

# GOVERNANCE

# OUR WORKFORCE

## STRATEGIC WORKFORCE PLANNING AND PERFORMANCE

The *Strategic Workforce Plan 2026–29* provides the framework for developing and sustaining a capable, inclusive and future-ready workforce aligned to State Library's strategic objectives and evolving service delivery environment. The plan, developed in alignment with the *Public Sector Act 2022*, focuses on 4 key workforce priorities: workforce planning, strengthened leadership accountability, improved recruitment practices and representation, and workload sustainability and wellbeing. The plan responds to workforce risks and opportunities identified through workforce data, organisational planning processes and the 2025 Working for Queensland survey. Key workforce initiatives undertaken in the reporting period included:

- implementing the *Strategic Workforce Plan 2026–29* and associated workforce planning toolkit to support branch-led workforce planning, succession planning and workforce risk management
- progressing leadership capability and accountability initiatives aligned to the Leadership competencies for Queensland framework
- strengthening recruitment and selection governance through refreshed recruitment resources, education and compliance initiatives
- progressing initiatives to improve workforce diversity and representation, including implementation of the First Nations Recruitment and Retention Strategy and broader diversity and inclusion initiatives
- continuing cultural capability uplift initiatives to support culturally safe and inclusive workplaces
- implementing actions arising from the 2025 Working for Queensland survey, including initiatives focused on leadership visibility, compliant workforce practices, workload sustainability and workforce wellbeing
- implementing the *Health and Wellbeing Strategy* and continuing psychosocial health and safety improvement initiatives
- continuing proactive case management support for employees experiencing illness or injury, and support for people leaders managing performance, conduct and workforce matters.

Staff participated in the 2025 Working for Queensland survey, achieving a response rate of 75%. The survey identified strengths in cultural safety, inclusion and workgroup relationships, while highlighting opportunities to strengthen leadership capability, workload sustainability, performance management and employee engagement. In response, State Library started implementation of a *Working for Queensland Action Plan* focused on leadership communication and visibility, compliant workforce practices, workload sustainability and wellbeing.

Each staff member participates in an annual Personal Performance Planning process which aligns individual performance and development goals with State Library's strategic and operational priorities. The organisation continued to support flexible working arrangements including part-time work, telecommuting, job sharing, compressed hours, purchased leave, and leave arrangements supporting parental and caring responsibilities.

State Library continued to work collaboratively with employees and unions through regular Agency Consultative Committee meetings and consultation processes regarding workforce initiatives and organisational change. Policies, procedures and workforce practices continued to be reviewed and updated to align with the *Public Sector Act 2022*, Queensland Government directives and contemporary workforce practices, including initiatives supporting diversity, inclusion, cultural capability and respectful workplaces.

Implementation of the *Work Health and Safety Gap Analysis Action Plan 2023–25* continued with a focus on strengthening governance, compliance, psychosocial safety, risk management and organisational capability. Priority areas included psychosocial hazards, manual task management, electrical safety, hazardous chemicals, working at heights, remote work and travel safety, emergency planning, health, and wellbeing.

Work health and safety (WHS) governance and reporting arrangements continued to be strengthened through quarterly reporting to the Executive Leadership Team/Strategy and Policy Committee and the Work Health and Safety Committee. Regular reporting on incidents, hazards, WorkCover claims, psychosocial risks and employee wellbeing indicators supported proactive monitoring of emerging risks and informed organisational risk management and prevention activities. No incidents required notification to Workplace Health and Safety Queensland under the *Work Health and Safety Act 2011* (Qld) in 2025–26. Health, safety and wellbeing capability development remained a priority. Targeted health and safety education and awareness initiatives covering topics including incident reporting, due diligence obligations, risk management, psychosocial hazards, electrical safety, hazardous manual tasks and high-risk work activities were implemented.

Supporting employee mental health and wellbeing remained a key organisational focus. The employee assistance program provided by TELUS Health offered confidential counselling services, wellbeing resources, webinars and virtual health support services for employees and their immediate families. State Library's network of trained mental health first aid officers was maintained and expanded to provide additional wellbeing support.

The Work Health and Safety Committee met quarterly, supporting consultation, hazard identification, workplace inspections and continuous improvement activities across the organisation. Key areas considered included emergency planning and evacuation arrangements, ergonomic and workstation improvements, manual handling risks, trip hazards, WHS training and awareness, psychosocial risk management, and accessibility of WHS information and resources. Accessibility and visibility of health, safety and wellbeing information was improved through ongoing redevelopment of intranet resources, including updated guidance on risk management, psychosocial hazards, incident reporting, emergency procedures, wellbeing supports and safe work practices.

No redundancy, early retirement or retrenchment packages were paid during the period.

# GOVERNANCE, ACCOUNTABILITY AND RISK

## PUBLIC SECTOR ETHICS

Policies, plans, procedures and management practices are developed and conducted in line with the *Public Sector Ethics Act 1994* (Qld) and the *Code of Conduct for the Queensland Public Service*. The Library Board of Queensland, the State Librarian and CEO, and all staff are bound by the *Code of Conduct for the Queensland Public Service* under the *Public Sector Ethics Act 1994* (Qld). Code of Conduct training, delivered through the online learning management system, is incorporated into induction training for new staff and is completed annually as part of mandatory core training requirements.

