Two young girls enjoying themselves at the RNA Show, Brisbane, 1946, photographer unknown, John Oxley Library, SLQ.

Part 3: Outcomes in 2016–17
Strategic and Operational Plans

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

SLQ's *Strategic Plan 2016–20* sets out the critical success factors and key objectives listed below.

The *Operational Plan 2016–17* sets out the activities listed on the right-hand side.

Key strategies

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

Critical success factor 1. Enable Access

Strategic Plan 2016–20 key objectives	Operational Plan 2016–17 activities
• Provide life skills and early childhood literacy programs	• Lead the development and implementation of statewide family literacy activities such as *First Five Forever* and enhance the regional reach of existing activities such as The Corner. • Develop and support public libraries to implement programs and activities to increase Queensland's digital literacy skills, including coding and robotics, and *Tech Savvy Seniors Queensland*. • Work with partner agencies to support increased skills in engaging with and delivering to people from culturally and linguistically diverse (CALD) backgrounds and people with a disability.
• Increase free access to digital content	• Continue to release open data for transparency and for creative reuse. • Implement the *Content Strategy* to reflect a growing emphasis on digital content, content engagement and seamless access to our content. • Advance our priority digitisation projects. • Improve access to digital content for public libraries, especially those in rural and regional Queensland.
• Strengthen Queensland library infrastructure and discovery platforms.	• Increase the efficiency of our back end systems including ALMA and Rosetta, through optimisation of processes and analysis of feedback. • Actively investigate state of the art/emerging discovery platforms to enhance communities' ability to discover, access and locate content. • Review existing practices, processes and standards both at SLQ and between public libraries to increase efficiencies and maximise resources. • Work with local government to increase membership and awareness of services provided by Queensland's public libraries.

Success Measures	2016–17 targets
Increase membership throughout Queensland	15% increase
Use of digital content	10% increase

Critical success factor 2. Engage Community

Strategic Plan 2016–20 key objectives	Operational Plan 2016–17 activities
• Grow the State's historical collection of Queensland culture and heritage.	• Support the development of connected collections throughout Queensland's Gallery, Library, Archives and Museum (GLAM) sector. • Engage with representative groups across the community to ensure our collections capture the voices and stories of Aboriginal people and Torres Strait Islander people, the CALD community, the disability sector, and regional communities. • Acquire and preserve born digital content.
• Engage with communities of interest through dedicated centres of engagement.	• Grow the Business Studio to support new business social enterprise and creative industries and develop a scalable model. • Grow our Government Research and Information Service (GRAIL) for other government agencies and investigate new services for businesses. • Support the development of the reading and writing sector through key programs such as the *black&write!* Indigenous writing and editing program, and the Queensland Literary Awards. • Continue to collaborate and co-create with the community and partners through the John Oxley Library, the Australian Library of Art, kuril dhagun, The Edge, and the Asia Pacific Design Library.
• Facilitate the community's use of and interaction with content.	• Lead a broad community of interest to deliver *Q ANZAC 100*, including major exhibitions and programs, supporting local networks, and enabling new research. • Launch the 2017 Signature Program and deliver the final component of the 2016 program *Belonging*. • Review expenditure on collections available through the Rural Libraries Queensland network and Indigenous Knowledge Centres and work to increase community awareness of resources. • Progress the online engagement strategy.

Success Measures	2016–17 targets
Customer satisfaction	95% (SDS – Effectiveness)
Increase in efficiency	2.5% (SDS – Onsite visits + Online visits / Budget)

Critical success factor 3. Build capability

Strategic Plan 2016–20 key objectives	Operational Plan 2016–17 activities
• Build capacity within our communities of interest.	• Deliver or facilitate the delivery of professional development activities for public library and Indigenous Knowledge Centre staff to enable progress towards *The Next Horizon: VISION 2017*. • Finalise the Advance Queensland public libraries consultation process to prepare for the review of *The Next Horizon: VISION 2017*. • Commence the triennial review of the Public Library Grant methodology, including the evaluation of outcomes delivered in past grants rounds. • Review the support provided to local governments operating Indigenous Knowledge Centres to enhance effectiveness of investment and improve community outcomes. • Design, deliver and promote on-site, off-site and regional access to

	learning opportunities (e.g incoming school visits, The Edge, The Corner, Summer Holiday programs and design thinking workshops for teachers).
• Generate new revenue sources.	• Focus Queensland Library Foundation efforts on increasing endowments, membership of the Presidents 100 circle and funding support for priority projects.
	• Actively seek in-kind support and alternate funding options.
• Position our workforce for the future.	• Implement the Hunter Review recommendations including a review of the *Libraries Act 1988*.
	• Commence implementation of the Towards 2020 Strategic Workforce Plan.

Success Measures	2016–17 targets
Visits to Public Libraries	22,575,000
Increase in self-generated revenue	10% increase
Staff engagement	67%

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

Find the published plans online:

State Library of Queensland Strategic Plan 2016–20: http://www.slq.qld.gov.au/about-us/corporate/publications/planning/strategic-plan-2017-2021/strategic-plan-2016-20

State Library of Queensland Operational Plan 2016–17: www.slq.qld.gov.au/about-us/corporate/publications/planning/operational-plan-2017-2018/operational-plan-2016-17

Report on performance

Service standards performance measure

Client satisfaction with services and programs

2016–17 target	2016–17 actual
95%	97%

Customer Satisfaction is % respondents to a rolling, year-long exit survey of onsite visitors who responded that they were 'satisfied' or 'very satisfied' when asked "How would you rate your overall satisfaction or dissatisfaction with today's visit?" Sample size was 984. The methodology is compliant with Department of Treasury guidelines for conducting satisfaction surveys.

Percentage increase in the efficiency of service delivery

2016–17 target	2016–17 actual
2.5%	5.5%

Increase in efficiency indicates change in the ratio of the government appropriation for SLQ to total onsite and online visits.
The higher than forecast result is due to increased visits with a reduction in the government appropriation.

Performance measure

Use of digital content

2016–17 target	2016–17 actual
17,400,000	14,315,460

The target shortfall resulted from unexpected falls in heavily used but discrete parts of the collection (digitised Queensland newspapers, curated content on the content sharing website, Flickr Commons and two eresources). Use of the rest of the collection increased by 15%. Improvement of content development strategies and resource discovery systems is expected to lift use in 2017–18.

Visits to public libraries

2016–17 target	2016–17 actual
22,575,000	21,670,013

The result was impacted by the temporary closure of two libraries (Toowoomba and Chermside) for redevelopment. SLQ is continuing to actively promote and support strategies for embedding public libraries in their communities. Participation in library programs (onsite and offsite) continued to grow strongly in 2016–17, partly reflecting the successful implementation of the First 5 Forever early childhood literacy initiative.

