk. As well, a Seedlings project created an opportunity for a small collective of First Nations artists from Queensland Performing Arts Complex (QPAC) to develop a creative process for their Clancestry event. Three workshops were also held to explore State Library's Indigenous languages collections.
- **I Heard it on the Radio:** This showcase was complemented by two Night by the Fire events with artist Laurie Nilsen, who has a long affiliation with 98.9FM. The events attracted 38 attendees. State Library also held Growing up 98.9FM with family members of BIMA's founders (25 attendees), Kid's Country Hour with Jhindu Lawrie (15 attendees) and a joint promotion at the NAIDOC Musgrave Park Family Fun Day (270 attendees).
- **Big Voices: children's art matters:** This exhibition was due to open just after the State Library COVID-19 closure. During the closure, a curator's sneak peek video was released and a social media campaign inviting followers to contribute their children's art was launched. Digital workshops led by State Library conservators on preserving children's art were attended by 82 participants.

Queensland Literary Awards

The 2019 Queensland Literary Awards awarded writers \$253,500 in cash prizes, fellowships and professional development. This strong investment in the literary sector creates lasting impact and cultural legacy. The 2019 awards attracted the most nominations recorded, demonstrating the vitality of the Queensland and Australian writing and publishing sectors.

2019 Queensland Literary Awards winners:

- **Queensland Premier's Award for a work of State Significance:** *Too Much Lip* (UQP) by Melissa Lucashenko
- **Queensland Premier's Young Publishers and Writers Awards:** Ella Jeffery and Ellen van Neerven
- **Queensland Writers Fellowships** (supported by the Queensland Government through Arts Queensland, State Library of Queensland, and Ian and Susan Mackie of the Hocking Mackie Fund at the APS Foundation):
 - Claire Christian for *The Invisibles*
 - Sarah Holland-Batt for *Spiral Separator*
 - Emily O'Grady for *Feast*
- **Glendower Award for an Emerging Queensland Writer** (supported by Jenny Summerson through the Queensland Library Foundation): Henry Hamlet's Heart by Rhiannon Ratcliffe Wilde
- **QUT Digital Literature Award:** *V[R]ignettes* (Mez Breeze Designs) by Mez Breeze
- **Griffith University Children's Book Award:** *The Slightly Alarming Tale of the Whispering Wars* (Allen & Unwin) by Jaclyn Moriarty
- **Griffith University Young Adult Book Award:** *Lenny's Book of Everything* (Allen & Unwin) by Karen Foxlee
- **The University of Queensland Fiction Book Award:** *Exploded View* (Text) by Carrie Tiffany
- **The University of Queensland Non-Fiction Book Award:** *An Unconventional Wife: The Life of Julia Sorell Arnold* (Scribe) by Mary Hoban
- **University of Southern Queensland Steele Rudd Award for a Short Story Collection:** *Zebra: And Other Stories* (Pan Macmillan) by Debra Adelaide
- **University of Southern Queensland History Book Award:** *An Unconventional Wife: The Life of Julia Sorell Arnold* (Scribe) by Mary Hoban
- **The Courier-Mail People's Choice Queensland Book of the Year Award:** *Adani, Following Its Dirty Footsteps: A Personal Story* (Spinifex) by Lindsay Simpson
- **Judith Wright Calanthe Award for a Poetry Collection** (supported by the Copyright Agency Cultural Fund): *Blakwork* (Magabala) by Alison Whittaker
- **David Unaipon Award for an Emerging Aboriginal and/or Torres Strait Islander Writer** (supported by the Copyright Agency Cultural Fund): not awarded in 2019. Entrants were offered development opportunities.

black&write!

In creative writing, the role of an editor is critical to guide and support writers to achieve their best work. Grant funding and philanthropic support were secured to ensure the continuation of black&write!'s nationally recognised editor training program for Aboriginal and Torres Strait Islander people. This complements the black&write! Writing Fellowships which award \$10,000, editorial development and publication opportunities to two Aboriginal and/or Torres Strait Islander writers each year. The 2020 Fellows, announced online by Minister for the Arts, the Honourable Leeanne Enoch MP, were Carl Merrison from Halls Creek, Western Australia and Eunice Day from Blackwater, Queensland. Both winning manuscripts were written for children.