## INTERNAL AUDIT

The internal audit function supports the Audit and Risk Management Committee (ARMC) by delivering independent and objective assurance and advisory services to the State Librarian and CEO and the Library Board of Queensland. In 2025–26, the internal audit function was carried out by the Deloitte Risk Advisory internal audit team on behalf of State Library. Internal audit services are delivered in line with an approved Internal Audit Charter that incorporates internal audit professional standards and the Queensland Treasury Audit Committee Guidelines: *Improving Accountability and Performance*. Internal audit services are independent of the activities reviewed, of management and of the Queensland Audit Office (QAO).

The role of the internal audit function is to:

- appraise 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* (Qld)
- provide value-added audit services and advice to the statutory body, the ARMC and State Library's management on the effectiveness, efficiency, appropriateness, legality and probity of operations. This responsibility includes advice on measures taken to establish and maintain a reliable and effective system of internal control.

The overarching *Strategic Internal Audit Plan* is shaped by identified strategic and operational risks. The Strategic Internal Audit Plan is reviewed annually and forms the basis for the annual *Internal Audit Plan*, designed to focus internal audit on the areas of significant operational and financial risk. Both plans are reviewed and endorsed by the ARMC and approved by the Library Board.

In 2025–26, the internal audit function:

- developed and implemented an annual audit plan aligned with strategic and operational risks and business objectives
- advised management on business improvement opportunities identified through audit reviews
- reported key findings and thematic insights from audits to the ARMC.

Implementation of all agreed internal audit recommendations is tracked on a regular basis by the Compliance and Assurance team, which reports progress and closure to the ARMC and the State Librarian and CEO. This disclosure is made in accordance with the *Annual report requirements for Queensland Government agencies* and is separate from the requirements outlined in the *Audit Committee Guidelines: Improving Accountability and Performance*.

## EXTERNAL SCRUTINY

Each year, an external audit is conducted on the Library Board's consolidated financial reports and the financial statements of the Library Board's controlled entity, Queensland Library Foundation. The QAO issued unqualified audit reports for the:

- Library Board of Queensland consolidated financial statements for 2025–26 on 31 August 2026.
- Queensland Library Foundation financial statements for 2025–26 on 31 August 2026.

There were no material issues identified by external audit in 2025–26.

## RISK MANAGEMENT

The Library Board sets the risk appetite for State Library and monitors the identified strategic risks. The ARMC oversees risk management. A *Risk Management Policy* consistent with the statutory requirements of section 23 of the *Financial and Performance Management Standard 2019* (Qld) and the *International Standard on Risk Management* (ISO 31000:2018) is in place. Risk is identified at the strategic and operational levels. The approach to risk management continues to evolve to ensure it is fit for purpose, meets the demands of the operating environment, and aligns with the expectations of clients, partners, team members and the community. The Risk Review Committee, comprising executive and senior leadership team members, conducts risk reviews in accordance with a defined risk review schedule. The ARMC and Library Board receive quarterly updates on identified risks and the actions being taken to mitigate and manage these risks. Crisis management is supported by a comprehensive business continuity plan, incorporating the Crisis Management Framework, security and evacuation protocols, and pandemic response measures. The *Business Continuity Plan* is updated biennially or as required in response to any significant changes in organisation structure, operations or risk profile.

## RECORDS MANAGEMENT

State Library is required to comply with the provisions of the *Public Records Act 2023* (Qld) and the *Queensland Government Records Governance Policy*. Electronic document and records management systems (eDRMS) provide secure, effective and efficient management of records. Staff receive training and regular refresher sessions on the eDRMS. The Corporate Services portfolio oversees the management and lawful disposal of records across all formats, in accordance with the Queensland State Archives' *General Retention and Disposal Schedule* for administrative records and the State Library of Queensland *Retention and Disposal Schedule*. Records management practices are consistent with the clarified obligations for the preparation, management and disposal of public records under the *Public Records Act 2023* (Qld), as reflected in the *2025–26 Annual report requirements for Queensland Government agencies*. There was one information security breach reported to the Queensland Office of the Information Commissioner. There was no reported loss of records during 2025–26.

## HUMAN RIGHTS ACT

State Library ensures human rights are protected and promoted by building a culture that respects human rights. The *Human Rights Act 2019* (Qld) is considered in the review of policies and in decision-making about programs, procedures, practices and service delivery. Public libraries across Australia are experiencing challenges to materials and programs that celebrate lesbian, gay, bisexual, transgender, intersex, and queer/questioning people, families and identities. State Library has assisted local governments that are receiving requests from community members to remove library materials based on the subject matter of publications. It has provided advice on guidelines to protect intellectual freedom in collection management. The concept of intellectual freedom is based on the human right to freedom of expression. This is the right to seek, receive and impart information and ideas of all kinds. Library collections should cater for the diverse needs and interests of the community; therefore, libraries have a responsibility to oppose the infringement of intellectual freedom through exclusion. State Library acknowledges the particular significance of self-determination, as expressed in the *United Nations Declaration on the Rights of Indigenous Peoples* and in the *Human Rights Act 2019*, to Aboriginal and Torres Strait Islander peoples. While one complaint received during the reporting period referenced the *Human Rights Act 2019*, State Library continues to uphold its commitment to protecting and promoting human rights in all aspects of its operations.