Increase in members

2016–17 target	2016–17 actual
15%	25%
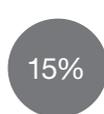
Strong growth in membership as a result of SLQ-wide promotion of membership benefits, including Lynda.com access and outreach activities.

Increase in self-generated revenue

2016–17 target	2016–17 actual
10%	2.6%

The result is due to a net reduction in limited life funding, with growth however in commercial and Queensland Library Foundation revenue.

Staff engagement

2016–17 target	2016–17 actual
67%	n.a

The result for this measure is pending completion of the 2017 Working for Queensland survey, which ran 31 July to 21 August 2017. The result from the 2016 survey was 65%.

Enable access

One of SLQ's enduring values is to make services accessible to people of diverse language, ability and location. To do this, SLQ promotes literacy and learning, digitises content for online access, and strengthens public libraries across Queensland.

Life skills and literacy programs

Family literacy activities

At the forefront of SLQ's family literacy activities is the highly successful First 5 Forever program, delivered through public libraries to support parents and carers of under 5s as their child's first educator.

SLQ provides First 5 Forever professional development opportunities for staff from local councils, libraries and IKCs, as well as health, education and community organisations who work with families with young children. Two workshop programs were delivered across Queensland in 2016–17. The 1.5 day *Language to Literacy* workshop provides basic training for people delivering the First 5 Forever message. In September 2016, a new one-day workshop was launched to provide further skill development for staff delivering programs for babies and their families. *Baby play and story time* incorporates age-appropriate language and early literacy strategies, with seven workshops held so far to upskill library staff across Queensland. In September 2016, SLQ hosted a First 5 Forever forum with 22 participants from 14 regional councils attending the full day session, followed by a webinar allowing regional and remote participation.

In the 2016 calendar year 42 Queensland councils participated in First 5 Forever, up from 30 in 2015, which serve 97% of the State's population. This period saw 452,200 attendances at events in libraries, and 565 partner organisations involved in programs across the State. In 2016, 25,700 toolkits were distributed, 35% more than in 2015.

The Corner at SLQ South Bank is popular with children and their carers, who interact with different learning themes throughout the year. This concept of a dedicated play and learning space for children under 8 is being expanded through regional centres with The Corner on the Road, in partnership with Paroo Shire Council. The program delivered early literacy programming and creative learning spaces through three successive themes from The Corner installed in Cunnamulla Library. Following professional development and in-person support during the installation of the first theme, Cunnamulla

Library staff led the installation of the next two themes with remote support by SLQ staff. The Corner on the Road program has resulted in increased visitation and length of engagements at Cunnamulla Library. A similar program was instigated in early 2017 with Townsville City Library.

Digital literacy skills

SLQ also provides resources for public libraries and IKCs to engage their communities in coding and robotics. For instance, the STEM.I.AM coding and robotics grant is focused on building connections between Aboriginal and Torres Strait Islander people and libraries. It aims to encourage science, technology, engineering and mathematics (STEM) engagement for Indigenous students from grades 5 to 12, to help close the literacy and numeracy gap, and inspire further study in a STEM field. SLQ administered the $170,000 grant program for projects up to $25,000. This program is part of a state-wide initiative between the Department of Science, Information Technology and Innovation (DSITI), Department of Education and Training, SLQ, Carbon Media, Google and FIRST Australia.

SLQ also partnered with Regional Development Australia (RDA) (Darling Downs/South West region) to provide a funding pool of $21,000 to six councils in that region: Quilpie, Bulloo, Murweh, Maranoa, Goondiwindi and Southern Downs. The *Skilling Our Future* coding and robotics grant provided a stimulus for communities to learn to use technology and support growing technology trends in the agricultural industry. Three councils received funding to buy resources and deliver programming specific to their community needs, and three worked closely with SLQ to support coding and robotics in their communities. SLQ hopes to extend this program with RDA for another year, to develop staff expertise in coding and robotics, and grant application workshops.

Through a partnership with Education Technology Specialists, SLQ offered two $500 Ozobot prize packs to the public libraries or IKCs that created the best new *OzoFarm* game. The competition encouraged

players to consider how the skills they develop now in coding and robotics could affect the future of farming. Prizes were awarded to Ipswich City Libraries and Fraser Coast Regional Libraries.

The Tech Savvy Seniors Queensland (TSSQ) program is a partnership between the Queensland Government (led by SLQ) and Telstra, giving seniors (aged 60+) across Queensland the opportunity to develop the skills and confidence to use technology and participate in the digital world. In 2016 a total of 15,278 seniors participated in 2,971 TSSQ training sessions delivered across Queensland. Now in its second year (2017), grant funding of $366,000 ($100,000 from Telstra, $181,000 from SLQ and $85,000 from Department of Communities, Child Safety and Disability Services) will enable 30 councils operating a library service or IKCs to deliver the program. By increasing digital inclusion for older Queenslanders, the program aims to reduce social isolation, improve access to and knowledge of online government information and services, and reduce online fraud and financial abuse.

Engaging with diverse audiences
In collaboration with MDA Ltd (Multicultural Development Australia), Study Queensland and Study Brisbane, SLQ piloted a drop-in centre at The Edge for international students in August 2016. Education is one of Australia's biggest growth exports, and Brisbane is home to more than 75,000 international students from more than 160 different countries. The MDA Brisbane Student Hub is the first of its kind in Queensland, offering free support for international students three afternoons a week. It provides information, advice and referrals on healthcare, employment, budget management, accommodation and legal services, and connects students to local events and activities. In its first eight months the hub helped more than 700 students, mainly from China, India, Brazil and Colombia.

In 2016 two QUT Master of Social Work students conducted research on engagement and outreach with two targeted culturally and linguistically diverse communities. Focusing on the Indian and Vietnamese communities, the students worked with Logan City Council Libraries as a case study to devise recommendations for outreach plans, which are now available online.

In implementing the SLQ Disability Action Plan (DAP) 2016, the organisation continued to improve its services to people with disability, providing an accessible, inclusive and welcoming place, physically and virtually. Developed with assistance from an external consultation group, comprising representatives from organisations servicing this community, the DAP goals and priorities are aligned with SLQ's Strategic Plan 2016–20, operational priorities and drawn from the external consultation. Specific priorities include: improving assistive/adaptive technology, improved online and onsite access, whole-of-community activities and employing people with a disability.

In November 2016 a number of community groups visited SLQ to help identify areas for improvement in the way SLQ delivered services to people with a disability, and assess the adaptive technology it offered. These groups included LifeTec, Vision Australia, CPL, Multicap, Deaf Services Queensland and Uniting Care – Disability Services. The subsequent report informed the purchase of adaptive technology in the 2016–17 financial year, and staff will be trained in its use.

SLQ has also been working with public libraries to improve their resources for working with people with disabilities. For instance, it has created new collection items, such as signed English storytelling kits, that aim to support hearing impaired people.

