

STRATEGIC WORKFORCE PLAN 2026–2029

State Library of Queensland's Strategic Workforce Plan 2026–2029, covering the period 1 January 2026 to 30 June 2029, has been developed to ensure that State Library is supported by a capable, sustainable and future-ready workforce, aligned to its statutory obligations, strategic priorities and evolving service delivery environment.

The plan has been developed in alignment with the Public Sector Act 2022 and relevant Public Sector Commission requirements, reinforcing State Library's commitment to effective workforce stewardship, capability development, and responsible people management within the Queensland public sector.

Building on the foundations established under the 2021–2025 Strategic Workforce Plan, this strategy responds to emerging workforce risks, opportunities and capability needs identified through recent workforce data, staff feedback and organisational planning processes. It also recognises the fiscally constrained operating environment within which State Library is operating, including the requirement to manage and progressively reduce the organisation's full-time equivalent footprint while maintaining service delivery and strategic impact. In this context, the plan reflects a deliberate shift toward more structured, branch-led workforce planning, strengthened leadership accountability, improved recruitment practices and representation, and a stronger focus on workload sustainability and wellbeing, to ensure workforce capability is prioritised, resources are used effectively, and organisational sustainability is maintained.

The development of the Strategic Workforce Plan 2026–2029 has been informed by:

- Analysis of State Library's workforce profile and trends, including establishment data, workforce composition, age profile, employment types, diversity representation and identified critical roles.
- Insights from the 2025 Working for Queensland Survey, highlighting strengths in cultural safety alongside opportunities to improve leadership capability, performance management, workload sustainability and staff wellbeing.
- Alignment with State Library's Strategic Plan 2025–2029, ensuring workforce capability and design support delivery of digital innovation, cultural capability and truth-telling, collections stewardship, statewide public library and Indigenous Knowledge Centre support, community engagement, and resilient operations.
- Integration with related strategic frameworks and initiatives, including the Diversity and Inclusion Action Plan 2025–2026, First Nations Strategy 2024–2028, Digital Technology Strategy 2025–2029, Health and Wellbeing Strategy, Operational Plan 2025–26, Content Strategy, Children and Families Strategy 2024–28 and supporting workforce, leadership and capability frameworks.
- Consultation and collaboration with senior leaders, ensuring the strategies and measures outlined in this plan are practical, measurable and proportionate to State Library's size, operating context and resource profile.

The Strategic Workforce Plan 2026–2029 focuses on four priority areas:

1. workforce planning
2. strengthened leadership accountability
3. improved recruitment practices and representation
4. workload sustainability and wellbeing

These priorities are supported by clear strategies and measurable outcomes to enable transparency, accountability and continuous improvement.

Through the implementation of this plan, State Library reaffirms its commitment to building a workforce that is skilled, inclusive, accountable and well supported—one that enables our people to deliver meaningful services, preserve Queensland's cultural memory and contribute to a safe, purposeful and high-performing workplace.

WORKFORCE CONTEXT

Workforce Profile (Baseline – January 2026)

- Headcount: 336
- Full-Time Equivalent (FTE): 285 FTE (against an FTE cap of 287)
- Permanent: 79% | Temporary: 15% | Casual: 6%
- Average age: 45.87 years
- High representation of women in leadership (75%), exceeding sector target (50%).
- Above-target representation of First Nations employees (5.5% against a 4% target).
- Below sector targets for employees who are culturally and linguistically diverse (CALD) (7.4%) and employees who have a disability (6.6%) (against 12% sector targets respectively).

Workforce Challenges and Opportunities

(Working for Queensland Survey 2025)

- Engagement at 62% (moderate but below sector comparator).
- Burnout indicators:
 - 17% experience emotional exhaustion often/always.
 - 14% report workload overload.
- Strong cultural safety scores – Individual (92%), workgroup (79%).
- Leadership and performance management are low-performing (44–55% favourable).
- Recruitment compliance remains a priority gap.

STRATEGIC DRIVERS (STATE LIBRARY'S STRATEGIC PLAN 2025–2029)

The strategic workforce drivers outlined below translate the priorities and risks in State Library's Strategic Plan 2025–2029 into the critical workforce capabilities required to deliver State Library's objectives over the 2026–2029 period. While the Strategic Plan will be refreshed from 1 July 2026, these drivers reflect enduring capability requirements that are expected to remain relevant across planning cycles.