Minya Birran: what now for Indigenous languages?

The Minya Birran Indigenous languages forum was held at State Library on 21 February. The event attracted 190 creatives, educators, community members and galleries, libraries, archives and museums (GLAM) sector workers. Participants contributed to an important conversation about the future of Indigenous languages and their place as a human right, while gaining skills and tools to incorporate Indigenous languages into their daily lives.

The forum placed a focus on State Library Indigenous languages programs, resources, collection items and staff expertise. This event highlighted State Library's achievements and encouraged interaction with its resources. The forum was hosted by ABC Radio National presenter Daniel Browning, featured a keynote presentation from Associate Professor Henrietta Marie AM, and included a performance from Emily Wurramara. The forum concluded with a public celebration featuring performances by five artists in seven languages. There were 200 attendees at the celebration. Fifteen attendees also attended a weaving workshop.

Human Library

State Library collaborated with the Human Library organisation to deliver a popular series of human library sessions allowing 'readers' to borrow and chat to a human book — a person with a story to share. The concept of the human library promotes tolerance and respectful conversation about difference and diversity, where difficult questions are expected, encouraged and answered. Over 70 human library conversations between 'books' and 'readers' were facilitated — firstly in person and, following the COVID-19 closure, online.

Amplify

In May, State Library offered five digitised oral history collections, with 345 recordings (over 153 hours) on Amplify, a crowdsourcing platform which publishes digital audio materials, paired with machine-generated transcripts. The platform allows users to listen to audio line by line as they correct any errors found in the computer-generated transcripts. Their contributions result in keyword-searchable, time-coded transcripts, providing greater access to collections.

DigiVol

In June, State Library diversified the volunteer transcription projects available in DigiVol (a manuscript transcription platform) with a collection of real estate maps. Volunteers were encouraged to transcribe the street names that appear on these maps. This content will be added to State Library's catalogue enabling clients to search by suburb and street name to locate digital content.

Govhack

This year, State Library participated in the nationally coordinated Govhack event, an open-data hackathon. The event was held from 6 to 8 September and focussed on the International Year of Indigenous Languages, challenging participants to better showcase Aboriginal and Torres Strait Islander language materials.

Using Aboriginal and Torres Strait Islander languages word lists, a Rockhampton team won first prize with My Place — an application using emerging technologies to promote participation in the preservation of valuable at-risk languages.

Technology for public libraries

A lendable technology project assisted public libraries and Indigenous Knowledge Centres (IKCs) in regional and remote locations to offer Science, Technology, Engineering, Arts and Maths (STEAM) programs for all ages. In 2019–20, 106 technology kits were loaned by libraries and IKCs.

An online Queensland Minecraft platform was developed by State Library allowing people across Queensland to connect and work with each other on various challenges, either from home or their public library.

SEEK OPPORTUNITIES TO PROMOTE LITERACY IN ALL ITS FORMS

First 5 Forever

The new First 5 Forever website was launched on 31 October, featuring a vibrant new look, improved navigation and a new weekly tips subscription feature. The website has received more than 174,566 page views since launch.

From 17 February to 1 May, councils with a public library or Indigenous Knowledge Centre were eligible for quick response funding through First 5 Forever Innovation Micro grants. The grants were designed to fund short-term, time-limited projects to enhance or extend existing First 5 Forever programming or enable libraries to try something new, purchase equipment and/or enhance their space. Each council was eligible for up to two grants to a maximum value of \$10,000. Twenty-seven applications were received from 18 councils (eleven Independent, six Rural Libraries Queensland, one Indigenous Knowledge Centre (IKC)). All were successful and grants to the value of \$122,929 were distributed.

The Department of Environment and Science invested an additional \$60,000 into IKCs to support First 5 Forever delivery. This funding facilitated the purchase of a range of soft furnishings to create welcoming spaces for children and families in every IKC.