SLQ partnered with Access Arts to deliver two events celebrating the International Day of People with Disability in December 2016. *Inspirational: Art Meets Sport* brought together leading Queensland artists and sports people who exhibited their skills and talked about their experience in reaching this stage of their career. The full-day *Be Inspired* event celebrated International Day of People with Disability through theatre, music, song, dance, the spoken word, visual arts and photography. The School of Hard Knocks Absolutely Everybody Choir performed at the event. A partnership with School of Hard Knocks delivered *Word on the Street*, a creative writing project working predominantly with mental health service clients.

Increase free access to digital content

Open data
SLQ is committed to championing the release and creative use of open data. As part of increasing awareness of open data, SLQ invited the Open Data Institute Queensland to deliver two talks in the Digital Futures series, outlining how individuals and businesses could unlock the value of open data.

In 2016–17 there were 183 downloads of SLQ open datasets through the Australian

Government Open Data Portal. The most popular dataset was *The Queenslander* (30,000 portraits with 55 downloads). First World War datasets (portraits, catalogue records, photographs) accounted for 47% of downloads, demonstrating the strong open data outcomes achieved through the *Q ANZAC 100* project (page 25). Open data has also been used by third party apps (page 23).

Content strategy
The Library Board approved the new SLQ Content Strategy in April 2017. This Content Strategy is a high-level vision that provides a consistent approach to all of SLQ's collection activities. It guides SLQ's collection development, management and engagement to ensure the organisation is able to provide the content people need now and in the future. Guidelines are now being developed to guide implementation by providing clear direction to staff on decision making in regard to content added to the collection. These guidelines will ensure the content collected continues to fulfil our obligations to preserve Queensland's documentary heritage, while addressing the emerging challenges in an increasingly digital world.

Priority digitisation projects
SLQ launched the *Community Heritage Digitisation Offer* in 2016 to build the documentary heritage of Queensland. The offer allows authors of publications that relate substantially to the history of our state — and to its cultural, social, economic, political or scientific development — to digitise their work which is of interest to the wider community. These publications, typically out of print or of limited distribution, are made discoverable through SLQ's online catalogue, One Search, and through the Trove database, whose contents are harvested by Google. Local histories and studies constitute a significant part of the John Oxley Library's collection. They are generally unique publications based on original research, and are often the only work, or one of very few, written on a community or related topic. This program allows Queensland stories to be shared more easily across the State, increasing access to our community heritage collections.

Improve digital access in public libraries
As digital content becomes more readily accessible through SLQ's digital offer and online, the organisation aims to ensure libraries in rural and remote Queensland have the means to access this content and offer it to their clients. Public libraries can apply for grants through the Online Public Access in Libraries (OPAL) Program, funded by the Queensland Government and managed by SLQ. In 2016–17, $181,000 OPAL funding was allocated to TSSQ (page 21) Grant round and an additional $50,000 of OPAL funding was allocated to the professional development of public library staff to develop their skills to deliver the TSSQ program in their local communities.

A pool of $400,000 was also made available through the OPAL and VISION 2017 Programs, allowing public libraries and IKCs to apply for up to $25,000 to deliver strategic initiatives. Projects reflect one or more of the themes outlined in *The Next Horizon: VISION 2017 for Public Libraries*, or support the OPAL Program objectives to accelerate the transition to digital modes of delivery to make content, services and programs accessible to everyone, which includes increasing access and digital literacy skills.

For instance, Balonne Shire Council secured $25,000 to establish three innovative new programs: a pop-up library program to take library services out into the region; a history corner providing locals with access to technology to research, record and collate their own historical stories and preserve old images; and a region-wide program to develop workshops and outreach sessions which introduce experimental new technologies or concepts to disadvantaged community groups.

Infrastructure and discovery

Back end systems
SLQ uses a suite of products from vendor Ex Libris to manage its extensive physical, electronic and digital collections, and to provide client discovery and access to these collections.

The cloud-based Alma library management system follows a path of continuous improvement through monthly releases. Rosetta, which is currently being implemented, will increase SLQ's digital preservation capabilities while also taking over the role of digital asset management. Primo, which powers SLQ's One Search catalogue, makes accessible local collection items (physical, electronic and digital) as well as millions of journal articles and ebooks. SLQ blog stories have been made available through Primo to increase visibility and improve usage of the resources they reference.

SLQ works with libraries using Ex Libris products to share issues and solutions, including training opportunities. Regular feedback and suggestions for enhancements

and improvements are also forwarded to Ex Libris. This year SLQ committed staffing resources to aid the development and testing of a new user interface for Alma, improving staff user experience and efficiencies.

To support these systems, SLQ improved its virtual machine environment and monitoring systems in 2016–17. Primo was migrated to the virtual machine environment in November 2016 to provide a more robust and stable environment than the previous single server environment.

Discovery platforms
SLQ joined the Google Cultural Institute partnership in 2016–17, and Google captured Museum View imagery of all public spaces, conservation area and repository in December 2016. State Library Museum View will allow virtual visitors to see some of the spaces and services available onsite through Google maps. SLQ's Google Arts and Culture presence will be made live in late 2017. This platform will present five different Queensland stories, showcasing relevant collection items, through online exhibitions. High-resolution images of 20 collection items were captured in the gigapixel process, which will allow online visitors to study these items in great detail.

DintApp now links more than 40,000 of SLQ's open access digitised collections, made available via open dataset, through a Queensland map. SLQ joins other notable libraries represented through this app – Library of Congress, New York Public Library, San Francisco Public Library, Swedish National Heritage Board, National Library of Ireland and National Library of Scotland.

Innovative practices
SLQ was the first Australian state library to successfully negotiate immediate onsite access for the local public libraries for each newspaper. An agreement with Far North Queensland newspaper publishers has enabled the deposit of digital editions of *Torres News* and *Cape York News* (a recent amalgamation of *Western Cape Bulletin* and *Cooktown Local News)*. Digital editions are forwarded weekly, and are accessible onsite at SLQ and public libraries local to publication during an embargo period to ensure commercial opportunities are unaffected. Once the embargo period has ended, the publication becomes available online without restriction. This agreement simplifies the process of long-term preservation of these newspapers.

SLQ is working with NSLA (National and State Libraries Australasia) libraries across Australia on a central repository for digital legal deposit content. Legislation in many states requires local publishers to deposit new publications to the National Library of Australia (NLA) and their local state library, resulting in duplication. This digital transformation initiative is exploring options that would allow all relevant libraries to access a single digital deposit within the agreed licensing scope. NLA would manage preservation and delivery of the digital content, while state libraries would continue to engage with publishers, identify content and make content accessible via their local catalogues. SLQ is represented on the project steering group and NLA is developing a proposal for a new funding model that engages state and territory libraries as partners to ensure long-term sustainability.

Increase membership and awareness
SLQ works with Queensland councils to increase public library membership by raising awareness of available services. Through a consortium model of delivery, SLQ also helps to bolster the buying power of public libraries to deliver the best possible services to the people of Queensland.