## DISCLOSURE OF ADDITIONAL INFORMATION

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

- overseas travel
- consultancies
- information required under the Queensland Language Services Policy
- Charter of Victims' Rights complaints.

The totals reported on the Open Data website per the Queensland Language Services Policy are the number of times interpreter services were engaged from Auslan Services and Deaf Connect in 2025–26. Information about the remuneration of the Library Board and committee members is available in Appendix A. Information about the remuneration of Queensland Library Foundation Council members is available in Appendix B.

## DAUBNEY REVIEW

A Ministerial Direction was issued under section 23 of the *Libraries Act 1988* in May 2025 in relation to the 2025 black&write! Fellowship. In July, the Library Board appointed the Honourable Martin Daubney AM KC to undertake a review. The objective was 'to strike a balance between the Minister's priorities and expectations and the proper statutory role of State Library of Queensland, particularly as a publicly funded entity'.

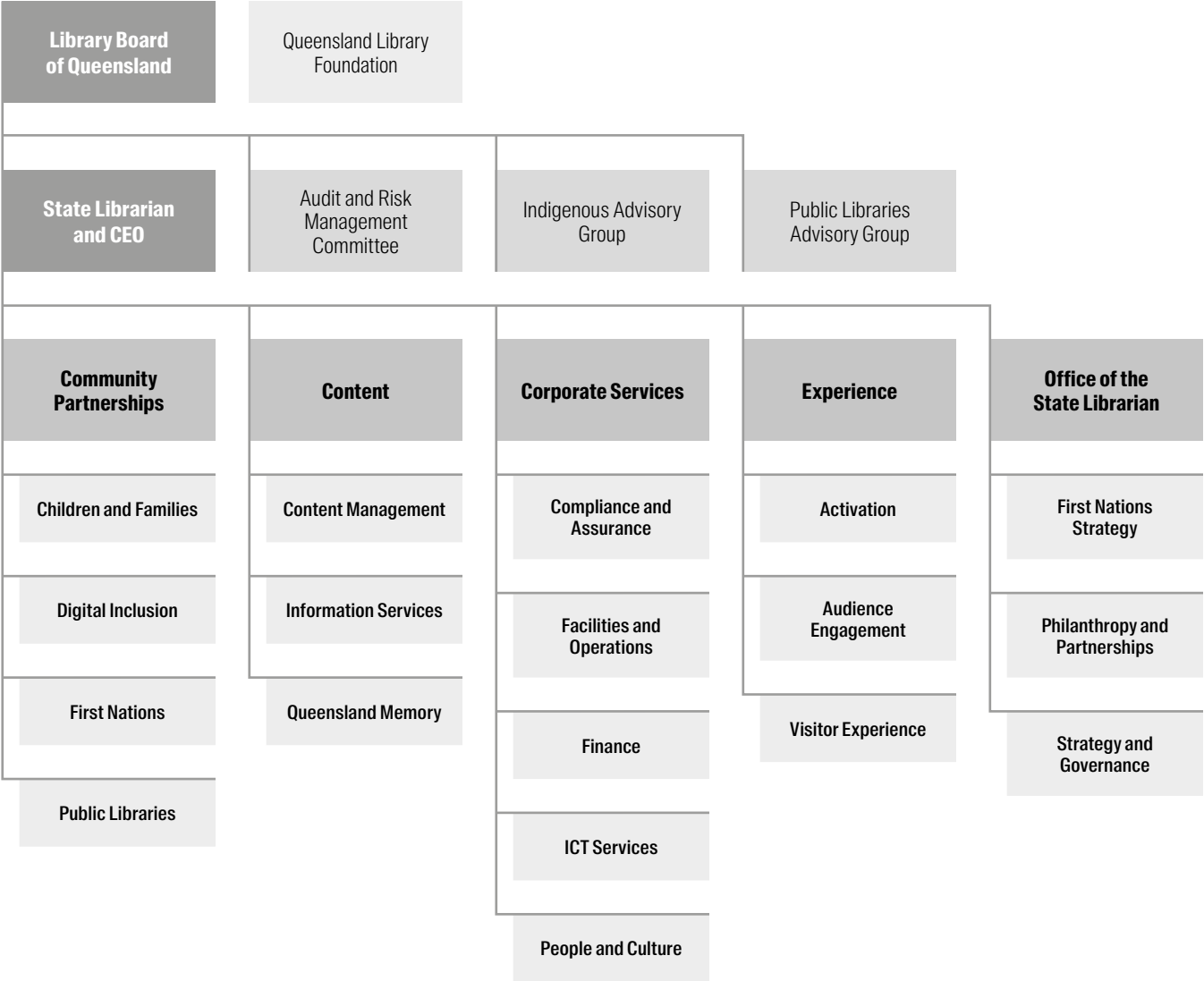
The Daubney Review was provided to the Library Board on 28 October 2025 and submitted to the Honourable John-Paul Langbroek MP, Minister for Education and Minister for the Arts, on 5 November 2025. On 5 March 2026, Minister Langbroek released the Daubney Review and its 5 key recommendations:

- Clarify statutory functions and whether competitive literary awards are a proper function of the Library Board
- Develop comprehensive policies for awards and fellowship programs
- Review the risk management framework
- Adopt a venue use policy for the use of State Library premises and third-party venue hire
- Update governance documents to balance the priorities and expectations of the Minister and the statutory role of the Library Board.

The Library Board accepted these recommendations and adopted an implementation plan in April 2026. By implementing these recommendations, the Library Board will be better positioned to make decisions that effectively balance public expectations, reputational considerations and the principle of freedom of expression.

# ORGANISATIONAL STRUCTURE

as of 30 June 2026



# LEADERSHIP

## LIBRARY BOARD OF QUEENSLAND

From 1 March 2026

### The Honourable George Brandis KC (Chair)

George Brandis is a barrister by profession. He served as a Senator for Queensland from 2000 to 2018 and was a Minister in the Governments of John Howard, Tony Abbott and Malcolm Turnbull. He was Australia's 36th Attorney-General in the Abbott and Turnbull Governments, Minister for the Arts in 2007 and from 2013 to 2015, and was the Leader of the Government in the Senate under Prime Minister Turnbull. Upon retiring from Parliament in 2018, he became Australia's High Commissioner to the United Kingdom. Upon his return to Australia in 2022, he was appointed Professor in the Practice of National Security at the National Security College within the Australian National University.

### Ms Courtney Talbot (Deputy Chair)

Courtney Talbot is a company director who is passionate about the not-for-profit sector. She is President of Queensland Library Foundation, Deputy Chair of Brisbane Festival's Philanthropy Committee, sits on the Board of Governors for Queensland Community Foundation and is a Patron of the Prince's Trust Australia. Courtney was awarded Queensland Community Foundation's Emerging Philanthropist of the Year Award in 2018 for her work at State Library of Queensland.

### Ms Danyelle Britz

With more than 3 decades of experience across media, public relations and events, Danyelle Britz has built a career telling other people's stories and connecting audiences through compelling content and experiences. She has produced lifestyle and sports television programs, as well as commercial and corporate content across Queensland, Australia and internationally, and increased ratings and audience engagement in breakfast radio. She has also delivered community and large-scale events, served as Principal Media Adviser to senior Queensland Ministers and advanced a successful state election campaign. Danyelle is the Founder of Bloom PR & Communications.

### Ms Leanne Charles

Leanne Charles is Vice President Finance and Group Financial Controller at Travel and Leisure Australia Pty Ltd. She is a well-respected senior finance leader with 27 years' experience across the accounting, finance and operations fields. Leanne's roles have extended across the tourism, manufacturing and retail industries in the Pacific, Asia, USA and Europe. She is a chartered accountant and holds a Bachelor of Business in Accountancy. Leanne was awarded the Finance Associate of Year at the *HM Magazine* Hotel Management Awards in 2025.

### Ms Fiona Crawford

Fiona Crawford is an experienced public sector manager and communications and media director. She has over 20 years' experience as State Editor for the Australian Broadcasting Corporation. Fiona is a former Executive Director with the Department of Home Affairs and has held roles as a chief of staff and senior media and communications advisor for Queensland Ministers. She holds a Bachelor of Arts with honours and a Bachelor of Communications with honours.

### Cr Naomi Fowler

Naomi Fowler is an experienced director, elected Councillor and former managing director with deep expertise in governance, strategy, financial oversight, risk management, stakeholder engagement, marketing and communications across government, corporate, tourism, arts and not-for-profit sectors. As Councillor for Division 2 at the City of Gold Coast, Naomi provides strong governance leadership and community advocacy, working collaboratively with residents, businesses, government agencies and industry partners. She holds a Bachelor of Communications and a Master of Arts. Naomi was awarded Australian Young Entrepreneur of the Year in 2019.

### Ms Amanda Martin

Amanda Martin is an Associate at MinterEllison specialising in workplace law. She holds a Bachelor of Laws and Bachelor of Commerce (Economics) and is admitted as a lawyer of the Supreme Court of Queensland. Amanda advises employers across a broad range of sectors on complex workplace matters, including workplace health and safety, industrial relations, investigations, anti-discrimination and unfair dismissal. Amanda is a member of the Queensland Aboriginal and Torres Strait Islander Foundation Board. Amanda has a strong interest in equitable access to knowledge and the role of cultural institutions in preserving and sharing it.