The First 5 Forever Community Literacy Project enables families to share Queensland stories, songs and rhymes, and is designed to increase the capacity and capability of Queensland public library services in delivering early literacy programs for children aged zero to five and their families. Through the Community Literacy Project, high-quality and locally relevant play-based resources were distributed to public libraries for use in early literacy programming, along with supporting professional development materials. First 5 Forever Community Literacy Champions grants were distributed to five councils in February. These grants funded local projects to raise local awareness of the importance of early literacy and encourage families with children aged zero to five to connect with library services.

The Queensland Stories, Songs and Rhymes competition received 243 eligible nominations against a target of 50 entries. The competition was held to generate new Queensland stories by authors and illustrators with a connection to Queensland. Following a rigorous evaluation process, 12 books were approved to advance. The winning titles reflect the diversity of Queensland families, and include authors and illustrators from regional Queensland and Aboriginal and Torres Strait Islander communities. The book titles are currently in editorial development with authors and illustrators working with industry professional publishers and editors, including State Library's black&write! editorial team. The stories will be released through Queensland public libraries and IKCs in late 2020 and 2021 in print, electronic and audio formats.

Tech Savvy Seniors Queensland

Tech Savvy Seniors Queensland is a program delivered in partnership with Telstra to support seniors to connect and participate in the online world. The program, which aims to increase digital inclusion and help reduce social isolation, has delivered digital technology training to older people through selected public library services and IKCs across Queensland since 2016.

Between 2016 and 2019, \$1,238,942 in grant funding was distributed to 48 local government library services and IKCs to deliver the program to 28,033 seniors who participated in 5,767 free training sessions. In 2019, 1,855 sessions were delivered to 7,552 older Queenslanders in 21 regional councils through their public libraries. In 2020, grant funding of \$285,000 through the Department of Communities, Disability Services and Seniors enabled 32 council library services to receive up to \$10,000 towards program delivery. Due to COVID-19 restrictions, the 2020 program did not commence in March as planned. It was postponed to safeguard older members of the community at higher risk and the project completion date has been extended to March 2021.

Be Connected Digital Mentor train the trainer program

Be Connected is an Australian Government initiative to increase the confidence, skills and the online safety of older Australians. The program aims to empower everyone to get online with everyday technology to thrive in our digital world. Supported by Federal Government funding through the Good Things Foundation and as part of the Be Connected Network, State Library has trained 117 people from public libraries, IKCs and the community since September to become effective digital mentors. In response to COVID-19, the in-person train the trainer program is being adapted to online sessions for all Queensland public library and IKC staff and community.

Digital Health Literacy (My Health Record) training program

Federal Government grant funding received through the Australian Library and Information Association (ALIA), in partnership with Australian Digital Health Agency, enabled State Library to provide My Health Record training for 91 library staff from interstate and 91 public library and IKC staff in Queensland. This training assists library staff in guiding members of their community as they navigate government digital health initiatives including My Health Record. Scheduled face-to-face training across the country was paused in March due to COVID-19 restrictions, but an adapted online program will be available to all public library and IKC staff across Australia later in 2020.

Deadly Digital Communities 2019

Deadly Digital Communities is delivered in partnership with the Queensland Government, led by State Library and Telstra. It has delivered digital technology training to Aboriginal and Torres Strait Islander people through selected library services and IKCs across Queensland since 2017. The program aims to address 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.

Telstra initially committed \$200,000 to State Library to deliver the program through IKCs and libraries over a two-year period (2017-19) through IKCs and libraries. In 2018, Telstra provided an additional \$50,000 to expand the program to include five additional library services.

In September, an external review of the program conducted by Daymark found the program was meeting a real need in the community and noted that progress had been impeded in several locations because of their remote locations. The review recommended that the program is refocussed on locations that are set up for success and to undertake greater on-the-ground consultation before entering a community. In response, \$30,720 of the initial funding was reallocated as one-off grants to five participating IKC and library services to be used towards the costs of contracting a local technology leader to deliver the program.

