

PART 3

OUTCOMES IN 2020-21

STRATEGIC PLAN 2020–24 AND OPERATIONAL PLAN 2020–21

In January 2021, the Acting Minister for Communities and Housing, Minister for Digital Economy and Minister for the Arts approved modifications to the State Library of Queensland Strategic Plan 2020–24 as requested by the Department of the Premier and Cabinet to highlight the alignment with the Queensland Government's *Unite and Recover* objectives for the community.

In January 2021, the Department of the Premier and Cabinet advised agencies that Service Delivery Statement targets may be amended in response to COVID-19 impacts. State Library retained its Service Delivery Statement targets. There were no modifications to the Operational Plan 2020–21.

There were no directions given by the Minister for Communities and Housing, Minister for Digital Economy and Minister for the Arts in 2020–21.

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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.

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

STRATEGIC RISKS AND OPPORTUNITIES

We will manage our strategic risks and the impacts by:

- **keeping pace with change:** constantly transform to be relevant to all people in the different stages of their lives, and in response to changes in the community.
- **collecting today what will be important tomorrow:** build and preserve a comprehensive collection.
- **curating and presenting in a way that is trusted and relevant:** provide diverse perspectives and opportunities for discussion.
- **attracting investment in a competitive fiscal environment:** share compelling stories of impact.

We will embrace opportunities to maximise benefits for all Queenslanders through:

- **our expertise and our collections:** provide statewide access to content.
- **our reputation for high quality content and services:** maintain our standing as a trusted organisation.
- **our statewide reach:** harness new technologies so our content is available to all and strengthen our relationship with local government.
- **our trusted relationships with Aboriginal and Torres Strait Islander communities:** celebrate unique knowledge and culture.

OBJECTIVES

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

	Performance indicators	Target
<ul style="list-style-type: none"> • 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 	Number of additions to the Queensland Memory collections	41,000
<p>In 2020-21, we will achieve this goal through the following focus activities:</p> <ul style="list-style-type: none"> • collect, interpret and share the First Nations perspectives of the Queensland story • strengthen our digital collecting and preservation. 	Use of digital and physical content in State Library's collections	17 million

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Shared experiences — grow our audience through rewarding experiences

	Performance indicators	Target
<ul style="list-style-type: none"> • 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 (IKCs) 	Visits onsite and online	4 million
<p>In 2020-21, we will achieve this goal through the following focus activities:</p> <ul style="list-style-type: none"> • 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. 	Number of new members	37,000
	Visits to public libraries	21.9 million

Future-focussed people and processes

	Performance indicators	Target
<ul style="list-style-type: none"> • 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 	Customer satisfaction with State Library visitor services, information services, collections and programs	95%
<p>In 2020-21, we will achieve this goal through the following focus activities:</p> <ul style="list-style-type: none"> • invest in our people to enable us to do our best • achieve effective business models and processes and fit-for-purpose digital services. 	Average cost of combined onsite and online visits	≤\$7.50

REPORT ON PERFORMANCE

	Note	2020-21 target	2020-21 actual
Service standards			
Customer satisfaction	1	95%	95.7%
Average cost per visit	2	≤\$7.50	\$7.14
State Library onsite and online visits	3	4,000,000	4,220,279
Performance indicator			
Use of digital and physical content in State Library's collections	4	17,000,000	15,314,393
Visits to public libraries	5	21,900,000	16,326,678
Number of new members	6	37,000	46,779
Number of additions to the collection	7	41,000	23,885

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?".
- Average staff cost per visit to the State Library public sites and State Library-managed websites includes salaries and on-costs for employees, as well as casual staff expenses.
- Targets are based on the four million onsite and online visits performance indicator from the State Library Operational Plan 2020-21. This measure includes visits to Anzac Square Memorial Galleries.
- This measure reports on the use of physical, digital and eresources (licensed content). Use of physical collections is below target primarily due to reduced onsite visitation as a consequence of COVID-19 restrictions. Use of online historic newspapers via Trove is below target by 1.2 million in 2020-21. All state libraries have noted a similar reduced usage.
- The figure shown is for the period 2019-20. The 2020-21 figures will not be available until September 2021. In-person visits to library facilities were impacted by restrictions around COVID-19.
- In 2020-21, there were 46,779 new memberships, which is 27 per cent above the annual target. In a membership survey the majority of new members cited access to eresource collections, ebooks, ejournals and online journal articles as their main reasons for joining.
- The 2020-21 result was 38 per cent under target. This result can be attributed to the decrease in the number of deposited print publications and delayed migration to the National edeposit (NED) of the digital equivalent. The 2020-21 performance was also impacted by infrastructure issues that affected the ingest of new digital content.

STRATEGIC 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

Focus activities

Collect, interpret and share the First Nations perspectives of the Queensland story

Strengthen our digital collecting and preservation

As custodian of Queensland's collective memory, State Library of Queensland plays an important role in protecting and sharing historical and contemporary stories. This means collecting a complete, inclusive picture of Queensland that is reflective of the state's diversity and perspectives — achieved by seeking the alternative voices that have often been excluded. Of particular focus in 2020–21 was to collect, interpret and share the Queensland story through a First Nations lens.

In a period of restrictions and major shifts to how people live and work, another key activity was to preserve memories for future generations. With people spending more time at home, the need for digital collection access was clear. Aside from ongoing work digitising the physical collection and making it available online, State Library also provided innovative and engaging ways for people to access and enjoy Queensland content from the safety and comfort of their couch.

COLLECTING FOR FUTURE GENERATIONS

COVID-19 collecting continued this year, including several photographic and video collections. A highlight was hundreds of portraits and interviews with ordinary Queenslanders, captured by six photographers for the statewide project *The Way We Live Now: COVID-19 in Queensland*. Several artists' books were also acquired, including *ISOwhat?* by the Toowoomba Saturday Printmakers, *The Survivor's Suite* by Theo Strasser and *On Joy* by Fiona Dempster — all responses to the pandemic experience in Queensland.

Other **collection building** efforts included photographic collections which captured current events such as the 2020 state government elections, Black Lives Matter rallies and the Women's March for Justice in March 2021. Collecting in support of Queensland military history continued with the capture of oral histories with three of Queensland's First Nations Vietnam veterans. The arts and humanities were strongly represented with the acquisition of the Hector and Sybil Holthouse Collection, the Metro Arts Collection and the Christine Boughen OAM and Dr Robert Boughen OBE Papers.

SIGNIFICANT ACQUISITIONS

State Library acquired the **Mabo Family Collection** this year. It includes the Mabo family's annotated copy of Margaret Lawrie's publication *Myths and Legends of the Torres Strait* as well as shirts worn by Eddie Koiki Mabo and his extended family, several designed by Dr Bonita Mabo AO. To complement this collection, an oral history interview was recorded with their daughter, multi-disciplinary artist Gail Mabo.

Other significant acquisitions include:

- the **Wayne Swan Papers**, which document his long career in public office, accompanied by an oral history recorded with interviewer Dennis Atkins.
- a document proposing **Sir George Bowen** for the Governorship of the Colony at Moreton Bay, handwritten in ink on paper on 24 April 1859 by the Secretary of State Sir Edward Bulwer Lytton, and signed by Queen Victoria. Sir George Bowen was appointed the first Governor of Queensland.
- the **William Turton Kennett Archive**, a highly significant Queensland collection of photographs and manuscripts relating to the Aboriginal Mission at Somerset, Cape York 1866–69, and the work and travels of missionary William Turton Kennett (1840–1910).