For instance, SLQ coordinates state-wide access to Lynda.com, the online training provider. This subscription allows public libraries and IKCs to offer their members free access to more than 3,000 online courses and 135,000 video tutorials presented by experts in their field. In 2016–17, SLQ worked with libraries and IKCs to promote this service in their local areas, encouraging non-members to join their libraries and IKCs to access these benefits.

In the 2016 calendar year, an estimated 8,000 First 5 Forever (page 20) outreach events took place outside of libraries, with more than 87,000 people participating. The First 5 Forever program aims to encourage lifelong connections between families and their local libraries, and has resulted in increased attendance at library sessions aimed at children ages 0 to 5.

Libraries across southwest Queensland came face to face with the latest technologies in February 2017 to engage their communities through programming robots and coding. The Robot Roadshow, supported by SLQ in partnership with Regional Development Australia, visited Charleville, Cunnamulla, Thargomindah and Quilpie libraries and engaged more than 2,500 library staff, teachers, students and community members. Library staff and teachers, students and

community members had a hands-on opportunity to explore technologies such as Ozobot, NAO and HTC Vive virtual reality. SLQ has also been helping public libraries to provide other opportunities to access these technologies (page 20). In 2016–17 SLQ also partnered with the Department of Science, Information Technology and Innovation to hold Robotics Roadshows in Cairns, Longreach, Mt Isa, Rockhampton and Bundaberg.

Engage community

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

Queensland's culture and heritage

Many SLQ programs help to ensure Queensland stories are captured, preserved and put into context for future generations.

Connected collections

The *Q ANZAC 100* program has led the way in creating connected collections, bringing together information from sources across Queensland to create local stories. For instance, community content continues to be added to the Historypin *Q ANZAC 100* hub, with a total of 81 collections bringing together more than 1,700 items.

In January 2017, SLQ joined the international library initiative #1lib1ref to improve Wikipedia one citation at a time. Over three weeks SLQ added 1,028 citations to 148 Wikipedia pages, representing approximately 25% of #1lib1ref revisions worldwide. Of SLQ's citations, 97% were made on pages with Queensland content. As a result of this successful initiative, a new volunteer editing group #QWiki has been established for the Queensland GLAM sector. The group meets monthly to update Wikipedia pages and where possible link to SLQ collections and other Queensland content. This is one way SLQ is leading a state-wide approach to connecting Queensland collections.

Capturing voices and stories

As part of the partnership with Anti-Discrimination Commission Queensland, six digital stories have been produced to mark an important milestone for Queensland — 25 years of the *Anti-Discrimination Act 1991*. The digital stories, accessed via the One Search catalogue, reflect SLQ's commitment to collect, preserve, and promote the diverse experiences of Queenslanders.

More than 20 years since they were recorded, stories of the people living in the Bloomfield River region can now be heard online. In 1995, Bloomfield River resident Camilla Darling conducted interviews with local Kuku Yalanji Elders and non-Indigenous settlers of the Bloomfield Valley to document the rich and varied history of this remote rainforest region in Far North Queensland. The 39 interviews reveal the way of life of the subjects and their families, and discuss the interactions between Indigenous and non-Indigenous settlers in Bloomfield prior to, and during, missionary involvement. SLQ has digitised the original audio cassette recordings to make these unique oral histories accessible to all, including the descendants and families of the interviewees.

Born digital content

SLQ acquires and preserves born digital content as part of its role of preserving Queensland's culture and heritage. In 2016–17, 73 digital stories and 1,188 born digital photographs were made live in One Search. SLQ also acquired 28 original materials born digital collections, each containing many images and digital stories. These included *Reflecting on 25 Years of the Anti-Discrimination Act 1991 (Qld) — a collection of digital stories June–September 2016* and *James C. Sourris Artist Interview Series 2015–2016*. In 2016–17, 4,458 items were added to SLQ's electronic serials and ebook collections via legal deposit by Queensland publishers.

All of SLQ's born digital collections are stored in optimal conditions for long-term preservation, and a new digital preservation system is currently being implemented to ensure these collections are accessible to future generations of Queenslanders.

Engage with communities of interest

Business Studio

The SLQ Business Studio has doubled its membership in its second year of operation. Free membership to the Business Studio provides access to workstations, exclusive wi-fi access, business-related resources, and invitations to workshops and mentoring sessions for entrepreneurs. Attendance of fortnightly Business Studio Lunch Box Forums has also improved significantly, with a structured program for 2017 linking to SLQ initiatives to engage new audiences. In 2017, audience numbers have averaged 26 per session. The program also incorporated targeted workshops by SLQ partners, such as workshops on Indigenous arts businesses and business workshops for writers delivered by Queensland Writers Centre.

A scalable model of the Business Studio, suitable for duplication by public libraries to support innovation and entrepreneurialism in

their regions, will be developed in consultation with public libraries. Initial consultation will be conducted at a professional development forum, originally scheduled for March 2017. This forum will now be held in November 2017, and work on the model will progress based on the findings from this consultation session.

GRAIL

SLQ's Government Research and Information Library (GRAIL) service provides a comprehensive research service for eight Queensland government clients, including Department of the Premier and Cabinet and Queensland Treasury. Jobs Queensland and the DSITI Strategic Policy and Innovation unit trialled the use of GRAIL services in the first half of the financial year, and re-subscribed to 30 June 2017. Throughout the year, GRAIL staff presented information sessions for Queensland government officers in person, regionally and online, to showcase its services to government agencies.

Reading and writing

In 2016–17, the structure of the *black&write!* Indigenous Writing and Editing program has been reviewed and a new three-year plan developed. The next stage of the project is partially funded, with funding being sought for the remainder. Applications for the next round of Indigenous Writing Fellowships open in late 2017.

Meanwhile, *black&write!* Indigenous Writing Fellowships are continuing to have a positive impact on the lives of its Fellows. A screen adaptation of *Grace Beside Me* by Sue McPherson, one of inaugural Fellows in 2011, is currently in production. Sue has been joined by a team of Indigenous writers for the adaptation to television, including Tristan Savage, a 2013 *black&write!* Fellow. The 13-episode series will be filmed in Beaudesert and premiere on NITV, with a secondary broadcast on the ABC and third release on subscription channel Disney Australia. Author Jane Harrison was shortlisted for the Prime Minister's Literary Award for Young Adult Fiction for her novel *Becoming Kirrali Lewis*, published by Magabala Books as part of *black&write!*

SLQ continues to manage the annual Queensland Literary Awards (QLA) and Queensland Writers Fellowships, which recognise the literary achievements of published and emerging Queensland and Australian authors. Through the support of Queensland University of Technology (QUT), a QUT Digital Literature Award with a cash

prize of $10,000 has been established in 2017, becoming the world's richest digital literary prize. The Award will acknowledge contemporary publishing and digital innovation in storytelling, celebrating digital literature in all forms. The Queensland Government invests in the creative futures of Queensland's writers with continuing support for QLA, including the $25,000 Queensland Premier's Award for a work of State Significance. QLA is also supported by the University of Queensland, Griffith University, University of Southern Queensland, QUT, Copyright Agency Limited Cultural Fund and *The Courier-Mail*.