The drivers are directly informed by:

- the Strategic Plan objectives, particularly *Collecting memories, Enriching experiences, People and communities and Responsive innovation*;
- the Responsive Innovation strategies that commit State Library to:
 - championing an enriching workplace that is healthy, diverse and culturally responsive;
 - investing in our people to embrace the opportunities and challenges of the digital world;
 - pursuing sustainable, resilient and innovative environments and systems; and
 - deepening organisational agility to remain flexible and responsive; and
- Strategic Risk 5 – Workforce resilience, which recognises increasing competition for highly sought-after capability in ICT, digital, leadership and culturally responsive, safe and healthy ways of working.

These strategic drivers are further informed by supporting organisational strategies and workforce evidence, including the Digital Technology Strategy, Diversity and Inclusion Action Plan, Health and Wellbeing Strategy, Operational Plan, Workforce Data and the 2025 Working for Queensland Survey.

To deliver its strategic objectives, State Library requires a workforce that is capable, culturally responsive and adaptable. The workforce must continue to evolve to support the following:

- Digital innovation, preservation and system stewardship – Supporting Responsive innovation through capability in digital collecting and preservation, cybersecurity, ethical and responsible use of emerging technologies (including AI), and the integration of physical and digital services and experiences.
- Social cohesion, inclusion and cultural capability – Enabling People and communities and Responsive innovation by fostering inclusive and respectful ways of working, culturally safe practice, and a workforce that reflects Queensland's diversity across collections, services, partnerships and everyday interactions.
- Collections, content and storytelling expertise – Underpinning Collecting memories through specialist capability to steward, interpret and share Queensland's documentary memory in inclusive, accessible and contemporary ways.
- Statewide leadership of public libraries and Indigenous Knowledge Centres – Delivering People and communities objectives by supporting local government and communities through capability uplift, digital inclusion, partnership models and sustainable, place-based service delivery across Queensland.
- Engaging, inclusive visitor and community experiences – Enabling Enriching experiences through workforce capability in engagement, learning, participation and service design, both onsite and online.
- Resilient, sustainable and well-governed operations – Responding directly to Strategic Risk 5 – Workforce resilience and Responsive innovation through strong leadership, effective workforce planning, compliance, health and wellbeing, risk management and continuous improvement.

STRATEGIC WORKFORCE PRIORITIES

Objective	Key Actions	Timeline	Success Indicators / Metrics	Responsibility
1. Workforce planning				
Embed a consistent, Branch-led workforce planning approach across the organisation	Introduce and embed the Workforce Planning Toolkit as the standard workforce planning approach across all branches	By 1 July 2026	Workforce Planning Toolkit implemented and available to all branches. Target education sessions held with all People Leaders	People and Culture
	Each branch to complete an annual workforce planning cycle using the Workforce Planning Toolkit, including workforce data analysis, future demand assessment and gap identification.	Initial by 1 July 2027. Reviewed annually.	100% of branches complete the Workforce Planning Toolkit annually.	Branch Directors / Managers (with People and Culture support and Executive Director oversight)
	Each branch to develop and maintain a 3–5-year capability roadmap and prioritised workforce action plan aligned to State Library’s strategic priorities.	Initial by 1 July 2027. Reviewed annually.	Branch-level 3–5-year capability roadmaps and workforce action plans in place by 1 July 2027 and reviewed annually.	Branch Directors / Managers (with People and Culture support and Executive Director oversight)
	Each branch to identify and review critical roles and succession risks annually using the Toolkit’s workforce risk and criticality assessment tools	Initial by 1 July 2027. Reviewed annually.	Succession needs identified for 100% of branch-identified critical roles by 1 July 2027, with annual review thereafter.	Branch Directors / Managers (with People and Culture support and Executive Director oversight)
	Monitor workforce risks and implementation of workforce action plans, and support branches to progressively reduce risks within their control	Initial by 1 July 2027. Reviewed annually.	Year-on-year increase in workforce actions showing progress (at least 80% progressed or completed by 1 July 2028), and year-on-year reduction in branch-identified and controlled “high” workforce risks	Branch Directors / Managers (with People and Culture support and Executive Director oversight)
2. Strengthened leadership accountability				
Build consistent, accountable and high-performing leadership across State Library	Implement a Leadership Development and Accountability Framework including: <ul style="list-style-type: none"> clearly articulated People Leader expectations and accountabilities defined leadership capability standards aligned to classification levels mandatory use of leadership capability self-assessment and gap analysis tools 	Framework implemented by 30 April 2026	Framework approved and published on People and Culture intranet.	People and Culture (design, governance, education)
			Target education sessions held with all People Leaders	People Leaders (adoption) Executive Leadership Team (support)