At the end of 2019, 16 locations, including the five additional library services, have delivered digital training to 4,656 participants in more than 1,220 training sessions, with most of these sessions delivered by local technology leaders.

Telstra committed an additional \$150,000 to continue the program in 2020. State Library will manage a grant offer of a maximum of \$10,000 per council and will provide program support, including travel to each participating council. The Deadly Digital Community 2020 program was advertised in February and was withdrawn until July 2020 in response to COVID-19.

The Corner

The Corner is State Library's space to inspire learning, creativity, curiosity and play for children from birth to eight years and their families.

Daily sessions provide opportunities for children and families to engage together through talking, reading, playing and singing, with an average of 800 participants each month.

When State Library closed to the public in March, The Corner programs pivoted quickly to a digital delivery model, with Story Time, Rhyme Time and Baby Play sessions recorded and streamed directly to families every Monday, Wednesday and Friday from April to June.

Fabrication Lab — maintenance and refurbishments

A full safety review of the Fabrication Lab was undertaken, with an externally conducted audit examining the space. A series of recommendations were addressed, including the drafting of a safety management system specific to the Fabrication Lab space, implementation of a bespoke visitor management and learning management system and revision of the staffing arrangement that supervises public access and use of the space.

The Fabrication Lab is now a best practice model of community fabrication and making, with all documentation made publicly available to support libraries and community to safely engage in the space. In the coming year, it is expected that the Fabrication Lab will attract increased patronage through open access, public programming and partnered projects.

STRATEGIC OBJECTIVES

FUTURE-FOCUSSED PEOPLE AND PROCESSES

A CULTURALLY DIVERSE WORKFORCE, WITH DIFFERENT SKILLSETS, EXPERIENCES AND THINKING STYLES

Aboriginal and Torres Strait Islander Cultural Learning Program

State Library of Queensland focussed on deepening its commitment to reconciliation through the delivery of the Culturally Safe Libraries program. This program is a national effort to provide culturally safe public spaces and services in libraries for Aboriginal and Torres Strait Islander people, and a supportive workplace where First Nations staff can confidently draw strength in their identity, culture and community. One hundred and sixty-one staff completed the Core Cultural Learning program of ten online modules, supported by face-to-face yarning circles to encourage conversations and deepen learning opportunities. Additional training was provided for Information Services Librarians on Aboriginal and Torres Strait Islander collections. Staff have been supported by learning champions and specifically developed resources. All remaining staff will complete the Culturally Safe Libraries program next year.

NSLA Blakforce: Aboriginal and Torres Strait Islander Staff Network

An opt-in national network for Aboriginal and Torres Strait Islander staff has been established, providing an opportunity for staff from all National and State Libraries Australia (NSLA) libraries to come together and discuss shared interests and concerns. Of State Library's 18 Aboriginal and Torres Strait Islander staff, 16 attended the inaugural NSLA Blakforce meeting on 19-20 June 2019, hosted by State Library in kuril dhagun. Library Board member and author Anita Heiss welcomed the group.

Workforce diversity and inclusion strategy

State Library aims to have a workforce reflective of the diversity that exists within the Queensland community. Each year, State Library creates action plans to ensure we are creating a respectful work environment and are celebrating the diversity of our staff and clients. This financial year, the focus was on providing training, awareness and resources for People Leaders to enable them to work with their teams to increase understanding and appreciation of diversity.

State Library's volunteer program

Approximately 100 volunteers have worked on a range of projects and activities this year. The volunteers have contributed to important projects across all areas of State Library, from exhibitions to heritage collections, The Edge, family history and a diverse range of public events.

Human Rights Act

Since the commencement of the *Human Rights Act 2019* (Qld), State Library has reviewed and updated relevant policies, and incorporated the Act into the Strategic Plan and Operational Plan. Staff and volunteers have been educated on their responsibilities under the Act, and a tool has been developed to help determine when actions or decisions engage human rights.

No human rights complaints were received in 2019-20.