Collaborate and co-create

SLQ collaborates with the community and its partners to create new content and knowledge through its dedicated centres of engagement. For instance, the Asia Pacific Design Library hosted the second Asia Pacific Architecture Forum (APAF) in March 2017 to explore the region's role in shaping the future of architecture and future opportunities for architects, designers and planners. APAF comprised exhibitions, symposia, tours and workshops across Brisbane.

In June 2017, the winners of the Queensland Memory Fellowships were announced. Each year, SLQ Fellows use the collection to research and create new content that explores and analyses aspects of the State's history. The $20,000 John Oxley Library Fellowship was awarded to Dr Lauren Istvandity, for a project *Reminiscing about jazz in Queensland: Preserving pre-1965 oral histories for the Queensland Jazz Archive Collection* in the John Oxley Library. Commercial diver and marine archaeologist Toni Massey received a $15,000 Queensland Business Leaders Hall of Fame Fellowship to examine how Queensland pearl divers helped develop Queensland's economy by pioneering the pearl shelling industry. Tess Maunder received the $15,000 Mittelheuser Scholar-in-Residence program, supported by long-term donor Dr Cathryn Mittelheuser AM, to examine the relationship between 'digital futures' and contemporary curatorial practice.

Finally, four $15,000 *Q ANZAC 100: Memories for a New Generation* Fellowships were awarded. Dr Peter Crossman received the 2017 Digital Fellowship for his project *Cairns of words and numbers: Queensland's memory rolls of the Great War*, documenting the names, places and stories of soldiers from 100 Queensland honour boards. Lisa Jackson will examine the home front story of Stradbroke Island's Inebriate Institution in her

project *The unfinished war: the post-war lives of returned soldiers who spent time in the Inebriate Institution in Dunwich*. Dr Judith Powell's project *Crime, passion and opportunity — policing Brisbane during World War 2* investigates Brisbane during the Second World War when General Douglas MacArthur was stationed in Brisbane. Visual artist Greer Townshend's project *Treasure: a soldier's story* explores archetypal imagery found in letters, diaries, photographs and possessions of Queensland soldiers during the First World War.

Barambah<>Cherbourg<>Art<>Craft was a community exhibition held in kuril dhagun and curated by SLQ in partnership with 2016 winner of the John Oxley Library Community History Award, The Ration Shed Museum (Cherbourg). The exhibition showcased the creative diversity and historic production of Barambah Pottery, a commercial venture established in the Aboriginal community of Cherbourg in 1969. It features more than 100 individual pieces of significant pottery — from elaborate vases to glazed goblets — created before Barambah Pottery was abruptly closed in 1987. The exhibition ran from December 2016 to April 2017. A companion book, *Barambah Pottery*, was developed to support The Ration Shed.

Artist Donna Davis, winner of Flying Arts 2017 Digital Art Award within the Queensland Regional Art Awards, undertook a week-long residency at The Edge to explore new skills and techniques in The Edge Fabrication Lab. As a multidisciplinary artist, Donna learnt how to use the laser cutter and the 3D printers, to turn digital creations inspired by nature into tangible objects. It allowed her to understand the capabilities and limitations of this type of equipment, and the opportunities available for creative people at The Edge.

The Siganto Foundation artists' books series 2017 was a week-long celebration of artists' books featuring lectures, workshops and a masterclass led by international artist and publisher Dr Helen Douglas. The series of events, held in March, was presented with the generous support of the Siganto Foundation, a long-term supporter of the Australian Library of Art.

Facilitate interaction with content

Q ANZAC 100
More than 30,000 First World War Queensland soldier portraits are now available via SLQ's catalogue. Queensland Indigenous servicemen have been identified within these soldier portraits, and compilation of a complete list of Queensland's Indigenous soldiers 1914–18 is now in progress. Digital stories exploring Queensland's participation in and commemoration of the First World War are being made available through the *Q ANZAC 100* website.

SLQ's digital volunteering program, Pitch in! has been expanded through *Q ANZAC 100* funding to include crowdsourced online transcription of First World War diaries, letters, postcards and other material. SLQ is the first public library and arts institution to make its First World War content available on the online transcription crowdsourcing platform DigiVol, joining Harvard University, the Smithsonian Institution and CSIRO.

As part of the Spirit of Anzac Centenary Experience (SACE) travelling exhibition, SLQ created Community Zone exhibitions at each of the five SACE locations. The final exhibition was held in Townsville in September 2016. Local exhibition material was sourced from historical societies and regional and military museums in the area. SLQ staff also delivered a series of First World War White Glove Experiences, social media workshops and Conservation Clinics as part of the SACE program of events. Travel bursaries helped almost 400 people from regional communities attend SACE exhibitions across four regional centres.

In November 2016, SLQ's *Peace and Quiet* exhibition won a *2016 Gallery and Museum Achievement Award* in the Engagement category. *Peace and Quiet* was a community-generated exhibition that explored personal, social and political ideas of peace. It was held from November 2015 to February 2016 as part of *Q ANZAC 100: Memories for a New Generation*.

Signature Program
In 2016 the annual signature program *Belonging* focused on exploring Queensland's identity. The theme explored the connections we have to our families, communities and special places in Queensland, and invited the community to delve into SLQ collections through the exhibitions *Tradition Now* and *Art of the Skins*. *Art of the Skins* saw kuril dhagun partner with Indigenous artists Carol McGregor and Glennys Briggs to lead 120 participants in creating possum skin cloaks. These creations were on display in the SLQ Gallery from June to November 2016. A retrospective exhibition catalogue is available online.

The community was also invited to take part in conversations online and at events such as *Queenslanders in Conversation — 25th Anniversary of the Anti-Discrimination Act* in November 2016. Through a partnership with ABC Radio Brisbane, SLQ hosted a conversation between high-profile panellists including Anti-Discrimination Commissioner Kevin Cocks on the topic "Has Queensland become too PC?" The 2016 Brisbane Writers Festival also included 19 events with a 'belonging' theme as part of its ongoing partnership with SLQ.

The 2017 signature program theme is Digital Futures, exploring aspects of our digital world, considering the future and examining what it means to be a digital citizen. The program incorporates exhibitions, talks and activities around Futurism, Digital Participation and Our Digital Place. The Digital Futures Lab, opened in February 2017, invites visitors to experience new technologies such as Tilt Brush, HP Sprout 3D scanning and 3D printing. Visitors engaged online with the hashtag #digitalfutures, adding their thoughts, voices and objects to the exhibition's Wunderkammer, Timeline and Hive Mind installations. The Digital Futures Lab will evolve through 2017 to keep content fresh.