STRATEGIC WORKFORCE PRIORITIES (CONT'D)

Objective	Key Actions	Timeline	Success Indicators / Metrics	Responsibility
2. Strengthened leadership accountability (cont'd)				
Build consistent, accountable and high-performing leadership across State Library	All People Leaders to complete an individual leadership capability gap analysis. Use assessment outcomes to inform: <ul style="list-style-type: none"> individual development actions participation in targeted leadership programs coaching or mentoring where appropriate. 	Completion by 30 June 2026	100% of People Leaders complete capability gap analysis Development actions reflected in Personal Performance Plans (PPPs) from 26/27 cycle onwards	People Leaders (completion, PPP integration) Executive Leadership Team (direction) People and Culture (support)
	Deliver a coordinated suite of modular leadership learning aligned to the framework, including: <ul style="list-style-type: none"> Leading Self and Leading Others capability modules scenario-based and practical leadership training People Matters and everyday conversation programs coaching and mentoring pathways, including executive coaching where appropriate. 	Program rollout 1 July 2026 to 30 June 2029	At least 80% of People Leaders participate in leadership development modules by 30 June 2029. Increased uptake of coaching and mentoring aligned to assessed gaps. Positive year-on-year movement in leadership-related Working for Queensland survey indicators.	People and Culture (program design, coordination, support) People Leaders (participation, application in role) Executive Leadership Team (direction and support)
	Align learning pathways to leadership level and identified capability gaps rather than a one-size-fits-all approach.			
	Integrate leadership accountability measures into monthly branch reporting, covering: <ul style="list-style-type: none"> work health and safety incidents workload indicators (excess sick leave, forfeited accrued time) workforce sustainability (turnover, WorkCover ratio) diversity and inclusion metrics mandatory training compliance workforce resourcing and financial stewardship (FTE vs budget, labour and non-labour expenditure). 	Reporting embedded by 1 July 2026, ongoing monthly	Leadership metrics reported consistently across all branches and portfolios Issues identified earlier and addressed through documented leadership actions Positive year-on-year movement in leadership-related Working for Queensland survey indicators.	People and Culture (framework, reporting assistance, design, support) Branch Directors / Managers (review, action) Executive Leadership Team (oversight and management)
	Use reporting to support proactive leadership conversations, early intervention and continuous improvement.			

STRATEGIC WORKFORCE PRIORITIES (CONT'D)