ATTRACT INVESTMENT AND PARTNERSHIPS

Anzac Square Memorial Galleries

Funding to continue operating the Anzac Square Memorial Galleries was renewed for two years by the Department of the Premier and Cabinet (DPC) after the first successful year of operations. The funding will allow the continuation of visitor services onsite in the galleries, including school and group tours, and the enhancement of the Anzac Square online presence extending reach to a statewide Queensland audience.

Indigenous languages

Since 2007, State Library has received funding through the Indigenous Languages and Arts (ILA) Project from the Australian Government's Department of Communication and the Arts. The initiative aims to address the loss of Australia's Indigenous languages by providing funding to organisations that support the revival and maintenance of Aboriginal and Torres Strait Islander languages.

In 2015, State Library entered into a four-year agreement for annual funding of \$150,000. This funding was extended for the 2019-20 financial year.

SHARE, UNDERSTAND, AND CHALLENGE OUR OWN AND OTHERS' WORK SO WE CONTINUE TO TRANSFORM

People counters

A new people counter system was installed to provide accurate data of overall visitation and visits to individual spaces such as the reading rooms and exhibition galleries. The data is available on a dashboard enabling real-time monitoring of this critical performance indicator.

SmartyGrants online grants management system

Digital grants management solution SmartyGrants was implemented in May to streamline State Library's grant processes for both applicants and assessors. The cloud-based system improves the user experience with an intuitive look and feel, and reduces the administrative effort involved in the funding and acquittal process. The SmartyGrants Maps module helps visualise State Library's grants data and facilitates informed decision-making.

Office 365

State Library has transitioned more than 350 staff to the cloud-based Office 365 system for email and office tools, and is progressively enabling the rollout of further applications such as Teams and SharePoint. The transition has enabled staff to safely and securely work remotely during the COVID-19 closure.

Remote Desktop

The number of staff with remote access to the State Library network rapidly increased from 120 to more than 350 in March 2020 when the full workforce was required to work remotely in response to COVID-19 restrictions. This was provisioned through Microsoft Remote Desktop Web Access (Microsoft RD Web Access) and Microsoft Authenticator to ensure security. The move was a steep learning curve for some, however staff embraced the opportunity to increase their remote access capabilities.

Digital Marketing Strategy

State Library developed a digital marketing strategy to realise the potential of our digital channels. The strategy supports our business objectives to drive online and onsite visitation, use of content and increase visitor satisfaction. Development of the strategy included a review of our digital marketing ecosystem, data, and business practices in consultation with key internal stakeholders. Implementation of the strategy will be undertaken in stages with the first to commence next financial year.

EVALUATE OUR SERVICES AND SHARE COMPELLING STORIES OF IMPACT

Conference presentations

State Library staff took opportunities to share their insights at industry conferences through the year. Presentations included contributions to the Making Meaning: collections as data symposium and the Minya Birran Indigenous languages forum, as well as participation in VALA 2020. Staff presentations are available on the State Library website.

Uninterruptible power supply

State Library's uninterruptible power supply (UPS) units ensure that technology infrastructure can continue to operate during a power failure. In partnership with Arts Queensland Property and Facilities, Honeywell, and the Queensland Curriculum and Assessment Authority, State Library successfully upgraded the smaller 30KVA UPS system to an 80KVA UPS system.

The upgrade required changes to core power infrastructure in the building with planned outages to select power sources lasting for a number of hours. The data centre relies on the HVAC (heating, ventilating, and air conditioning) systems to maintain temperature in the data centre. Multiple prior tests were run inside and out of hours, showing that additional portable air-conditioning units were necessary while the system was upgraded to ensure that optimum cooling was maintained. The upgrade has reduced the risk of systems outages due to power fluctuations and provides a more reliable data centre for State Library and its data centre tenants.

Exhibition lighting upgrade

Arts Queensland confirmed funding of \$75,000 from the Arts Infrastructure Investment Fund to undertake the SLQ Exhibition Lighting Upgrade project to transition the public gallery spaces, kuril dhagun and Talbot Family Treasures Wall with LED lighting and associated wireless control technologies. In October, State Library conducted the procurement and installation of lighting in kuril dhagun and the Talbot Family Treasures Wall. The next phase involves testing, evaluation, monitoring and final assessment prior to the project's final acquittal in July 2021.