PRESERVING ONLINE CONTENT

As part of State Library's ongoing commitment to preserving born digital content, a selection of websites from the 2020 Queensland state government election campaign were added to Trove, the national catalogue. Archived around the time of the election in October, the collection includes web content from political parties, candidates, retiring members and lobby groups.

Work also progressed collecting online statistics and other information for the national Coronavirus (COVID-19) Pandemic and Australia collection — a collection built collaboratively by National Library of Australia and state and territory libraries.

Across all **web archiving** this year, more than 2,000 site captures were made to preserve for future generations.

CROWD-SOURCED COLLECTING

Following the success of the Corley Explorer — an online tool developed in conjunction with 2019 exhibition *Home: a suburban obsession* — State Library launched **Explorer** in August. To date, the platform holds 11 albums featuring estate maps, photographs from 1970s Brisbane music gigs, commemorations of military events and more. Users are encouraged to tag photos, add the location, share their personal stories and memories in the comments, and add their own images to the collection. From launch to 30 June, Explorer had 89,728 page views and a range of user contributions, particularly about Anzac commemorations.

RARE ARCHIVE RECOGNISED BY UNESCO WORLD REGISTER

The Johnstone Gallery Archive (1948-72) and Arthur Davenport Photographs (1955-92) held by State Library were added to the **UNESCO Australian Memory of the World Register** in February. The Memory of the World program honours documentary heritage of significance for Australia and the world.

The archive and photographs document the development of contemporary art audiences in Australia and shed light into the world of Brian and Marjorie Johnstone, who operated the Brisbane gallery from 1950 to 1970. The socialite couple brokered sales for artists such as Charles Blackman, Sidney Nolan, Donald Friend, Arthur Boyd, Ray Crooke and Margaret Olley.

The archive includes scrapbooks, correspondence and exhibition catalogues and has been extensively used by researchers and art historians. The Arthur Davenport Photographs support the archive by documenting artworks and installations at the Johnstone Gallery from 1964 until 1972.

QUEENSLAND MEMORY AWARDS

In 2021, State Library's flagship annual fellowship and awards program received 69 nominations, up from 65 in 2020. Recipients were announced in a special ceremony at State Library on 18 June. Minister for the Arts, the Honourable Leeanne Enoch MP congratulated recipients via video message.

2021 Queensland Memory Awards recipients:

John Oxley Library Fellowship (\$20,000 plus 12-month residency)

Dr Henry Reese for *Electrifying Queensland: modern machines in the Sunshine State*

John Oxley Library Honorary Fellowship (12-month residency)

Associate Professor Mark Lauchs for *Social networks of crime and corruption: the first and second jokes*

John Oxley Library Award

Tracey Olivieri and Chris Dawson, *Friends of South Brisbane Cemetery* project

John Oxley Library Community History Award (\$5,000)

Montville History Group for the *Montville Stories* series

Mittelheuser Scholar-in-Residence (\$15,000 plus 12-month residency)

Jo-Anne Driessens for *Aboriginal and Torres Strait Islander lens perspectives*

Monica Clare Research Fellowship (\$15,000 plus 12-month residency)

Rachel West-Captain for *A Murruwarri family of South West Qld and North West NSW - the 'West & Captain' family - Aboriginal history research*

Queensland Business Leaders Hall of Fame Fellowship

Dr Robin Trotter for *Sir Arthur Petfield: from tinplate to porcelain* (History of the Queensland Can Company)

The State Library of Queensland Medal was not awarded in 2021.

REINVENTING OUR COLLECTION VIEWERS

New website viewers for digital collections were developed for images, audio, video and text-based digital content. This development has significantly improved the user experience giving online visitors a clean and intuitive interface, metadata to provide contextual information, and the ability to share content via email and social media channels. This work accompanied the migration of digital collections to a digital preservation system, ensuring preservation and access both now and in the future.

LISTEN IF YOU DARE

State Library's first podcast **Dangerous Women** launched in October. The five-episode series takes an unvarnished look at historic and contemporary women of Queensland who challenged the status quo, and inspired change in their chosen fields and beyond.

Hosted by award-winning writer and documentary-maker Holly Zwalf, the podcasts featured:

- straight-talking cattle wrangler, Keelen Mailman OAM
- a trailblazing aviatrix and fashion designer, Ivy May Hassard (1914–1998)
- the first woman to be registered as a doctor in Queensland, Dr Lilian Cooper (1861–1947)
- Australia's first transgender priest, Reverend Dr Josephine Inkpin
- human rights and decarceration activist Debbie Kilroy OAM.

To date, the Dangerous Women podcasts have had 7,000 plays or downloads.

This project was supported by Queensland Library Foundation's 2019 Crowd Giving fundraising campaign.

LETTERS BROUGHT TO LIFE

Recurring segments airing statewide on ABC Afternoons with Kat Feeney commenced in January, in collaboration with Queensland Theatre. The series features a selection of personal letters and diaries from the collection performed for radio by local actors, then examined in detail in an interview with a State Library content expert. The segments are supported with accompanying blogs on the State Library website which link readers directly to digitised copies of the letters.

To date, the segments have featured:

- an excerpt from the diary of 14-year-old Maria Steley, written aboard the *Ariadne* while immigrating to Queensland with her parents and siblings
- a tender letter written by young Welsh coalminer Thomas Beynon to his sweetheart back home, after his arrival in Queensland
- letters between Bundaberg-bred aviation pioneer Bert Hinkler and his mother, written while working abroad.

DIGITAL JOURNEYS THROUGH THE COLLECTION

Dr Keir Winesmith, State Library's inaugural **Digital Collections Catalyst** was celebrated at an event in April with the presentation of his project, *Mapping a Future Brisbane*. The residency is a new initiative that aims to inspire possibilities through the non-prescriptive exploration of digital opportunities by innovators.

Keir's 2020 residency was used to develop a predictive map to help visualise and analyse evolving Brisbane futures. The online tool allows users to experiment with different planning priorities for Brisbane and is powered by a machine learning model that was trained on State Library maps and collections.

Brett Tweddle was announced as the 2021 Digital Collections Catalyst at the same event. Brett will develop a digital art visualisation and data manipulation tool called *The Topography of Searching*. It will harness search data from State Library's catalogue to explore and compare what people are looking for. This will create opportunities for engagement with collections through an interactive landscape based on the language, themes, topics and terms searched for.

BOOKS REBORN

State Library joined with other Australian state libraries to identify Queensland titles for **Untapped**, an initiative by The University of Melbourne to provide access to in copyright, out of print Australian material. The project will produce 200 Australian titles as ebooks, giving opportunities for these works to be discovered and enjoyed by a new audience of readers. Untapped will also support vital research into the economic value of out of print rights for authors.

SHARED EXPERIENCES:

GROW OUR AUDIENCE THROUGH REWARDING EXPERIENCE

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

Focus activities

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 Indigenous Knowledge Centres

State Library of Queensland continued to provide rewarding experiences for its diverse audiences throughout the state. Programs like black&write, the Queensland Literary Awards and Young Writers Awards continued to elevate emerging and established writers, and inspiring exhibitions showcased some of Queensland's extraordinary stories — from Brisbane's underground music scene to the deadly shirts that represent Aboriginal and Torres Strait Islander pride, artistry and defiance. Online visitors benefited from new tools which vastly improved the viewing experience of collection items, and inclusion programs helped groups most at risk feel more at home in the digital environment. Fabrication Lab workshops allowed tinkerers and the curious to expand their hands-on skills and State Library's partnership with public libraries has seen programs and services for young and old reach communities across all corners of the state.