### Ms Clare Starling

Clare Starling is a commercial executive with more than 25 years' experience driving revenue growth, commercial transformation and digital strategy across media, sport, tourism and cultural organisations. As Head of Commercial at Experience Gold Coast, she leads commercial strategy across major cultural assets including HOTA (Home of the Arts), festivals, partnerships and digital products, with a focus on revenue growth and long-term sustainability. Clare previously held senior executive roles at News Corp Australia and co-founded ventures in sports management and AI. She brings a strong commercial and audience-growth perspective to her role on the Library Board of Queensland.

### Mr Leigh Whitton

Leigh Whitton worked as a chief financial officer for over 25 years in both private and listed companies. He has a commercial outlook while delivering finance as a service, ensuring reporting reflects business performance, and fostering sound governance and growth. Since retiring from full-time executive roles, he has transitioned to board roles that allow him to contribute to society and maintain a work and family life balance. Leigh is a non-executive Director for The Prince Charles Hospital Foundation and is a former non-executive Director of ADG Engineers. He holds a Bachelor of Commerce and Master of Business Administration, is a Fellow of CPA Australia, and a graduate member of the Australian Institute of Company Directors.

## 30 June 2025 – 28 February 2026

### Mrs Debbie Best (Chair)

Debbie has extensive executive leadership experience in the Queensland Government. This includes as Director-General, Department of Aboriginal and Torres Strait Islander and Multicultural Affairs and other executive positions in water resource management (rural and urban), natural resource management, environment management, community engagement and education. Debbie has an extensive background in government boards and committees. She is Chair of the audit and risk committees for the Electoral Commission of Queensland, Queensland Fire Department, the Department of Trade, Employment and Training and the Department of Primary Industries. Debbie has also held roles as the Chair of Safe Food Production Queensland, Chair of the Queensland Heritage Council, Director and Trustee of QSuper, Griffith University Council member, Murray–Darling Basin Commissioner and member of the Queensland State Award Committee for the Duke of Edinburgh's International Award. Currently, Debbie is chairing the Independent Panel for Constraints Relaxation in the Murray and Goulburn Rivers.

### Emeritus Professor Tom Cochrane AM (Deputy Chair)

Tom Cochrane AM was appointed a Member of the Order of Australia for his service to library and information management, and to education through digital learning initiatives. He is currently an Emeritus Professor, Faculty of Business and Law, Queensland University of Technology, working in the research field of intellectual property and innovation. Tom is also a Fellow of the Australian Library and Information Association (ALIA), Director of the Academy for Interactive Entertainment Institute (an educational provider) and a former Queensland Museum Board member.

### Ms Cheryl Buchanan

Cheryl Buchanan is a proud Guwamu woman and lifetime campaigner for Aboriginal rights, and social and environmental justice. She is a renowned publisher, playwright, author, speaker, director, teacher, lecturer and traditional dancer. Cheryl is a founder of well-known community organisations including Aboriginal Legal, Medical Services and Childcare Centre in Brisbane, Black Community School and Black Resource Centre, as well as Murrie Coo-ee (an Aboriginal publishing house). She has also served as the first Aboriginal Commissioner with Queensland Corrective Services, and Chair of the Queensland and National Aboriginal Justice Advisory Committees. Cheryl is a former member of the Treaty Working Group, former co-Chair of the Interim Truth and Treaty Body, former member of Queensland's Truth-telling and Healing Inquiry, and currently Director of the Northern Basin Aboriginal Nations and Queensland Murray–Darling Catchments Limited and an executive member of the Indigenous Peoples Organisation. Cheryl has a Bachelor of Arts and Diploma of Education (UQ) and a Graduate Diploma of Natural and Cultural Resource Management (Deakin University). She has been awarded the Centenary Medal Commonwealth of Australia for Distinguished Services to Aboriginal and Torres Strait Islander communities of Australia.

### Ms Kim Hughes

Kim Hughes has over 25 years' executive, board and board advisory experience in the profit-for-purpose, public, private and government sectors across a range of industries including superannuation, life insurance, funds management, financial planning, health and arts. Kim is also Board member of Volunteering Australia, Department of Trade, Employment and Training Audit and Risk Committee member, Department of Public Works Audit and Risk Committee member, Queensland Family and Child Commission Audit and Risk Committee member, and former Board member of Metro Arts. She has extensive board advisory experience providing trusted advice to the boards and subcommittees of the complex, highly regulated businesses of

QSuper, QInsure, QInvest, Suncorp Superannuation, Queensland Investment Corporation (QIC), Queensland Treasury Corporation (QTC) and Energy Super. Kim holds a Business Degree and Diplomas in Superannuation and is a Graduate of the AICD Company Directors Course.