Sharing our stories

State Library successfully increased its audience reach to share diverse stories from our collections, activities and programs through greater media interest and exposure. Focussed publicity activities resulted in 2,400 media stories published or broadcast throughout the year. This year our media reach (potential audience / media circulation) was 2.12 billion.

SPONSORSHIPS, GRANTS AND PHILANTHROPY

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

Sponsorships (cash and in-kind) are entered into by State Library of Queensland 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 cash revenue received from sponsorships and grants in 2019–20 was \$722,925.

Sponsorships and grants:

- **Queensland Literary Awards** — 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 Ian and Susan Mackie of the Hocking Mackie Fund at the APS Foundation. Supporters: UQP and Queensland Writers Centre.
- **Deadly Digital Communities** — An initiative of State Library of Queensland and Telstra (major sponsor), in partnership with Indigenous Knowledge Centres and local councils throughout Queensland, to deliver digital learning outcomes and connectivity to regional and remote Queenslanders.
- **black&write!** — Grantors: Copyright Agency Cultural Fund, Australia Council for the Arts, The Lionel & Yvonne Spencer Trust.
- **Queensland Business Leaders Hall of Fame** — Founding partners: QUT Business School, State Library of Queensland, the Queensland Library Foundation. Principal sponsor: Pitcher Partners. Television sponsor: Channel 7. Major sponsors: Morgans, NAB, RACQ. Supporters: Brisbane Convention and Exhibition Centre, Clovelly Estate, Newstead Brewing Co, 55 Comms and *The Courier-Mail*.
- **Making Meaning: collections as data symposium** — Sponsors: The University of Queensland, ExLibris, AARNET, OCLC.
- **Placemaking Fellowship** — Sponsor: Sekisui House and West Village.

Philanthropic gifts were also secured for:

- **Bert and Vera Thies legacy project** — a legacy project to provide better understanding about the philanthropic leadership of Bert and Vera Thies.
- **The Catholic Advocate newspaper digitisation** — digitisation of newspapers dated 1911–38.
- **Daintree photographic analysis** — collection conservation.
- **Dangerous Women podcasts** — Queensland's first history podcast.
- **Indigenous Knowledge Centre computers** — to enable one desktop computer, including installation and systems, in each of the 24 Indigenous Knowledge Centres throughout Queensland.
- **James C Sourris AM Collection** — for collection development and discovery to enable a unique insight into the life and work of contemporary Australian artists.
- **Mittelheuser Scholar in Residence** — awarded to a leading thinker in the cultural sector, whose work gives rise to innovative new services or strategies.
- **Next Library 2020 Conference** — bursary for two Pacific Island library workers to attend the conference. Note the conference has been postponed to 2021 due to COVID-19 travel restrictions.
- **Reel Rescue** — ongoing funding gifted by various donors for the digitisation of State Library audiovisual collections.
- **Siganto Digital Learning Workshops** — to enable a series of workshops that provide foundational digital literacy and ICT self-sufficiency to students from newly arrived communities.
- **Yaba dhalgay donor circle** — funding donated to enable the Minya Birran Indigenous languages forum to explore the future of Aboriginal and Torres Strait Islander languages.

General giving contributed to:

- Funding the **2020 Queensland Memory Awards** — John Oxley Library Fellowship, John Oxley Library Community History Award, Monica Clare Research Fellowship, and partial funding for the Letty Katts Award.

GOVERNANCE

OUR WORKFORCE

Workforce planning and performance

As at 30 June 2020, State Library of Queensland's workforce consisted of 287.47 full-time equivalent staff with a permanent separation rate of 3.94% for the 2019–20 year.