COMMEMORATING OUR ANZACS

An **Anzac Square Highlights Tour** was introduced in January and from March, a monthly series of free themed talks were offered. State Library staff and guest speakers delivered the talks on topics ranging from Australian nurses, the history of Anzac Day and the Womens Memorial.

A total of 59 group tours were provided throughout the year for schools, nursing homes, community groups, veteran associations and others. Average onsite visits to the Memorial Galleries this year were 263 per day (based on 306 operating days), with peak visitation occurring around Anzac Day, Remembrance Day and Victory in the Pacific Day. People engaged with content online too, with visits to the Anzac Square website up by 123.85 per cent compared to the previous year.

Voice-activated technology allowed people to commemorate and engage with **Anzac Stories** via their smartphone or device. More than 98,000 people from Queensland, interstate, New Zealand and the United Kingdom took up the opportunity to listen to personal stories from the First and Second World Wars and post-wartime experiences.

OPEN FOR TINKERERS, MAKERS AND THE CURIOUS

The Edge continued to excite State Library's creative community this year.

The Fabrication Lab reopened at The Edge in October following a period of closure to facilitate refurbishment work and safety upgrades, and then due to COVID-19. The space was open to the community three days (Open Lab) and one evening (Hack the Evening) a week. As a part of the Fabrication Lab Safety Management System implementation, weekly Fabrication Lab space inductions were offered in addition to an ongoing program of machine-specific inductions. All programs were well attended and largely booked out.

New online workshops were developed to ensure continuity of service during COVID-19 restrictions, including a series of workshops for library professionals on how to deliver hands-on programming online. When onsite activities returned, visitors flocked back for practical workshops on making Christmas snow globes (sans the snow), bespoke speaker stands and cat palaces.

Other spaces at The Edge including the Digital Media Lab, Recording Studio and window bays reopened to an eager group of regulars as well as new users. Visitors were all kept happy with a cup of their favourite brew when the new coffee shop, The Brink, opened at The Edge in May.

EXHIBITIONS, DISPLAYS AND SHOWCASES

Photographs of a changing state

Moments of joy, heartbreak, love and hope culminated in online exhibition ***Twenty: two decades of Queensland photography*** (from 15 June 2020) — an emotive collection of 200 documentary photographs telling a story of a changing state. A comprehensive review of the last two decades, *Twenty* shed light on earlier seismic shifts experienced by Queensland citizens. It also covered events that transcend time: the shock and devastation caused by natural disasters, the beauty of the state's wide-open spaces, and the ongoing connection of people to place.

Twenty was complemented by two online talk events: a Talking Ideas conversation in July and a panel discussion delivered in partnership with The Conversation (see page 27). There were 80,500 online visits to this exhibition.

Keeping languages strong

Old Words, New Ways (8 August 2020 to 7 March 2021) continued the work of 2019 exhibition *Spoken: celebrating Queensland languages*. On display in Kuril dhagun, it celebrated the strength and resilience of Aboriginal and Torres Strait Islander communities in reviving, maintaining and keeping their languages strong for future generations.

Accompanying activities included monthly webinar sessions that gave an overview of State Library's language resources and interactive languages map. Visitors could also experience Deep Listening — an important First Nations practice encouraging quiet inner reflection, guided through a contemplation track that featured the soothing sounds of the yidaki (didgeridoo). There were 6,700 onsite visits to this showcase.

Amplifying children's art

The ***Big Voices: children's art matters*** (12 September 2020 to 8 August 2021) onsite exhibition was extended after the opening was delayed due to the COVID-19 building closure in 2020. Drawing from the renowned Dr Barbara Piscitelli AM Children's Art Archive, *Big Voices* provides insight into how children see themselves, their lives, their rights and their futures through their art.

Family tours and portrait painting workshops were held during the summer school holidays, part of Summer Holiday Fun. By 30 June, there were 10,650 onsite visits and 12,060 online visits to this exhibition.

Not your average book

Artists' Books: new acquisitions (20 October 2020 to 22 August 2021) exhibits some of the extraordinary acquisitions to the Artists' Books Collection held in the Australian Library of Art. The display features Maleny artist Barry Smith's installation *Precious library of peace* — a series of books made from salvaged silver-plate serving trays. The leaves of each book, ranging in size from two to 13 centimetres, are rivetted together and the centre is stamped with a word or quote about peace.

Curator's tours led by State Library staff gave visitors a greater understanding of this significant collection. By 30 June, there were 4,400 onsite visits to this showcase.

KNOWLEDGE IS POWER

The **SLQ Wiki** captures State Library work and makes it available to other places and spaces across Australia and overseas. Designed as a repository of process, it contains State Library workshops, plans and engagement activities fully documented for use in a wide variety of contexts. It hosts the Siganto Digital Learning Workshops program content and is used as the delivery platform for the Telstra digital literacy programs

and the Minecraft Queensland public program. It will also be used to capture community-created content as a part of the upcoming *The Great and Grand Rumpus* State Library exhibition. This year, there were 259,808 unique visits to the SLQ Wiki, with 24,246 file downloads.

A sign of the times

The poster art of Brisbane's subversive youth culture of the late 1970s and '80s was explored in **Cut Copy: Brisbane music posters 1977-87** (28 September 2020 to 9 May 2021) laying bare the small, often underground, independent music scene of the time. Featured posters and handbills were made on-the-cheap with hand-cut stencils, line drawings and hand-lettering, and feature iconic bands from the time including The Saints, The Go-Betweens, The Riptides, The Leftovers, The Upsets, Razar and The Black Assassins. The exhibition opened with a virtual sneak peek and conversation with academic, sound designer and musician Dr John Willsteed, member of iconic Brisbane band The Go-Betweens.

Curator's tours were held every month to give visitors a deeper appreciation of the collection. Five poster artists were interviewed by Dr John Willsteed, and streamed online. There were 11,100 onsite and 25,800 online visits to this exhibition.

Footy jerseys and protest shirts, a deadly mix

More than 190 sports jerseys, protest and commemorative shirts were curated to tell the story of Aboriginal and Torres Strait Islander pride, artistry and defiance in **Deadly Threads: where did you get that shirt?** (27 March 2021 to 15 August 2021). This kuril dhagun showcase explores the emergence of Aboriginal and Torres Strait Islander designed clothing in Queensland and its importance in social activism, cultural rituals and on the sporting field. Visitors can see the original Indigenous All Stars jersey, Johnathan Thurston's boots, shirts worn by land rights campaigner Eddie Koiki Mabo, tombstone opening shirts and dance outfits.

A community day was held on 15 May to celebrate the opening of *Deadly Threads*. The celebration featured a special performance by the Urab Dance Group from Poruma Island in the Torres Strait (also known as Coconut Island), clad in ceremonial clothing that is also on display in the showcase. By 30 June, there were 7,400 onsite and 6,300 online visits to this showcase.

Exploring our obsession with plants

Entwined: plants and people (12 June 2021 to 14 November 2021) explores the human connection with the plant world through colonial, First Nations and contemporary perspectives. The exhibition features local artists Man&Wah's *Quantum Metamorphosis*: a visual and sonic meditation intertwining water, air, fire, earth and the ether. Other highlights include Aboriginal and Torres Strait Islander fishing tools (for example, Wujal Wujal mullet spears) and rainforest shields made from plants, a re-imagining of botanical illustrations from the 15th to 18th centuries, photos and items from environmental protests, a rare Queensland fern album (1883-84), and traditional weaving, fibre art and contemporary fashion (for example, bush fascinators made from spinifex and Bicornual baskets). Thanks to generous support by donor Dr Cathryn Mittelheuser AM, a companion publication **Kindred Spirits: plants and people** was published, providing a First Nations perspective to this exhibition.