### Mr Robert dhurwain McLellan

Robert is a proud Gureng Gureng descendant of the Wide Bay region, a community researcher, and an experienced director and governance and engagement practitioner. He is a graduate of the Australian Institute of Company Directors, a Chartered Manager and Fellow of the Institute of Managers and Leaders ANZ and was conferred a Master of Business Administration with The University of Queensland Faculty of Business, Economics and Law. Robert is an Industry Fellow of the Faculty of Humanities, Arts and Social Sciences with UQ, as well as Program Manager for the Language Data Commons of Australia (LDaCA), building national digital research infrastructure. His professional experience also extends to cultural studies with a focus on Indigenous languages, sociology, arts and communications. With dedication to the development and preservation of arts and cultural capabilities in the regions, he is also a former member of the First Nations Arts and Cultures Panel (FNACP), Arts Queensland. A strong advocate for truth-telling and speaking up for Aboriginal people's rights and justice, and economic advancement, and to ensure Aboriginal and Torres Strait Islander voices are authentically valued and embraced across all levels of society, Robert is a leader who is passionate about building culturally inclusive, honourable and cohesive communities.

### Ms Nicola Padget

Nicola Padget is an experienced finance professional who has held senior roles across the construction and mining sectors. Nicola is currently the Chief Financial Officer and Company Secretary of a prominent civil engineering and construction company and is also a director of a rail construction company. Nicola was previously a manager at KPMG within the Audit and Assurance division and holds a Bachelor of Commerce (Accounting and Finance). She is a chartered accountant and a graduate of the Australian Institute of Company Directors.

### Cr George Seymour

George Seymour is the Mayor of the Fraser Coast Regional Council. In this role he has worked to expand the cultural, recreational and educational opportunities available for all members of the community. He has previously served as the Deputy Chair of the Queensland Heritage Council and has a strong interest in the preservation of historical places. George researches and writes about Queensland history and architecture. His most recent books focus on the history of local government in the Maryborough region. Prior to his election, he worked in community services and as a solicitor.

### Dr Jodie Siganto

Jodie Siganto is a privacy and cyber security lawyer and consultant. Over her career, she has held in-house counsel roles for Tandem Computers, Unisys Asia and Dell. She co-founded data security firm Bridge Point Communications, and more recently Privacy108 Consulting, and has held leadership roles with industry groups including the Australian Information Security Association (AISA). Jodie is an experienced company director, holding positions with government-owned corporations and private businesses.

## STATE LIBRARY OF QUEENSLAND EXECUTIVE LEADERSHIP TEAM

### **Ms Vicki McDonald AM FALIA**

#### **State Librarian and CEO**

Vicki McDonald's career has been characterised by passionate advocacy for libraries in Australia and internationally. Vicki's extensive experience includes executive roles with State Library of New South Wales and Queensland University of Technology. Vicki is past president of the Australian Library and Information Association (ALIA), a former Chair of National and State Libraries Australia (NSLA) and is immediate past president of the International Federation of Library Associations and Institutions (IFLA). In January 2020, Vicki was awarded a Member (AM) in the General Division of the Order of Australia 'for significant service to librarianship, and to professional associations', and is a Fellow of the Australian Library and Information Association.

### **Ms Linda Barron**

#### **Acting Executive Director, Content** (from January 2026)

Linda Barron is responsible for the strategic leadership of State Library's Content portfolio, ensuring the development, preservation and accessibility of Queensland's documentary collections to support research, learning and engagement. She has extensive experience across the public sector, with a strong focus on organisational transformation, service delivery improvement and using digital capability to extend reach and impact. Key outcomes include leading First Nations cultural and intellectual property reform and delivering major change and business improvement programs. She has also overseen visitor, research and education services, and led major grant-funded initiatives and cross-sector partnerships.

### **Ms Louise Denoon**

#### **Executive Director, Community Partnerships**

Louise Denoon is responsible for State Library's partnership with Queensland local governments to deliver services through more than 325 public libraries and Indigenous Knowledge Centres. Louise has more than 25 years' experience working with cultural institutions, most recently at State Library of New South Wales and previously as Executive Manager, Queensland Memory at State Library. With an educational background in visual arts and humanities, Louise is an experienced cultural leader responsible for many initiatives including developing new models of community engagement and participation. Louise convenes a national alliance for public libraries and the early years, to leverage and amplify the opportunities libraries offer.

### **Ms Rebecca Lamoin**

#### **Executive Director, Experience**

Rebecca Lamoin is responsible for creating safe, memorable and meaningful experiences for the more than 7 million visitors State Library welcomes annually onsite and online. Rebecca is a highly skilled arts and culture professional with more than 25 years' experience. Her professional history includes work with performing arts centres, literary festivals, visual arts, youth programming and education, libraries, and museums. Rebecca has a strong commitment to cultural institutions as generators of social change, cohesion and learning. She was the first Australian to be selected as an International Fellow at the John F. Kennedy Center for the Performing Arts in Washington DC. As Director, Public Engagement at Queensland Performing Arts Centre (QPAC), she established *Story* magazine, managed the QPAC Choir, and was instrumental in the launch of QPAC's digital platform, Digital Stage.