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

Key strategies include:

- deepen our commitment to reconciliation through the delivery of the Aboriginal and Torres Strait Islander cultural competency program, Culturally Safe Libraries
- rollout of a digital discovery tool to all staff to provide a summary of current skills, next steps and resources to enhance digital capability
- review of the current recruitment practices to provide informed process improvements enabling State Library to meet current and future challenges
- transition the Personal Performance Planning (PPP) process to digital to enable better conversations and reporting of outcomes
- continuation of the professional development program for librarians and library technicians
- provide proactive case management to employees impacted by injury or illness and People Leaders dealing with performance or disciplinary matters, with the aim of prompt resolution and best practice outcomes
- quarterly seminars for all staff with supervisor responsibilities to develop skills in people management
- People Leaders supported to take action focussed specifically on their team's results from the annual Staff Survey
- continued development of revised role descriptions
- job shadow program implemented to enable relationship building and provide opportunity for career development
- an ongoing commitment to flexible work initiatives as a critical attraction and retention strategy
- development and implementation of a diversity and inclusion action plan.

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

Each staff member is required to take part in an annual PPP process, which aligns the work and development of individual staff to State Library's 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 ten-year intervals.

State Library has a strong tradition of offering a broad range of flexible working arrangements to employees. As part of State Library's strategies for COVID-19 preparedness and recovery periods, teams were organised into two groups. In the early stages of the COVID-19 response, each group alternated their work locations. To support implementation of this strategy during these periods, and for the additional period where all staff were required to work remotely, telecommuting arrangements were supported.

Ergonomic self-assessments were undertaken for each staff member's home-based work area, with People Leaders regularly keeping in touch with their team members to manage staff wellbeing, work allocation and outputs.

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 health and wellbeing of staff continues to be a focus and creative programs have been delivered to help interested staff improve their wellbeing. Activities in 2019–20 included monthly in-house seated massages, superannuation health checks, access to discounted fitness facilities through Fitness Passport, and the recruitment and training of Peer Support Officers and Mental Health First Aid Officers. A regular newsletter promotes provisions available for staff, such as the employee assistance service and nutritional advice.

During 2019–20, more than 152 volunteers worked on 17 projects and activities onsite. Volunteer roles range from behind-the-scenes projects such as transcription to front-of-house roles assisting with exhibitions or performing music. Group tour guides engaged a diverse audience by delivering tours to groups of students and other visitors. Members of the public also participated as online contributors via Pitch In, which included activities such as tagging photos and transcribing text from significant historical documents.

Employees across the public service contributed to the COVID-19 pandemic response in a range of different ways. At State Library, employees contributed to this effort by:

- continuing to deliver services in line with normal arrangements
- performing different work within State Library to help respond to emerging needs
- performing work in other agencies through the whole-of-sector Queensland Government COVID-19 Employee mobilisation service
- performing work as part of their commitment as an Australian Defence Force reservist.

GOVERNANCE, ACCOUNTABILITY AND RISK

Public sector ethics

State Library's administrative procedures and management practices are developed and conducted in accordance with the *Public Sector Ethics Act 1994* (Qld) and the Code of Conduct. These principles underpin the strategic planning processes and development of State Library's Strategic Plan 2019-23 and the accompanying Operational Plan 2019-20.

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* (Qld). 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 People Leaders 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 Code of Conduct and Workplace Health and Safety training has been provided to all staff via 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.

Public Interest Disclosure training was delivered by the Office of the Queensland Ombudsman to 50% of staff in a face-to-face learning environment. COVID-19 interrupted delivery to all staff, however plans are underway for completion in 2020-21.

Additional 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
- previously identified issues.

In 2019-20, internal audit reports considered by the ARMC covered the following issues:

- Review of Promaster Expense Management System
- Review of Employee Leave and Timesheets
- Review of Salaries and Wages.

All issues raised by audits were rated as low or medium risk. The 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 2019* (Qld)
- provide value-added audit services and advice to the statutory body, the ARMC and State Library's management on the effectiveness, efficiency, appropriateness, legality and probity of State Library's operations. In particular, this responsibility includes advice on measures taken to establish and maintain a reliable and effective system of internal control.