Opening day was celebrated with plant-themed markets, workshops, gong meditations with Man&Wah and First Nations bush foods demonstrations. In the opening fortnight (until 30 June), there were 3,300 onsite and 6,300 online visits to this exhibition.

Treasures around every corner

A free self-guided tour for art, culture and history lovers opened at State Library this year. The **Gallery Walk** weaves through fascinating treasures across four levels of the library's South Bank building and culminates with a trip to Anzac Square Memorial Galleries. Printed guides were made available to visitors and an eye-catching billboard on Stanley Place promoted the tour.

CHILDREN AND FAMILIES ACTIVITIES

With COVID-19 restrictions continuing throughout the year, State Library's regular children and families programming was adjusted to ensure activities could be delivered safely. Regular Story Time, Rhyme Time and Baby Play sessions in **The Corner** recommenced in November, with bookings to help manage visitor numbers, as well as heightened cleaning and individual resource packs to minimise risk. Recorded Story Time sessions were shared online throughout the year for families to enjoy on demand from their homes.

The start of the **Summer Holiday Fun** activities was interrupted by a lockdown, though when the program was able to kick off the smiles from staff and families were clear even behind their masks! Over the duration of the program, 5,273 participations were recorded onsite and online.

RECOGNISING OUTSTANDING LITERARY TALENT

The **Queensland Literary Awards** celebrate and promote Australian writers and writing. These awards are made possible by the Queensland Government through Arts Queensland, sponsors, grantors and philanthropists. State Library proudly manages the awards in collaboration with industry partners and the writing community.

The award ceremony was held online in September, with \$238,500 in prize money awarded in recognition of outstanding literary talent.

2020 Queensland Literary Awards winners:

Queensland Premier's Award for a work of State Significance — \$25,000

Heartland: How Rugby League Explains Queensland (UQP) by Joe Gorman

Queensland Writers Fellowships — three Fellowships of \$19,500 each (includes professional development support through the Queensland Writers Centre) (funded by the Queensland Government through Arts Queensland, and Susan Hocking and Ian Mackie, and their family, through The Hocking Mackie Fund, a giving fund of APS Foundation)

- *The Blind Pussy Cat* by Sara El Sayed
- *Anxious in a Sweet Store* by Anna Jacobson
- *Relativity* by Amanda Niehaus

Queensland Premier's Young Publishers and Writers Awards — two awards of \$12,500 each (includes professional development support through the Queensland Writers Centre)

Zenobia Frost and Yen-Rong Wong

The University of Queensland Fiction Book Award — \$15,000

Stone Sky Gold Mountain (UQP) by Mirandi Riwoe

The University of Queensland Non-Fiction Book Award — \$15,000

Olive Cotton: A Life in Photography (HarperCollins) by Helen Ennis

Griffith University Children's Book Award — \$15,000

As Fast As I Can (UQP) by Penny Tangey

Griffith University Young Adult Book Award — \$15,000

Ghost Bird (UQP) by Lisa Fuller

University of Southern Queensland Steele Rudd Award for a Short Story Collection — \$15,000

Lucky Ticket (Text Publishing) by Joey Bui

Judith Wright Calanthe Award for a Poetry Collection — \$15,000 (funded by the Copyright Agency Cultural Fund)

Heide (Giramondo Publishing) by Pi.O

David Unaipon Award for an Emerging Aboriginal and/or Torres Strait Islander Writer — \$15,000 (plus publication with UQP) (funded by the Copyright Agency Cultural Fund)

The Space Between the Paperbark (poetry, NSW) by Jazz Money

Glendower Award for an Emerging Queensland Writer — \$15,000 (plus publication with UQP)

(funded by Jenny Summerson)
If You're Happy by Fiona Robertson

The Courier-Mail People's Choice Queensland Book of the Year Award — \$10,000

A Lifetime of Impossible Days by Tabitha Bird

RECOGNISING YOUNG WRITERS

The **Young Writers Award** is an annual short story competition for Queensland residents aged 18 to 25 for stories up to 2,500 words. In 2020, the winner was Ellen Vickerman for her short story *K73*. Ellen was awarded \$2,000 prize money and her winning story was published in *Griffith Review*. Three runners-up were awarded \$500 prize money: Thomas Alan for *Dogs*, Callum Brockett for *Bunya Pine* and Emily Humphreys for *This is not a happy story*.

CELEBRATING WRITERS, BOOKS AND STORYTELLING

Brisbane Writers Festival returned to its State Library home in May with an eclectic line-up of renowned authors and literary figures. Guests included Mary Li, Charlotte Wood, Bruce Pascoe, Nardi Simpson, Trent Dalton, Richard Fiedler, Robert Dessaix and Kate Morton. Thousands of literary lovers attended this celebration of writers, books and storytelling.

ELEVATING EMERGING FIRST NATIONS WRITERS

Grant funding and philanthropic support were secured to ensure the continuation of **black&write!** — a 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.

Celebrating ten years of black&write!, the 2021 Fellows were announced online by Minister for the Arts, the Honourable Leeanne Enoch MP: Tylissa Elisara from Cairns, Queensland and Susie Anderson from Melbourne, Victoria. Tylissa's winning manuscript 'Wurtoo' is a fun adventure story about a reclusive wombat who is in love with the sky. Susie won the fellowship for her stunning poetry collection 'the body country', which explores land, memory, love, and art.

NURTURING EMERGING WRITERS

The **Queensland Writers Centre** (QWC) partnership is about fostering a home to incubate and nurture the practice of writing. Through workshops, writers' groups, and mentorship programs, QWC provides an interactive space within State Library for both emerging and established writers to engage with the craft of writing. During 2020-21, QWC hosted 13 writers-in-residence at State Library through its Fishbowl Residency program, including the emerging talent of Egyptian-born writer, Sara El Sayed, Tess Rowley and transgender author Jake Corvus.

HELPING YOUNG QUEENSLANDERS GET A GREAT START TO LIFE

In partnership with the Queensland public library network, State Library continued to promote the importance of literacy development in the early years through the Queensland Government-funded **First 5 Forever** program. In 2019-20, more than 722,000 attendances were recorded at First 5 Forever programs in libraries, with an additional 100,197 estimated attendances at outreach events in communities across the state. Figures for 2020-21 financial year will be available later in 2021. Families also continue to engage with trusted early literacy tips and articles through the First 5 Forever website, with more than 46,000 website visits, more than 163,000 page views, and early literacy articles viewed 25,499 times.

In December, State Library released **Stories for Little Queenslanders**, a series of 12 picture books for children aged zero to five featuring local places, cheeky animals and quirky characters. Twenty-one authors and illustrators all with strong connections to Queensland contributed to the books, including household names like Sophie Beer and Pamela Rushby. To promote the books to families, a series of story time videos was released — one video featuring Minister for the Arts, the Honourable Leeanne Enoch MP sharing a reading of *The Coloured Echidna* by Eunice Day.

Published exclusively for First 5 Forever, the books were created to inspire a love of reading in young children and were made available to families around the state through every Queensland public library. Sets of the books and a story time booklet will also be supplied to selected kindergarten programs in regional, rural and remote Queensland through a partnership with the Queensland Department of Education. Feedback from public libraries indicates the books have been popular with Queensland families, and are some of the most well-borrowed picture books in their collections. Both ebook and audio book versions are also available through the First 5 Forever website, and more than 4,300 downloads of the ebooks were made in the first six months following their release. Limited copies of the books are also available to purchase through the Library Shop.