Collection distribution
SLQ has been examining how IKCs and public libraries use grants to expand their collections, identifying ways to improve return on investment for Queenslanders. Options are now being explored to better support the IKC and Rural Libraries Queensland (RLQ) networks, such as a collection exchange program to improve access to collection items for all IKC and RLQ communities. This work will continue in 2017–18.

A prototype Data Visualisation Tool was developed by Zone4 using Queensland public library data from 2011–15. Several library services expressed interest in this tool, which helps with benchmarking and annual reporting to council. The refreshed tool incorporates the latest Queensland public library data from 2015–16 and integrates Google Analytics functionality to enable tracking of usage. This tool was made accessible through the Public Libraries Connect website in May 2017.

Online engagement
SLQ is currently developing a Digital Strategy, taking a strategic view of how to achieve the aims of engagement and access to information in the digital space. The strategy will look at how people interact with the data accessible now, and how that may change in the future. It will focus on the themes of content, skills, community, experience and infrastructure, and will be presented to the Library Board in December 2017.

Build capability

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

Build capability in communities of interest

Professional development

SLQ coordinates and delivers a calendar of professional development activities for public library and IKC staff. For instance, more than 60 Queensland public library staff attended the *Innovation in Public Libraries Regional Professional Development* in Townsville in August 2016. Participants shared ideas with regional colleagues on public programming, including design thinking and coding and robotics. A research paper, *Impact of Libraries as Creative Spaces,* was launched by Professor Jean Burgess and Dr Kirralie Houghton from QUT. SLQ also ran a program of professional development workshops for public library staff in seven regional locations. Participants met library colleagues and learnt about program development, grant applications, innovative service delivery, new technology, library management and community engagement. Additionally, two-day forums have been held on Managing the Business of Libraries (Noosa, May 2017) and Digital Inclusion (Brisbane, June 2017). Professional development travel bursaries were available to support public librarians from remote locations to attend these events.

Public library visioning

The Next Horizon: VISION 2017 for Queensland public libraries will conclude this year. A tender process began in June 2017 to engage consultants who will review the document and develop a revised vision. Queensland councils have been advised of the upcoming review and were encouraged to participate in the consultation process, which is now in development.

Public Library Grants Methodology

While the current triennial Public Library Grants Methodology review period was due to end on 30 June 2017, the Minister approved postponement of the methodology review to 2017–18, and the extension of the current Service Level Agreements (SLAs) with councils for 12 months. This will allow for the review of *The Next Horizon: VISION 2017*, which will inform the Public Library Grants Methodology Review process in 2017–18 and the development of revised SLAs for 2018–19.

Enhance effectiveness of IKCs

Following the July 2016 introduction of new SLAs between SLQ and councils operating IKCs, SLQ reviewed the effectiveness of these new agreements. They included changes to the way library content was purchased and how First 5 Forever funding was delivered. The review considered the effectiveness of the investment and identified ways to improve community outcomes. Findings were presented to the Library Board in February 2017, and will help inform the next SLAs, due to begin in July 2018.

Learning opportunities

SLQ supports learning through a diverse array of activities onsite, including design thinking workshops through the Asia Pacific Design Library, workshops and fabrication lab inductions in The Edge, school tours, school holiday workshops and craft sessions at the SLQ Shop. It also supports public libraries and IKCs to deliver programs across Queensland, providing regional access to learning activities. Some of these, like TSSQ (page 21) and the coding and robotics workshops (page 20) are explored elsewhere in this report. SLQ also provides learning notes aligned to the school curriculum for its major exhibitions, such as *Art of the Skins* (page 27).

Construction was a theme for The Corner in early 2017 to create an environment for multiple styles of play and engagement, for children and families. *Let's Build in The Corner* was complemented by The Imagination Playscape in The Parlour, allowing children to change the space around them and design their own course of play. The Imagination Playscape comprises assorted loose parts — shapes, angles, chutes and hinges — that prompt children to transform their environment and create objects, imaginary places, dramatic scenarios and games to play. This encourages the creativity, social interaction and open-ended play critical to a child's intellectual, social, physical and emotional development. The installation at SLQ included both facilitated play and open-ended free play sessions. The Let's Build and Imagination Playscape installations are now available for loan within the public library and IKC networks.

The Summer Reading Club (SRC) program is delivered nationally in partnership with ALIA (Australian Library and Information Association), the Australian Public Library Alliance and State and participating libraries across Australia. The 2016 SRC theme of *Heroes and Villains* was delivered online and in 1,083 Australian libraries (including mobile libraries and IKCs) through December 2016 and January 2017. The program featured blogs from the Australian Children's Laureate, Leigh Hobbs, and popular children's author Deborah Abela. This is the sixth year SLQ has delivered this as a national program. Nationally, more than 82,500 children and young people participated in library summer holiday programs. A total of 55,874 children and young people formally registered in the SRC, an increase of 15% on last year, leading to an increase of 37% in the number of books read (456,187 books).

SLQ's onsite Summer Holiday Program has historically started in January, but in summer 2016–17 was extended to five weeks to include the Christmas / New Year period. The result was an almost 100% increase in access by children and families to SLQ programs in this period. Authors and illustrators helped to design a program in which children and families shared, played and made connections with picture books through art-based activities, music workshops, shared storytelling sessions and a book-based family film festival.

Additionally, the *Story Lab* summer STEAM-based program took place at SLQ venues over three weeks in December 2016 and January 2017. More than 330 children and young people aged 8 to 17 participated, with workshops booked to 90% capacity. Delivered by professional artists and facilitators, the program explored engineering, songwriting, storytelling, game development and various forms of design. Participants accessed technology such as virtual reality devices, and laser and vinyl cutters.

Generate new revenue sources

Queensland Library Foundation
Queensland Library Foundation has more than 250 active donors and works with these donors to build, maintain and enhance SLQ's collections, services and facilities through general giving and corporate sponsorship.

The Foundation secured approximately $90,000 through general giving to its end-of-year and end-of-financial year campaigns, and benefited from the support of major

donors, private trusts and foundations for key projects. Membership of the President's 100 Circle currently stands at 53, with each donor committing to annual $1,000 donations over three years. The 2017–18 goal is to raise this membership to 85 donors.

To demonstrate how donations are used and the need for ongoing support, donors are invited to special events on topics of interest. In 2016–17 Dr Madonna Grehan captivated donors with her John Oxley Fellowship research into the Centaur Memorial Fund for Nurses, historian Bill Kitson presented an insight into the challenges faced by 19th century marine surveyors along the Queensland Coast, and author Steve Haddan detailed the history of rugby league in Brisbane, with special guest Wally Lewis.