Objective	Key Actions	Timeline	Success Indicators / Metrics	Responsibility
3. Improved recruitment practices and representation				
Strengthen workforce sustainability through effective recruitment and improved representation	Embed effective recruitment practices, including mandatory use of suitability assessments, compliance with policies, procedures, directives and legislation, required documentation, appropriate panels, and consistent selection reporting.	Refreshed recruitment and selection resources embedded by 30 June 2026. Annual audits from 30 June 2027 onwards	Refreshed recruitment and selection resources implemented, supported by targeted information sessions for People Leaders 100% compliance with statutory recruitment requirements verified through an annual audit.	People and Culture (design, education and auditing) Branch Directors / Managers (implementation and compliance) Executive Leadership Team (decision-making and oversight)
	Develop targeted recruitment pathways to lift representation of culturally and linguistically diverse (CALD) employees and employees with disability	Access to targeted candidate pools established by 30 June 2026. Ongoing monthly monitoring of diversity indicators	Disability representation increases by an average of 1.35 percentage points per year and CALD representation by an average of 1.15 percentage points per year from 1 July 2026 to 30 June 2029. Sector target of 12% representation achieved by 30 June 2029	People and Culture (establish targeted pathways and candidate pools and monitoring) Branch Directors / Managers (workforce planning and targeted recruitment activity) Executive Leadership Team (decision-making and oversight)
4. Workload sustainability and wellbeing				
Strengthen workload sustainability, clear accountability and staff wellbeing	Implement branch-level Responsible, Accountable, Consulted, Informed and Endorsed (RACIE) matrices for core functions, with annual reviews	Initial RACIE matrices developed by 30 October 2026. Annual reviews conducted from 1 July 2027 onward as part of Branch Planning.	100% of branches implement RACIE matrices by 30 October 2026, with evidence of annual review from 1 July 2027 onward. Working for Queensland results relating to role clarity improve by an average of 2 percentage points per year, achieving a cumulative uplift of 8–10 percentage points by 30 June 2029.	People and Culture (framework design and guidance) Branch Directors / Managers (implementation and compliance) Executive Leadership Team (oversight and management)
	Strengthen People Leader capability in managing workload and wellbeing through targeted training and practical guidance	Quarterly workload and wellbeing education sessions delivered from March 2026 onward	100% of People Leaders complete developed workload and wellbeing training annually. Working for Queensland results relating to workload and wellbeing improve by an average of 2 percentage points per year, achieving a cumulative uplift of 8–10 percentage points by 30 June 2029.	People and Culture (program design and delivery) People Leaders (participation and implementation) Executive Leadership Team (oversight and management)

STRATEGIC RISKS AND OPPORTUNITIES

State Library's ability to deliver on its Strategic Plan 2025–2029 is dependent on a workforce that is capable, resilient, culturally responsive and adaptable. Over the period 2026–2029, a number of interrelated workforce risks and opportunities will influence State Library's capacity to deliver its strategic objectives, particularly those relating to *Responsive Innovation, People and Communities, and Enriching Experiences*.

The workforce risks and opportunities in this plan were identified through a structured synthesis of:

- The Strategic Plan 2025–2029, including its strategic objectives, Responsive Innovation strategies and Strategic Risk relating to workforce resilience.
- Supporting organisational strategies and plans (Digital Technology Strategy, Diversity and Inclusion Action Plan, Health and Wellbeing Strategy, First Nations Strategy and Operational Plan), which articulate priority capability and workforce expectations.
- Workforce evidence, including baseline workforce data (capability profile, age profile, employment mix and diversity representation) and the 2025 Working for Queensland Survey results, particularly indicators relating to leadership capability, workload, wellbeing and engagement.
- Consultation with senior leaders, which informed practical considerations around implementation, workload, leadership accountability and workforce planning maturity.

Enterprise strategic risks remain governed through State Library's Strategic Plan and risk management framework approved by the Library Board of Queensland, with this plan focusing specifically on workforce-related contributors and mitigations within that approved risk context

This approach ensures that the workforce risks and opportunities are evidence-based, aligned to the Library Board of Queensland-approved strategic settings, and targeted to the specific levers that workforce planning can realistically influence. They are not intended to replace enterprise strategic risks approved by the Library Board of Queensland, but to articulate the key workforce-related factors that enable or constrain delivery of those strategic priorities.

This Strategic Workforce Plan addresses these risks and opportunities through targeted, measurable workforce strategies.