DIGITAL INCLUSION PROGRAMS WITH PUBLIC LIBRARIES

State Library is committed to helping all Queenslanders feel at home in the digital environment, leading dedicated training programs to help bridge the digital divide for people most at risk of being left behind. This is especially important as more and more government services move online and access to technology, as well as the ability to use it, becomes essential.

State Library's digital strategy, *Becoming Digital by Design*, states a commitment to increasing digital literacy, skills and inclusion for Queenslanders. It outlines State Library's ongoing support and advocacy for the critical role public libraries and Indigenous Knowledge Centres have in developing and supporting digital skills to build strong, healthy and economically robust communities.

Supporting community with digital health initiatives

This year, 2,940 public library staff (449 from Queensland) and other key stakeholders across Australia participated in training programs on the Federal Government's digital health initiatives, such as **My Health Record**. The training was provided to empower staff to support their community to navigate and understand the resources.

Upskilling digital mentors

The **Be Connected Digital Mentor** training program was offered to upskill library staff across the state to become digital mentors for their communities. This year, 301 staff and community members completed the program.

Empowering Queensland seniors

Since 2016, a total of 31,343 seniors have participated in 6,708 **Tech Savvy Seniors Queensland** training sessions — an ongoing program designed to help seniors gain the skills needed to participate with confidence in the online world. The 2019-20 program was extended into 2020-21 due to the impact of COVID-19. Final numbers of participants and training sessions will be available in November 2021.

Tech Savvy Seniors Queensland is delivered in partnership with Telstra. To date, Telstra has provided \$400,000 funding to support this program, with an additional \$455,000 funded through the state government.

Developing digital skills

Between 2017 and 2021, 5,306 Aboriginal and Torres Strait Islander people have participated in **Deadly Digital Communities**. The program has delivered 1,290 community-based digital literacy and technology training sessions through 34 regional, remote and urban local government Indigenous Knowledge Centres (IKCs), library services and communities.

In 2020, Telstra provided an additional \$150,000 to deliver a 2021 Deadly Digital Communities grant program for Queensland public library services and IKCs. Five public libraries and IKCs have received funding.

EXPANDING AND STRENGTHENING QUEENSLAND'S INDIGENOUS KNOWLEDGE CENTRE NETWORK

In March, State Library facilitated a **biennial workshop** for Queensland's Indigenous Knowledge Centre (IKC) staff which covered First 5 Forever, digital literacy, compliance, IKC spotlights, Indigenous languages and UNESCO's upcoming International Decade of Indigenous Languages. Team members from all over the state gathered to learn, connect and collaborate.

Over the year, State Library also supported development work across the IKC network:

- Northern Peninsula Area Regional Council refurbished their four IKCs and work is underway to re-establish an IKC at Injinoo. This work is expected to be finalised by the end of 2021.
- Pomppuraaw Aboriginal Shire Council opened their refurbished IKC in February.
- Mapoon Aboriginal Shire Council is establishing an IKC in the region's new Cultural Centre. Construction of the Cultural Centre has commenced and is expected to open in October 2021.

TRIENNIAL REVIEW OF THE PUBLIC LIBRARY GRANT AND FIRST 5 FOREVER METHODOLOGIES

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

The review included a rigorous statewide consultation process between December and February, with 54 responses received in response to a consultation paper. In partnership with local government, new grant methodologies will be implemented to build a resilient and future-proof network, to commence 1 July 2022.

NEXT LIBRARY

With ongoing travel restrictions due to COVID-19, it was not possible for State Library to present the (postponed) international face-to-face gathering for Next Library Satellite Brisbane in 2021. Instead, as part of Next Library Festival 2021, State Library hosted **Next Library Camp** in May alongside similar events in Aarhus and Oslo. Themed around the idea of story, the camp brought together 50 staff from State Library and Queensland public libraries and Indigenous Knowledge Centres with some of Queensland's best authors, writers, poets, artists and other storytellers. Through a series of lightning talks and activities that challenged the role of storytelling, participants explored how libraries' relationship with stories could be taken to the next level.

PROFESSIONAL DEVELOPMENT ACTIVITIES FOR PUBLIC LIBRARY AND IKC STAFF

Caring for clients

In September, State Library purchased a 12-month subscription to the self-paced online training program **The Librarian's Guide to Homelessness**. Trainer Ryan Dowd is author of *The Librarian's Guide to Homelessness* published by the American Library Association, and his course promotes empathy and compassion when managing problematic behaviour from troubled clients. The subscription has been made available to all Queensland public library and Indigenous Knowledge Centre (IKC) staff, and is part of a statewide professional development offer funded by the Public Library Grant. To date, 600 staff from 32 councils have enrolled and 378 have completed the course.

Inspiring tomorrow's leaders

State Library offered two online **library leadership professional development programs** for Queensland public library and Indigenous Knowledge Centre (IKC) staff of all levels. Facilitated by experienced leadership consultant and librarian Chris Ridler, the course aimed to help staff realise their library leadership potential. Participants had the opportunity to use the skills learned to develop an Advocacy Action Plan for their library or IKC. Thirty-two staff from 20 councils participated in the program, and everyone who completed an evaluation survey indicated that they would recommend it to other staff.

An introduction to libraries for community and cultural leaders

In partnership with the Australian Library and Information Association (ALIA), State Library offered two online **library orientation courses** for community and cultural services leaders. Seventeen participants from 14 councils attended including Jason Jia, Cultural Heritage Officer at Mapoon Aboriginal Shire Council. Jason took part in preparation for the opening of a new Indigenous Knowledge Centre and museum in the Mapoon region. The course was tailored for people in management and leadership positions who come from non-library disciplines. Participants were given the opportunity to consult with senior ALIA staff and to meet and network with community and cultural services leaders from around the state.

BUILDING THE BUSINESS COMMUNITY

The **Queensland Business Leaders Hall of Fame** is an ongoing project presented by founding partners State Library, Queensland Library Foundation and QUT Business School.

Some of the usual annual activities were impacted by COVID-19 restrictions and uncertainty: the gala 2020 Induction Dinner was cancelled, and as a result the proposed Hall of Fame inductees were not awarded.

However, the popular **Game Changers** talk series was adapted for the COVID-19 environment, and four conversations with inspiring movers and shakers were held throughout the year:

- In September, an interview with Daniel and Matthew Tobin, Urban Art Projects co-founders was livestreamed online.
- In November, an interview with Gemma Lloyd, CEO and co-founder of WORK180 was livestreamed online.
- In April, internationally-renowned artist CJ Hendry appeared live for a booked-out event at State Library — the first onsite Game Changers talk post-COVID-19. The conversation was also livestreamed online, and has been viewed more than 970 times, with viewers from 38 countries.
- In June, Sean Parsons, Brisbane doctor and mastermind behind the over-the-counter COVID-19 home test, appeared live at State Library.

The Queensland Business History Award was not awarded in 2020.

TALKING THE TALK

The **Talking Ideas** series continued online this year, with three livestreamed conversations featuring notable Australian guest speakers:

- In July, former Prime Minister Julia Gillard discussed the topic of her new book *Women and Leadership* with ABC TV presenter Jessica van Vonderen. There have been more than 3,600 views of the livestream and recording.
- Later in July as part of State Library's *Twenty* exhibition, creative siblings Benjamin and Tammy Law reflected on the exhibition photography and spoke about their experiences growing up in Queensland. There have been more than 2,700 views of the livestream and recording.
- In November, General Sir Peter Cosgrove discussed his new memoir, *You Shouldn't Have Joined...* with author Kristina Olsson. There have been more than 740 views of the livestream and recording.