The Foundation also identified funding partners for multi-year projects, to build sustainability and enable the community to benefit over a longer period of time. For instance, project funding was secured for the Fabrication Laboratory at The Edge, digital literacy programs for marginalised communities, SLQ's Fun Palace which engages children with science, technology, engineering, art and math, and the enhancement and conservation of SLQ's contemporary music collection. Support was also provided for the Queensland Literary Awards and *black&write!* Indigenous writing and editing program.

Alternative funding options
SLQ works with an array of organisations to ensure it can deliver effectively to diverse audiences across Queensland. Partners offer funding or in-kind support to deliver events and activities. Partnerships at SLQ represent an increase of an estimated $1 million in-kind value to projects and initiatives delivered with partners. In 2016–17 SLQ worked on more than 70 partnerships, continuing to work closely with existing partners including the ABC, Queensland Writers Centre, Brisbane Writers Festival, QUT Business School, School of Hard Knocks, Access Arts, Autism Queensland and Little Tokyo Two. New partners in 2016–17 included IT etc., Open Data Institute of Queensland, MDA Ltd, Children and Families Commission, Google and Museums Galleries Australia.

SLQ welcomes alternative funding options, and was delighted to be approached by CSIRO in late 2016 with the offer of 150 Samsung Galaxy Tab Pro wi-fi enabled tablets. The mobile devices are to be provided to public libraries and IKCs through

an expression of interest (EOI) process. The tablets were provided to CSIRO through a Sponsorship Agreement with Samsung. Fifty of the tablets are to be used for programs targeting Aboriginal and Torres Strait Islander communities, and the remaining 100 tablets will be used in programs for marginalised young people through skills development in a STEM field. EOIs and agreements will be finalised in the second half of 2017.

Hire of SLQ spaces is another important revenue raiser, and demand continues to grow as SLQ develops a reputation of having quality venues and support. In 2016–17, venue services earned $868,079, continuing an upward trend with a 21% increase on the previous year's revenue. There were 2,731 total bookings across SLQ venues, excluding festivals, school holiday programs and community family days.

Focusing on improved stock lines, shop layout and social media marketing has resulted in steady sales growth in the SLQ Shop. Figures for the period 1 November 2016 to 12 January 2017 saw an increase in revenue of 13% over 2015. Online sales grew by 95% over the same period. SLQ also sold space to publishers on the *Q ANZAC 100* video wall during the Brisbane Writers Festival in September 2016.

Position our workforce for the future

Hunter Review
In the latter part of 2015 an independent review was undertaken into the management of a serious workplace matter identified in late 2012. The Library Board endorsed an action plan to implement the subsequent recommendations in full, which was supported and tabled by the Minister in December 2015. This comprehensive action plan focused on staff training, integrity, organisational accountabilities, governance structures and procedures and protocols. By 30 June 2016, 21 of the 23 recommendations were closed, with the remaining two completed in this reporting period.

Recommendations 11 and 12 led to the development of a Library Board Charter and updated Governance Manual. These documents provide a governance, accountability and business operations framework to inform and improve the decision, reporting and communication operating model between the SLQ, DSITI and the Minister's Office. Recommendation 12 was closed in December 2016 with the Library Board's approval of the Library Board

Charter and updated Governance Manual, completing the action plan.

The *Libraries Act 1988* will be reviewed in the coming year, in consultation with stakeholders. This review, recommended by the Library Board as part of the actions arising from the Hunter Review, will be conducted by DSITI. SLQ provided the new Library Board Charter and updated Governance Manual as references for the review.

Towards 2020 Strategic Workforce Plan
Implementation of the *Towards 2020 Strategic Workforce Plan 2016–20* began in 2016–17, with a focus on training and skills development. This four-year plan sets out a strategy to deliver the right people in the right numbers in the right place at the right time.

Executive Management Team (EMT) members devised Individual Leadership Plans, reviewing them regularly with staff representatives to receive feedback on their progress. They have also received training in *Courageous Conversations*, designed to equip SLQ staff with the knowledge and skills to address challenging issues and initiate healthy conversations to achieve positive outcomes. The training is being rolled out to all staff in 2017. Additionally, 22 staff commenced the six-month Supervising and Emerging Leader Program, engaging in leadership challenges, peer coaching and action learning projects. It is anticipated this program will become a regular feature of SLQ's ongoing leadership program, to upskill supervisors and aspiring leaders. Succession planning has also been undertaken.

To improve understanding and connections between staff at all levels, senior managers participated in an *Executive Day at the Desk* in May 2017. Senior managers were rostered at up to three frontline service desks across SLQ, getting to know the staff and some of the service challenges they face. This activity was well received and led to a reciprocal *Day at an Executive's Desk* where staff could apply to shadow an EMT member.

As part of the Strategic Workforce Plan, SLQ developed the *SLQ Workplace Diversity and Inclusion Strategy 2017–21*, bringing together SLQ's Aboriginal and Torres Strait Islander, Disability and Multicultural workforce strategies with reference to the Public Service Commission Inclusion and Diversity Strategy. It incorporates strategies for inclusion of LGBTIQ+ workers, identified as a focus area through a short staff survey. The strategy was approved in June 2017,

accompanied by a 12-month action plan for implementation in 2017–18.

In June 2016, SLQ announced an organisational realignment which aimed to better facilitate the delivery of the objectives set out in the *SLQ Strategic Plan*. After a period of staff consultation, this realignment will be implemented in late 2017.

Governance

Human resources

Workforce planning and performance
As at 30 June 2017, SLQ's workforce consisted of 274.77 full-time equivalent staff with a permanent separation rate of 7.5%.

SLQ has been implementing a Strategic Workforce Plan which aims to develop a future workforce that is flexible, diverse, technologically adept and client oriented (page 31). Key strategies include:

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

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

Each staff member is required to take part in an annual Personal Performance Planning (PPP) process, which aligns the work and development of individual staff to the SLQ strategic and operational plans. In June 2017, a revised template was released to help staff have more meaningful PPP conversations with their managers.

Exceptional work is recognised through the Most Valuable Contribution Awards, with teams or individuals nominated by their peers for excellence in demonstrating SLQ's Guiding Behaviours of customers first, ideas into action, be courageous and empower people. Staff are also formally recognised for long service to SLQ at 10-year intervals.

SLQ has a strong tradition of offering flexible working arrangements to employees, and has developed a *Supporting Life Balance* policy outlining this commitment. Life balance arrangements include employees returning from parental leave, workers requesting part-time employment prior to retirement, flexible hours for employees undertaking study and job-share arrangements in addition to part-time employment options and telecommuting. SLQ provides an onsite carer's facility at South Bank to help employees care for a dependant, and for nursing mothers.

SLQ has a collaborative approach to employee relations and meets regularly with members of the Agency Consultative Committee to discuss a broad range of topics, including workplace change.