The internal audit function operates under a charter consistent with relevant audit and ethical standards and approved by the ARMC. The internal audit function has due regard to the *Financial and Performance Management Standard 2019* (Qld).

Reviews, audits and surveys are used to identify areas of improvement and address risks. All agreed recommendations by the External and Internal Audit are assigned to management for action within agreed timeframes. State Library took action on all recommendations from audits in 2019-20.

Risk management

The ARMC oversees risk management. A Risk Management Policy consistent with the statutory requirements of section 23 of the *Financial and Performance Management Standard 2019* (Qld) and the *International Standard on Risk Management* (ISO 31000:2009) is in place at State Library.

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

As part of this strategy, the Risk Register has been established. The register is reviewed annually by the ARMC and the Library Board. They receive quarterly updates on identified risks, and actions being taken to mitigate and manage these risks. State Library also has a Risk Management Strategy for child-related duties, which aims to protect children from harm and to promote their wellbeing through the creation of child-safe service environments.

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

Recordkeeping

State Library complies with the provisions of the *Public Records Act 2002* (Qld) and the Queensland Government's Records Governance Policy. All records across the organisation are through Recfind V6 electronic document and record management system (eDRMS). The system has currently captured more than 116,000 electronic records. Training on the eDRMS is made available to all staff. Regular refresher sessions in recordkeeping are open to all staff, while all new staff received records training upon commencement.

The Director, Finance and Operations 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 2019–20.

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.

There were no consultancies engaged in 2019–20 to report on.

Information about the remuneration of Library Board and committee members is available on page 7.

Key policies informing the strategic plan

- Our Future State: Advancing Queensland's Priorities
- Advance Queensland
- Department of Environment and Science Strategic Plan 2020–24
- *Human Rights Act 2019* (Qld)
- *Realising our potential: A vision for Queensland public libraries*
- Queensland Multicultural Policy: Our story, our future
- Queensland: An age friendly community: Action Plan
- Council of Australian Governments Closing the Gap strategy
- United Nations' Sustainable Development Goals

As a member of National and State Libraries Australia (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).

Interpreter services

As per the Queensland Language Services Policy, State Library must report information relating to interpreter services engaged in 2019–20.

Amount spent annually on interpreters engaged by State Library	\$4,099
Number of occasions interpreters were engaged by State Library	10

Notes:

These totals include instances where spoken material was delivered in a language other than English (for example, children's story time sessions delivered in Indigenous languages).

PART 4

**STRATEGIC PLAN
2020-24**

STRATEGIC PLAN 2020-24

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.

VISION

Inspiring possibilities through knowledge, stories and creativity.

HUMAN RIGHTS

We will respect, protect and promote human rights in our decision-making and actions.

OUR ENDURING VALUES

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

OBJECTIVES

Trusted content — collect, preserve and provide access to trusted content

Strategies:

- Intentionally collect a trusted record of Queensland.
- Seek diverse stories.
- Encourage and collaborate on research to deepen knowledge.
- Engage with people as seekers and creators.
- Preserve the collection for future generations.

Performance indicators:

- Number of additions to the Queensland Memory collections.
- Use of digital and physical content in State Library's collections.

Shared experiences — grow our audience through rewarding experiences

Strategies:

- Improve access, so it's easier to find and use information.
- Focus on interactions — where clients can create and participate.
- Scale services to reach new audiences.
- Seek opportunities to promote literacy in all its forms.
- Advocate for public libraries and partner with local government to enable a thriving network of public libraries and Indigenous Knowledge Centres.

Performance indicators:

- Visits onsite and online.
- Number of new members.
- Visits to public libraries.

Future-focussed people and processes — enable continuous improvement and innovation

Strategies:

- A culturally diverse workforce, with different skillsets, experiences and thinking styles.
- Share, understand, and challenge our own and others' work so we continue to transform.
- Evaluate our services and share compelling stories of impact.
- Attract investment and partnerships.

Performance indicators:

- Customer satisfaction with State Library visitor services, information services, collections and programs.
- Average cost of combined onsite and online visits.