IN CONVERSATION

State Library's partnership with academic news source **The Conversation** continued this year, with three livestreamed panel discussions with esteemed speakers across a variety of topics:

- In July, Captain Cook's arrival to Australia was discussed by panellists Kate Darian-Smith, Executive Dean and Pro Vice-Chancellor, College of Arts, Law and Education at the University of Tasmania; Kate Fullagar, author and Associate Professor at Macquarie University; Alison Page, award-winning creative and Adjunct Associate Professor at University of Technology Sydney; and Paul Barclay, Presenter, Big Ideas, ABC Radio National. There have been more than 1,800 views of the livestream and recording.
- In November, the idea that everyone has the power to drive change through photography was discussed by panellists Dr Cherine Fahd, Director of the Photography Program at University of Technology Sydney; Professor Jane Lydon, Wesfarmers Chair of Australian History at The University of Western Australia; Dr Chris Salisbury, political historian and researcher in the School of Political Science and International Studies at The University of Queensland; and Michael Lund, Commissioning Editor at *The Conversation*. There have been more than 1,300 views of the livestream and recording.
- In March, a conversation about the importance of art and storytelling for children was chaired by Dr Barbara Piscitelli AM, featuring panellists Associate Professor Sandra Phillips, University of Queensland; Professor Kate Douglas, Flinders University; and Dr Gai Lindsay, Lecturer, University of Wollongong. There have been more than 2,200 views of the livestream and recording.

CURIOUSER AND CURIOUSER

State Library partnered with **Curiosity** when it hit Brisbane again in March, with several engaging interactive displays popping up in the Cultural Centre. Highlights in the State Library surrounds included:

- *STORM*, created by Tim Gruchy
- *James the Rat King*, created by Dr Nicola Hooper and Dr Zeynep Akcay
- *Now You See Me*, created by Anagram
- *Maiwar AR - Emu*, created by Bilbie Labs
- *Polyethylene Reef*, created by Trinity Bay State High School, Cairns
- *Curiosity Blooms*, created by Dalby South State School
- *The Dancing Water Fountain*, created by Isis District State High School, Childers.

IF THE WALLS COULD TALK

Following the success of 2019 exhibition *Home: a suburban obsession*, five video guides were released in August covering the foundations for house history research. The **House Histories** series provides beginners with an engaging introduction to simple research techniques and is supported by dedicated webpages linking to free resources and help. To date, the videos have been viewed 1,488 times, with 17,191 website visits.

In May, a series of four free house history webinars attracted 90 participants from Australia, Canada, Japan and the United States. The webinars revealed the rich information contained in maps, architectural plans, photographs and archival material held in the John Oxley Library.

Research librarians answered 707 house history enquiries over the year, helping people uncover house history clues that shed light on their land, style, past inhabitants and local communities.

LEARNING FROM ANYWHERE

As restrictions became part of everyday life, State Library ensured access to vital programs, services and events continued. The website recorded a 19.67 per cent increase in traffic, with people of all ages enjoying free access to films and documentaries, ebooks and online learning courses.

This year resources were expanded for teachers to support **student learning** for First World War, Second World War and post-1945 historical content. The digitised resources are linked to the Australian Curriculum and are designed to support middle and senior year levels.

CALLING ALL TEACHERS

Work progressed on State Library's new dedicated teaching and learning website **Curriculum Connect**. The site will provide free, flexible and classroom-ready teaching resources for teachers, by teachers. Content is aligned to the P-12 curriculum with a focus on History and Social Sciences, First Nations, Visual Arts, Design, Science and English. As well as connecting teachers and students to unique digitised original materials and primary resources, Curriculum Connect also provides teachers with professional development tools. Curriculum Connect will launch in July 2021, with more content being progressively added.

SHARING STORIES

Regular interest from **media** outlets in State Library collections, activities and programs continued. Focused publicity activities resulted in more than 1,800 stories published or broadcast through the year, with reach (potential audience/media circulation) over 1.2 billion.

QUESTIONS AND ANSWERS

Audience research was conducted to gain insights on visitor experiences — onsite, online, and at exhibitions and events. Findings will be used to support continual improvement, planning, and evaluation of visitor experience and engagement strategies.

FUTURE-FOCUSSED PEOPLE AND PROCESSES: ENABLE CONTINUOUS IMPROVEMENT AND INNOVATION

Strategies

A culturally diverse workforce, with different skillsets, experience 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

Focus activities

Invest in our people to enable us to do our best

Achieve effective business models and processes and fit-for-purpose digital services

As Queenslanders around the state adapted to “the new normal”, it was no different at State Library of Queensland. Staff were supported to work flexibly, with new ways of collaborating and working made available with the continued roll out of Microsoft 365.

With a focus on continuous improvement, some significant ICT development projects were progressed this year to improve State Library's business processes and systems. New training was conducted to support an inclusive workforce and positive team culture. Opportunities to collaborate with partners and secure funding remained important (for a list of investment secured and partnerships maintained through the year, see page 11.)

RESPONDING TO COVID-19

The ongoing impact of COVID-19 on business and staff work processes continued this year. Staff responded promptly to three snap **lockdowns** in January, March and June, with greater efficiencies achieved each time to close the South Bank building to the public, cancel or postpone events, and for staff to start working from home.

Addendums were added to the COVID Safe Site Plan (covering both State Library and Anzac Square Memorial Galleries) throughout the year to reflect updated processes, before the site plan was superseded in June with the implementation of the **COVID Safe Checklist for Restricted Businesses**.

AND THE AWARD GOES TO...

State Library's digital applications and interfaces shone this year, receiving several prestigious **awards**. Several staff were also recognised for their contributions to the sector.

- Good Design Award (Digital Interface): State Library's Corley Explorer
- DRIVENxDESIGN, Brisbane Design Awards for Digital – Expanded Service or Application (Silver): State Library's Anzac Stories application
- Best Australian Collaboration During a Crisis in the 2020 YBF Ventures Online Startup and Innovation Awards: State Library's Anzac Stories application
- 2020 VALA Award for Crisis Response (joint winner with State Library of New South Wales): State Library's Anzac Stories application
- VALA 2020 Robert D Williamson Award: Anna Raunik, Executive Director, Content and Client Services
- Story Box Library Librarian Storyteller of the Year: Frankie Jaiyeola, Program Assistant, Public Library Programs

Two slq Gallery exhibitions were recognised at the Museums Australasia Multimedia and Publication Design Awards 2021. *Cut Copy: Brisbane music posters 1977-87* received a Highly Commended for the virtual sneak peek in the Film category, and 2019 exhibition *Spoken: celebrating Queensland languages* won in the Virtual Tour or Exhibition category against a strong field including ACMI and National Museum of Australia.

SHARING THE EXPERTISE

State Library staff shared their achievements and expertise with the sector, presenting at **local and interstate conferences**.