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

A cross-functional Staff Survey Action Team is working towards improvements identified through the *2016 Working for Queensland* employee opinion survey. The cross-functional team suggested, planned and oversaw an array of actions including a review of recruitment and selection procedures to make the process more transparent, development of team learning plans, coaching and feedback on Individual Leadership Plans for EMT members, a more coordinated process for planning events and revised conference application procedures. The team will also consider results of the July 2017 survey, to assess the impact of the 2016–17 actions.

The SLQ Wellness Team, made up of enthusiastic members from across SLQ, continues to deliver creative programs to help interested staff improve their own wellbeing. Activities in 2016–17 have included monthly in-house seated massages, Project Zero, which aims to avoid weight gain in participants over the Christmas period, and a "Singing for wellness" group. More than 90 SLQ participants took more than 25 million steps over four weeks in the 10,000 Steps Challenge. The individual with the highest steps recorded 723,300 steps.

A Mental Health Policy was introduced in March 2017, providing guidelines on maintaining positive mental health in the workplace, and managing the return to work of employees who have experienced problems. Two Mental Health First Aid Officers will be recruited from the staff cohort, and trained to provide support and confidential advice to staff members concerned about their mental health.

During 2016–17, more than 150 volunteers worked on more than 40 projects and activities. Volunteer roles included behind-the-scenes projects such as transcription, digitisation and sorting, and front-of-house roles as exhibition and building guides. Educational Orientation Guides engage the younger audience by delivering tours to

groups of visiting students. People can also contribute offsite through our digital volunteering program, *Pitch In*, which includes volunteers tagging photos and transcribing text from significant historical documents.

Governance, accountability and risk

Public sector ethics

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

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

Additionally, extra sessions on integrity, corrupt conduct information sessions and policy updates are delivered based on needs.

Audit functions

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

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

Strategic and Annual Audit Plans are reviewed and endorsed by the Audit and Risk Management Committee (ARMC — see Appendix C). In preparing these audit plans, consideration is given to:

- significant changes to the organisation, systems and activities
- new legislative requirements
- risks identified as part of the agency's risk management process
- results of assessments of internal controls
- previously identified issues.

In 2016–17, internal audit reports considered by the ARMC covered issues such as: *Q ANZAC 100* funding and project delivery, sponsorship and partnership arrangements, staff training and development, collection security and collection preservation. All audits issues raised were rated as low or medium risk. ARMC monitors implementation of recommendations.

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

The role of the internal audit function is to:

- appraise SLQ's financial administration and its effectiveness, having regard to the functions and duties imposed upon the statutory body under section 61 of the *Financial Accountability Act 2009*
- provide value-added audit services and advice to the statutory body, the ARMC and SLQ's management on the effectiveness, efficiency, appropriateness, legality and probity of SLQ's operations. In particular, this responsibility includes advice on measures taken to establish and maintain a reliable and effective system of internal control.

The internal audit function operates under a charter consistent with relevant audit and ethical standards and approved by the ARMC. The internal audit function has due regard to the *Financial and Performance Management Standard 2009*.

SLQ uses reviews, audits and surveys to identify areas of improvement and address risks. All agreed recommendations by the External and Internal Audit are assigned to management for action within agreed timeframes. SLQ took action on all recommendations from audits in 2016–17.

Pickles Valuation Services was appointed to undertake the comprehensive valuation of SLQ's heritage collection. A five-yearly valuation is a requirement of Australian

Accounting Standards. This included individual valuations of some high-value items, category-level values for the remainder of the heritage collection, advice on SLQ's interpretation of Queensland Treasury's policy for valuing the Information Collection and a value for the corporate art collection.

Risk management

The ARMC also oversees risk management. A Risk Management Policy consistent with the statutory requirements of section 28 of the *Financial and Performance Management Standard 2009* and the *International Standard on Risk Management* (ISO 31000:2009) is in place.

Risk is identified at the strategic and operational levels against the following categories: collections, service delivery, reputation, governance, funding, capability and culture, contracts and agreements, information and communications technology services, and business continuity. As part of this strategy, a Risk Register has been established. This is reviewed annually by the ARMC and the Library Board, which also receive quarterly updates on newly identified risks, and actions being taken to mitigate and manage these risks. SLQ also has a Risk Management Strategy for child-related duties, which aims to protect children from harm and to promote their wellbeing through the creation of child-safe service environments.

SLQ's crisis management arrangements include a detailed business continuity plan, the General Security Policy, Emergency Response Plan and Pandemic Plan. The Business Continuity Plan is reviewed and updated annually to reflect changes in organisational needs. SLQ is a member of the DSITI Resilience Team, which provides a coordinated emergency response at a state level.

Recordkeeping

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

November 2010, there has been a consistent increase of the capture of electronic records each year. The system has currently captured more than 70,000 electronic records. All SLQ staff have received training on the eDRMS. Regular refresher sessions in recordkeeping are open to all staff, while all new staff receive records training as part of induction. An extra 45 staff attended training in 2016–17.

The Manager Finance is responsible for the management and disposal of all records in a variety of formats in line with Queensland State Archives' *General Retention and Disposal Schedule* for administrative documents. There have been no reported breaches of information security or loss of records in 2016–17.

Disclosure of additional information

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

- Consultancies
- Overseas travel

Information about the remuneration of Library Board and committee members is available on SLQ's website at www.slq.qld.gov.au/about-us/corporate/publications/corporate-reporting/annual-report-2016-17.

Key policies informing the strategic plan

- *Advance Queensland*
- *Department of Science, Information Technology, Innovation Strategic Plan 2016–20*
- *The Next Horizon: VISION 2017 for Queensland Public Libraries*
- As a member of NSLA, SLQ influences and supports NSLA's *Leading Collaboration: Strategic Plan 2015–17,* as well as supporting the ALIA and International Federation of Library Associations and Institutions (IFLA) policies
- *Queensland Multicultural Policy: Our story, our future*
- Council of Australian Government's *Closing the Gap* strategy.

SLQ provides access to a wealth of unique resources for those who want to research, read, learn, write, publish or create.

Its online library has a global presence and transforms people's ability to access digitised Queensland material, and to connect across regional and remote Queensland.

Boys playing on tire swings in a playground in Cherbourg, Queensland, 1997-2000, photographer Joanne Driessens , John Oxley Library, SLQ.

Part 4: Strategic Plan 2017–21

Vision	We enable the growth of knowledge, innovation and enterprise in Queensland
Enduring values	We provide free and equitable access
	We share
	We seek diverse voices
	We belong to the community

Objectives and strategies

1. Enable Access

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

2. Engage Community

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

3. Build Capacity

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

Performance Measures
- Increase in John Oxley Library collections
- Increased use of content
- Increased SLQ membership
- Participation in public programs
- Increase in visitation to public libraries
- Increase in self-generated revenue
- Staff engagement
- Customer Satisfaction
- Increase in efficiency (onsite and online visitation/budget)

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

Find the published plan online:
www.slq.qld.gov.au/about-us/corporate/publications/planning/strategic-plan-2017-2021