### **Ms Brooke MacKenzie**

#### **Executive Director, Corporate Services**

Brooke MacKenzie is responsible for leading the Corporate Services function in partnering across State Library's portfolios to deliver a comprehensive suite of high-level services and support that enable the organisation to achieve its strategic priorities. These services encompass finance, human resources, information and communication technology, facilities management, project management and delivery, compliance and assurance, risk management, and corporate reporting. Brooke brings more than 25 years of experience in the Queensland public sector providing strategic leadership in the delivery of corporate and operational services. She has a strong track record supporting organisational transformation, strengthening governance frameworks, and ensuring sound fiscal management and performance outcomes. Brooke holds a Bachelor of Commerce (Banking and Finance) from The University of Queensland and is a Fellow of CPA Australia.

### **Ms Anna Raunik**

#### **Executive Director, Content** (on leave from December 2025)

Anna Raunik is responsible for the development of State Library's content, ensuring ongoing development of Queensland's documentary collections and content to support information research and engagement. Anna has extensive experience in library services in Queensland. A significant component of Anna's career at State Library has focused on the introduction and use of technology to enable service delivery improvements and greater statewide reach. Key outcomes have included coordination of national initiatives, including the National edeposit project, and leading the development and delivery of State Library's Digital Strategy, Q ANZAC 100: Memories for a New Generation, First World War statewide commemoration activities and Anzac Square Memorial Galleries visitor services. In February 2020, Anna was awarded the VALA Robert D. Williamson Award for her outstanding contribution to the development of information technology usage in Australian libraries.

# COMMITTEES AND ADVISORY GROUPS

## AUDIT AND RISK MANAGEMENT COMMITTEE

The Audit and Risk Management Committee (ARMC) Charter has been approved by the Library Board of Queensland. The charter outlines the role, responsibilities, composition and operating guidelines of the ARMC. The ARMC has observed the terms of this charter and has due regard to Queensland Treasury's *Audit Committee Guidelines*. The ARMC meets at least 4 times a year and members may be remunerated for their role on this committee in accordance with the *Remuneration Procedures for Part-time Chairs and Members of Government Bodies*. For more information on the role and achievements of the ARMC, see Governance, accountability and risk (page 38). For information on remuneration, see the Library Board of Queensland approved subcommittee fees (Appendix A).

### Members

|                   |                                                                      |
|-------------------|----------------------------------------------------------------------|
| Ms Nicola Padget  | Member, Library Board of Queensland (Chair) (until 28 February 2026) |
| Mr Leigh Whitton  | Member, Library Board of Queensland (Chair) (from 21 April 2026)     |
| Mrs Debbie Best   | Chair, Library Board of Queensland (until 28 February 2026)          |
| Ms Leanne Charles | Member, Library Board of Queensland (from 21 April 2026)             |
| Ms Fiona Crawford | Member, Library Board of Queensland (from 21 April 2026)             |
| Ms Kim Hughes     | Member, Library Board of Queensland (until 28 February 2026)         |
| Ms Amanda Martin  | Member, Library Board of Queensland (from 21 April 2026)             |
| Dr Jodie Siganto  | Member, Library Board of Queensland (until 28 February 2026)         |
| Ms Clare Starling | Member, Library Board of Queensland (from 21 April 2026)             |

### Observers

|                            |                                                                     |
|----------------------------|---------------------------------------------------------------------|
| Ms Vicki McDonald AM FALIA | State Librarian and CEO, State Library of Queensland                |
| Ms Brooke MacKenzie        | Executive Director, Corporate Services, State Library of Queensland |

### Secretariat

|                     |                                                               |
|---------------------|---------------------------------------------------------------|
| Ms Jennifer Genrich | Manager, Strategy and Governance, State Library of Queensland |
|---------------------|---------------------------------------------------------------|

## PUBLIC LIBRARIES ADVISORY GROUP

The objectives of the Public Libraries Advisory Group (PLAG) are to:

- provide advice to the Library Board on policy and strategy matters concerning public libraries
- represent the views of public librarians, local government and relevant stakeholders to the Library Board through formal community engagement processes.

PLAG members are not paid for sitting on the group; however, they are reimbursed for reasonable expenses associated with meeting attendance on presentation of documentary evidence of the expense.

### Members

|                            |                                                                                                                                  |
|----------------------------|----------------------------------------------------------------------------------------------------------------------------------|
| Cr Naomi Fowler            | Member, Library Board of Queensland (Chair) (from 21 April 2026)                                                                 |
| Cr George Seymour          | Member, Library Board of Queensland (Chair) (until 28 February 2026)                                                             |
| Ms Kim Hughes              | Member, Library Board of Queensland (until 28 February 2026)                                                                     |
| Ms Colleen Bentzen         | President, Queensland Public Libraries Association (from 19 May 2026)                                                            |
| Ms Jo Dawson               | Lead, Community Development Policy and Projects, Local Government Association of Queensland                                      |
| Ms Claudia Di Blasi        | Manager, Arts, Heritage and Libraries, Economic and Community Development Group, Sunshine Coast Council (until 28 February 2026) |
| Ms Nicole Hunt             | President, Queensland Public Libraries Association (until 18 May 2026)                                                           |
| Ms Susie Kelly             | Councillor, Goondiwindi Regional Council (from 1 May 2026)                                                                       |
| Mr Mike Lollback           | Chief Executive Officer, Blackall-Tambo Regional Council                                                                         |
| Mr Michael McKenna         | General Manager, Customer Services, Lifestyle and Community Services, Brisbane City Council (until 28 February 2026)             |
| Ms Nadia Ruttley           | Manager, Library Services, Brisbane City Council (from 1 March 2026)                                                             |
| Mr James William           | Chief Executive Officer, Torres Strait Island Regional Shire Council                                                             |
| Ms Vicki McDonald AM FALIA | State Librarian and CEO, State Library of Queensland                                                                             |
| Ms Louise Denoon           | Executive Director, Community Partnerships, State Library of Queensland                                                          |