- November 2020 — Margaret Warren (Director, Digital Delivery), Speaker, Arlis/ANZ Biennial Conference: *Digital by Design: transforming collections, experiences, and services at State Library*
- February 2021 — Anna Raunik (Executive Director, Content and Client Services) and Linda Barron (Director, Visitor and Information Services), Presenters, VALA Zoom Webinar: *2020 VALA Award for Crisis Response — Anzac Stories*
- April 2021 — Rachel Merrick (Coordinator, Digital Library Initiatives), Speaker, VALA Tech Camp 2021: *Hack the GLAMR: The nexus of creativity, technology and cultural data*
- April 2021 — Anna Raunik (Executive Director, Content and Client Services), Speaker, 1st International Conference on Digital Transformation in Culture and Education: *Voice technology, a new frontier — Anzac Stories*
- June 2021 — Vicki McDonald AM (State Librarian and CEO), Speaker, Next Library Festival: *Being purposeful: delivering public value*
- June 2021 — Anna Raunik (Executive Director, Content and Client Services), Speaker, DCDC21: Discovering collections, discovering communities: *Anzac Stories: the power of voice command*

WORKFORCE DIVERSITY AND INCLUSION

State Library aims for a workforce reflective of the diversity that exists within the Queensland community, and to be a workplace where everyone feels welcome and safe. Several achievements were made this financial year to progress this vision.

Furthering State Library's commitment to inclusion under its Diversity and Inclusion Strategy, online **gender and sexual diversity awareness training** was completed by all corporate services and client-facing staff. Eighty staff and People Leaders also participated in interactive, face-to-face workshops facilitated by the Human Rights Commission about gender identity and the *Anti-Discrimination Act 1991* (Qld).

Led by the organisation's Rainbow Reference Group and People and Culture team, State Library made its first submission to the **Australian Workforce Equality Index** (AWEI) in February. Recognised as the definitive national benchmark on sexually and gender-diverse workplace inclusion, the AWEI drives best practice in Australia and sets a comparative standard for employers across all sectors. The AWEI Employee Survey was also circulated to all staff in February to provide feedback about LGBTIQ+ inclusion at State Library. The results will inform areas of focus in 2021–22.

RECONCILIATION THROUGH ACTION

Following commencement of the **Culturally Safe Libraries** training 2019–20, the remainder of State Library staff completed these modules this year. Developed by the Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) and delivered in collaboration with National and State Libraries Australia (NSLA), this online training is part of a national effort to provide culturally safe public spaces and services in libraries for First Nations people, and a supportive workplace for First Nations staff.

Culturally Safe Libraries represents a significant investment of staff time and is an example of State Library's genuine commitment to reconciliation, action and cultural understanding. To date, 319 State Library staff members have or are soon to complete the program.

DEVELOPING OUR CURRENT AND ASPIRING LEADERS

State Library's 2021 **Emerging Leaders Program** commenced in April, with a group of leaders from all levels working towards a self-determined leadership intention. To facilitate cross-agency sharing and collaboration, this year the course was open to Queensland Museum colleagues, with two representatives joining 14 State Library staff.

Over the 12-week course, the cohort developed leadership capabilities through five fortnightly full-day face-to-face group workshops. These sessions were complemented by individual reflection and learning activities to support participants to apply leadership theory in practical ways.

Aligned with the Queensland Public Service guiding behaviours, the curriculum was coordinated by State Library's People and Culture team and presented in collaboration with the Public Service Commission, Corporate Administration Agency, Benestar, State Library leadership and a variety of guest speakers.

The program will culminate with participant presentations to executive management representatives from State Library and Queensland Museum in July 2021.

TRANSFORMING WORK HABITS

State Library's transition to **Microsoft 365** (M365) continued throughout this financial year. Teams, OneDrive and SharePoint were made available to all staff in August to provide greater mobility, productivity and connection. Staff onboarding was managed through regular online training sessions, specially-created online M365 learning modules and dedicated chat forums. Further work is continuing to support the transition, including developing an Information Management Framework and a migration plan for data stored on local drives.

INVESTING IN STATE LIBRARY'S TECHNOLOGY INFRASTRUCTURE

In August, the Library Board of Queensland approved funding from cash reserves for two significant projects to deliver critical upgrades to State Library's ICT infrastructure: the **Storage Area Network (SAN) Replacement** project and the **Wifi and Network Replacement** project. This project work will continue into the next financial year replacing the current legacy digital collections storage system, wifi equipment and associated security and authentication configuration with contemporary, fit-for-purpose solutions that meet current and foreseeable business needs.

A Technology and ICT Projects Governance Structure was established with the formation of a **Technology Strategy and Investment Committee** (TSIC), responsible for supporting and advising the State Librarian and CEO on digital and ICT strategies, plans and significant investments. The committee includes external expert representatives in the library, digital and ICT governance, investment and service delivery fields.

THE ROAD AHEAD

Staff collaborated to identify and prioritise the organisation's **top 20 business applications**, and capture key information related to each one (including contract renewal dates, required functionality and application enhancements). The resulting roadmap plots deadlines and milestones in each application lifecycle to be incorporated into the annual business planning cycle.

DIGITAL REFOCUS

State Library's **Digital Strategy**, *Becoming Digital by Design* was initially approved by the Library Board of Queensland in December 2017. A review of the strategy to consider current challenges and incorporate emerging opportunities was undertaken this year, and has positioned the strategy to guide digital delivery of collections, programs and services in the next two years. A Strategy in Action Plan is under development to activate the strategy in 2021-22. The Digital Strategy is available on the website and is updated regularly with successful case studies.

STRATEGISING SOCIAL

Following the development of State Library's **Digital Marketing Strategy**, Phase 1 of the implementation commenced this year. This work developed practical tools for planning and collaboration, increasing efficiencies and improving role clarity for State Library's social media contributors. A criteria form has also been created to evaluate current and future profiles and platforms.

PICTURE THIS

State Library's **corporate image library** was developed this year to store images and videos, created or commissioned by staff, that document organisational events and activities. Staff will be trained to add content to the library with descriptive metadata and access information to enable effective reuse of these assets. With easy and intuitive search options, staff will be able to quickly locate corporate images for use in publications, on the website and in presentations.

OPTIMISING STATE LIBRARY SPACES

Partners Hill, with Timothy Hill as Practice Director, developed the **Space Optimisation Strategy** to guide the next five to 10 years of State Library's space redevelopments. The work seeks to build on the award-winning Millennium Library Project also led by Timothy Hill (then Principal Architect), which opened in 2006.

The Space Optimisation Strategy identifies key challenges and opportunities and provides a roadmap for stakeholders. It looks at ways to enhance the existing building with targeted interventions that increase activation and engagement opportunities. The Space Optimisation Strategy proposes that the final design options and their implementation will be a combination of new spaces, new design features, preferencing intuitive navigation, furniture and equipment, technology, lighting, floor coverings and use of colour.

A final draft was received this year providing preferred optimisation activities that can be implemented incrementally, priority projects based on assessment criteria and an implementation plan that includes scheduling, timeframes and budget.

GOVERNANCE

OUR WORKFORCE

Workforce planning and performance

State Library of Queensland's workforce consisted of 279.85 full-time equivalent staff* with a permanent separation rate of 7.67% for the 2020–21 year.

In 2020–21, State Library undertook consultation and research to renew its Strategic Workforce Plan. The Strategic Workforce Plan 2021–25 aims to develop a future workforce that is flexible, diverse, high-performing, technologically adept and client-oriented.