Strategic Workforce Risks

- **Workforce capability and resilience** - State Library faces increasing competition for specialist capability in areas such as digital technology, cybersecurity, collections stewardship, leadership, and culturally responsive service delivery. An ageing workforce, reliance on a small number of highly specialised roles, and tightening labour markets increase the risk of capability loss, service disruption and reduced organisational resilience if succession and capability pipelines are not proactively managed.
- **Leadership capability and accountability** - Results from the 2025 Working for Queensland Survey indicate variable leadership capability, particularly in performance management, change leadership, feedback quality and workload management. Without a consistent leadership framework and strengthened accountability, there is a risk that strategic initiatives, workforce wellbeing and operational performance will continue to be experienced unevenly across the organisation.
- **Recruitment effectiveness and integrity** – Inconsistent recruitment practices and gaps in compliance with merit, documentation and selection requirements present legal, reputational and operational risk, and may limit State Library's ability to attract capability aligned to organisational values and workforce diversity objectives.
- **Workload sustainability and wellbeing** - Burnout indicators and workload pressure identified through workforce data and employee feedback present a risk to employee wellbeing, engagement, retention and service quality. Without clearer role accountability, improved work design and strengthened People Leader capability, these pressures may intensify as State Library continues to deliver complex services in a changing environment.
- **Digital and technological change** - Rapid advances in digital platforms, AI-enabled services and system environments may outpace current workforce capability. Without deliberate investment in digital capability, ethical system stewardship and workforce adaptability, State Library risks reduced effectiveness in delivering digital innovation and integrated physical–digital experiences.
- **Workforce planning implementation and integration** – There is a risk that workforce planning requirements may be perceived as additional or duplicative if not clearly integrated with existing branch planning, reporting and governance processes. If tools and guidance are not accessible, intuitive and time-efficient for People Leaders, implementation may place additional pressure on branch leaders, reduce consistent adoption, and limit the practical impact of workforce planning activities

STRATEGIC RISKS AND OPPORTUNITIES (CONT'D)

Strategic Workforce Opportunities

- Branch-led workforce planning and risk management - The introduction of a consistent Workforce Planning Toolkit enables branches to proactively identify critical roles, emerging capability gaps and workforce risks over a 3–5 year horizon through a single, standardised process. This creates an opportunity to strengthen succession planning, reduce single points of failure, and embed workforce risk management as part of normal business planning, reducing duplication and improving efficiency for branch leaders.
- Strengthened leadership accountability and capability uplift - The Leadership Development and Accountability Framework provides a clear opportunity to establish consistent leadership expectations, embed accountability through reporting mechanisms, and support People Leaders with practical capability development. This directly supports Strategic Plan commitments to championing a healthy, diverse and culturally responsive workplace.
- Improved workforce sustainability through effective, compliant and inclusive recruitment - Embedding robust, compliant recruitment practices that uphold merit, transparency and fairness—alongside targeted talent pathways—creates an opportunity to strengthen workforce sustainability, improve representation, and attract capability aligned to State Library's purpose and values. Strong compliance provides the foundation for inclusive, values-driven recruitment that supports business needs, workforce diversity and public trust. This also supports both statutory obligations and Strategic Plan objectives relating to inclusion, diversity and social cohesion.
- Enhanced workload sustainability and staff wellbeing - Clear role accountability through RACIE matrices, combined with targeted workload and wellbeing capability building for People Leaders, creates an opportunity to improve work design, psychological safety and staff experience. This supports organisational agility, retention and sustained performance.
- Building future-ready digital and cultural capability - Targeted investment in digital capability, cultural capability and inclusive practice enables State Library to respond to changing community needs, strengthen social cohesion, and deliver compelling onsite and online experiences. These capabilities underpin Strategic Plan objectives relating to responsive innovation, enriching experiences and people and communities.

Alignment to Strategic Plan and Future Planning

The Strategic Workforce Plan 2026–2029 is designed to enable delivery of State Library's Strategic Plan 2025–2029 by strengthening the workforce capability, leadership maturity and organisational practices required to achieve its objectives.

The workforce risks and opportunities outlined above directly support enterprise strategic priorities and risk, particularly Strategic Risk 5 (Workforce resilience) and the Responsive Innovation focus on building a healthy, diverse, culturally responsive and future-ready workplace.

The plan translates these strategic settings into practical workforce priorities, actions and measures that sit within State Library's control, ensuring workforce considerations are embedded in organisational planning, resourcing and service delivery.

As the Strategic Plan is refreshed from July 2026, the Strategic Workforce Plan provides a stable and adaptable workforce foundation that can evolve alongside broader organisational strategy and planning cycles.

MONITORING AND REPORTING

Effective monitoring and reporting are essential to ensuring that the Strategic Workforce Plan remains actionable, accountable and responsive to emerging workforce needs.

Progress against the objectives, strategies and measures outlined in this plan will be monitored through existing workforce data, branch-level reporting and People and Culture oversight, and reported to the Executive Leadership Team annually each December.

Monitoring will focus on progress against agreed milestones, performance indicators and identified workforce risks, enabling early identification of emerging issues and informing any required adjustments to strategies or implementation approaches.