During 2020–21, key strategies undertaken to support and develop our workforce included:

- deepening our commitment to reconciliation through the successful delivery of the Aboriginal and Torres Strait Islander cultural competency program, Culturally Safe Libraries to all staff
- continuing the roll out of a digital discovery tool to all staff to provide a summary of current skills, next steps and resources to enhance digital capability
- implementing approved actions from the 2020 Recruitment Review to enhance recruitment practices, enabling State Library to meet current and future challenges
- continuing the professional development program for librarians and library technicians
- providing 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
- debriefing sessions, held with all teams following the plans developed by the Executive Team and People Leaders that focus on areas identified for improvement
- implementing a new learning management system to enable the development and delivery of internal customised online training (ELMO)
- an ongoing commitment to flexible work initiatives as a critical attraction and retention strategy
- developing and implementing a Diversity and Inclusion Action Plan, including inaugural participation in the Australian Workforce Equality Index and support for gender affirmation in the workplace.

State Library's onboarding 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 participate in an annual Personal Performance Planning 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 strategy for COVID-19 recovery and the gradual return of onsite services, teams were initially organised into two groups, with each group alternating their work locations. State Library's COVID-19 Planning Group and Recovery Working Group worked collaboratively throughout the recovery phase and ongoing to support the health and safety of staff and clients, including through a comprehensive COVID Safe Site Plan (and revisions) and risk assessments for activities.

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.

This year State Library implemented core commitments of the State Government Entities Certified Agreement 2019 such as reporting, revision of the consultative committee terms of reference, and supporting employees with mental illness.

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

*This figure is based upon MOHRI FTE data for the fortnight ending 18 June 2021. The figure reported in the Financial Statements is FTE data as at 30 June 2021 (based upon the fortnight ending 2 July 2021).

The health and wellbeing of staff continues to be a focus, and creative programs have been delivered this year to help interested staff improve their wellbeing. State Library established a Health and Wellbeing team in July – a group of passionate staff volunteers committed to wellness and wellbeing for their colleagues. The team responded to the COVID-19 environment in 2020 through the theme 'be positive', hosting virtual morning teas, virtual walks, and encouraging celebrations of international days such as Wear it Purple Day and International Day of Happiness. The team also coordinated fundraising for Wear Red for MS and the Great Cycle Challenge, and adopted ways to encourage colleagues through messages of gratitude. The theme for 2021 activities is 'be kind'.

The recruitment and training of Peer Support Officers and Mental Health First Aid Officers continues to be a priority. A regular newsletter promotes support available for staff, such as the employee assistance service and nutritional advice.

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.

Over 70 volunteers remained active in 2020-21, working on a range of onsite activities including the V360 visitor research survey, Anzac Day commemorations and the Brisbane Writers Festival. Following the building closure in 2020, volunteers were formally welcomed back onsite in November with a morning tea in celebration of World Piano Day. State Library also grew its digital volunteering program, with many new and existing volunteers keen to contribute remotely in the current COVID-19 environment.

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 2020–24 and the accompanying Operational Plan 2020–21.

The Library Board of Queensland, 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.

Information and training sessions are delivered throughout the year to ensure staff understand their responsibilities for high standards of governance, accountability and risk management. During 2020–21, sessions were held for People Leaders on the new and amended public service directives released following amendments to the *Public Service Act 2008* (Qld). Fraud and corruption awareness training was provided to all staff via an online training program.

After face-to-face training was interrupted in 2020 due to COVID-19, the remainder of the workforce completed online Public Interest Disclosure (PID) training. All staff have now been trained in their responsibilities and how to make a disclosure. People Leaders were required to complete an additional session to assist them to recognise whether concerns raised with them by a staff member may be a PID, and help them to identify action to take.

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 2020–21, internal audit reports considered by the ARMC covered the following issues:

- Review of Budget Planning Process
- Review of compliance with the *Financial and Performance Management Standard 2019* (Qld) and *Statutory Bodies Financial Arrangements Act 1982* (Qld).

The Review of Cybersecurity audit was commenced in 2020–21 and will be considered by the ARMC in 2021–22.

All issues raised by audits have been rated low or medium risk.

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 has accepted all recommendations from completed audits in 2020–21, and progress against all actions is monitored by the ARMC.

Risk management

The Audit and Risk Management Committee (ARMC) oversees risk management. A Risk Management Policy consistent with the statutory requirements of section 23 of the *Financial and Performance Management Standard 2019* (Qld) and the *International Standard on Risk Management* (ISO 31000:2009) 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, ICT 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 of Queensland. 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 127,000 electronic records, an increase of 11,000 since last financial year. 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 Assurance 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 2020-21.

Human Rights Act

State Library takes the responsibilities under the *Human Rights Act 2019* (Qld) (the Act) seriously. To ensure access for all during the COVID-19 pandemic, State Library opened the Infozone as soon as possible when restrictions eased to provide computers, wifi, study spaces and research assistance for those who needed it. An iPad was installed at each entry to ensure people without their own smart device were able to check in to the building and make use of State Library services and facilities. State Library policies, including the Responsible Conduct Policy, were reviewed to incorporate the Act.

State Library and the Human Rights Commission have worked in collaboration to promote an understanding and celebration of the diversity of Queensland's community. State Library received no complaints this year that were handled with reference to the Act.

Disclosure of additional information

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

- overseas travel
- consultancies
- information under the Queensland Language Services Policy.

In 2020-21, there was no overseas travel and no consultancies were engaged. The totals reported per the Queensland Language Services Policy are the number of times State Library engaged interpreter services from Auslan and Deaf Services in 2020-21.

Information about the remuneration of the Library Board and committee members is available on page 9. Information about the remuneration of Queensland Library Foundation Council members is available on page 11.

Key policies informing the strategic plan

- *Unite and Recover – Queensland's Economic Recovery Plan*
- *Creative Together 2020-2030: A 10 Year Roadmap for arts, culture and creativity in 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).

PART FOUR

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STRATEGIC PLAN 2021-25

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.

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

STRATEGIC RISKS AND OPPORTUNITIES

We will manage our strategic risks and the impacts by:

- **responding to the uncertainty of the COVID-19 context:** continuing to be agile with service delivery
- **keeping pace with change:** constantly transform to be relevant to all people in the different stages of their lives, and in response to changes in the community
- **collecting today what will be important tomorrow:** build and preserve a comprehensive collection
- **curating and presenting in a way that is trusted and relevant:** provide diverse perspectives and opportunities for discussion
- **attracting investment in a competitive fiscal environment:** share compelling stories of impact
- **managing and storing our collections to appropriate standards:** ensure collections are available for future generations.

We will embrace opportunities to maximise benefits for all Queenslanders through:

- **our expertise and our collections:** provide statewide access to content
- **our reputation for high-quality content and services:** maintain our standing as a trusted organisation
- **our statewide reach:** harness new technologies so our content is available to all and strengthen our relationship with local government
- **our trusted relationships with First Nations communities:** celebrate unique knowledge and culture in culturally informed and respectful ways.

State Library is committed to the Queensland Government's objectives for the community, built around *Unite and Recover – Queensland's Economic Recovery Plan*. State Library:

- **backs our frontline services** by delivering world-class reference and information services, documenting and making accessible Queensland's history and stories, and delivering engaging learning experiences.
- contributes to **growing our regions** through a partnership with local government to enable a thriving network of more than 320 public libraries and Indigenous Knowledge Centres.
- contributes to **investing in skills** by providing all Queenslanders with free access to online learning and skills development resources, and career development opportunities for Queensland's writers.

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 Indigenous Knowledge Centres 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.

OBJECTIVES

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

Strategies:

- Intentionally collect a trusted record of Queensland
- Seek and share 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 collection
- Use of content

Shared experiences — grow our audience through rewarding experiences

Strategies:

- Improve access, so it's easier to find and use information
- Empower our clients to create, participate and learn
- Scale services to reach new audiences
- Deliver and promote life-long learning opportunities
- 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 per visit