### Secretariat

|                    |                                                                                                                              |
|--------------------|------------------------------------------------------------------------------------------------------------------------------|
| Ms Carly Major     | Senior Governance Officer, Strategy and Governance, State Library of Queensland (until 7 November 2025 and from 11 May 2026) |
| Mr Mark Sutherland | A/Senior Governance Officer, State Library of Queensland (from 10 November 2025 to 20 March 2026)                            |

# INDIGENOUS ADVISORY GROUP

The objectives of the Indigenous Advisory Group (IAG) were to provide:

- advice to the Library Board on policy, projects and strategic matters concerning library and information service provision for Aboriginal and Torres Strait Islander peoples
- a forum for discussing Aboriginal and Torres Strait Islander issues impacting on library and information services in Queensland
- a formal mechanism for ongoing liaison between the Library Board and Aboriginal and Torres Strait Islander peoples
- culturally informed advice on the implementation of State Library of Queensland's *First Nations Strategy 2024–28: a plan for reframing relationships*.

IAG members were not paid for sitting on the group; however, they were reimbursed for reasonable expenses associated with meeting attendance on presentation of documentary evidence of the expense.

The IAG is being reconstituted with new membership in 2026–27.

## Members

|                        |                                                                                                                                                                                                                |
|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ms Cheryl Buchanan     | Member, Library Board of Queensland (until 28 February 2026)                                                                                                                                                   |
| Mr Robert McLellan     | Member, Library Board of Queensland (until 28 February 2026)                                                                                                                                                   |
| Mr Dean Daylight       | Director, Regional Service Delivery, Aboriginal and Torres Strait Islander Partnerships, Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism (until 31 December 2025) |
| Ms Julie-ann Lambourne | Member, Indigenous Advisory Group (until 31 December 2025)                                                                                                                                                     |
| Ms Rhianna Patrick     | Member, Indigenous Advisory Group (until 31 December 2025)                                                                                                                                                     |
| Ms Suzanne Thompson    | Member, Indigenous Advisory Group (until 31 December 2025)                                                                                                                                                     |

## Observers

|                            |                                                                                                           |
|----------------------------|-----------------------------------------------------------------------------------------------------------|
| Ms Vicki McDonald AM FALIA | State Librarian and CEO, State Library of Queensland (until 28 February 2026)                             |
| Ms Tenneil Murray          | Director, First Nations Strategy, State Library of Queensland (until 19 August 2025)                      |
| Ms Kylie Poulton           | A/Director, First Nations Strategy, State Library of Queensland (from 20 August to 6 October 2025)        |
| Ms Kylie Fennell           | A/Director, First Nations Strategy, State Library of Queensland (from 7 October 2025 to 28 February 2026) |

## Secretariat

|                    |                                                                                                         |
|--------------------|---------------------------------------------------------------------------------------------------------|
| Ms Carly Major     | Senior Governance Officer, Strategy and Governance, State Library of Queensland (until 7 November 2025) |
| Mr Mark Sutherland | A/Senior Governance Officer, State Library of Queensland (from 10 November 2025 to 28 February 2026)    |

# FUNCTIONS OF THE LIBRARY BOARD

The functions of the Library Board of Queensland, as set out in section 20(1) of the *Libraries Act 1988* (Qld) (*Libraries Act*), are:

- a) to promote the advancement and effective operation and coordination of public libraries of all descriptions throughout the state
- b) to encourage and facilitate the use of public libraries of all descriptions throughout the state
- c) to promote mutual cooperation among persons and bodies in Queensland responsible for libraries of all descriptions and between such persons and bodies in Queensland and outside Queensland to enhance library and archival collections generally and to encourage their proper use
- d) to control, maintain and manage State Library of Queensland, to enhance, arrange and preserve the library, archival and other resources held by it and to exercise administrative control over access to the resources
- e) to control, manage and maintain all lands, premises and other property vested in or placed under the control of the board
- f) to supervise in their duties all persons –
  - performing work for the board under a work performance arrangement
  - appointed or employed under this Act
- g) to collect, arrange, preserve and provide access to a comprehensive collection of library, archival and other resources relating to Queensland or produced by Queensland authors
- h) to provide advice, advisory services and other assistance concerning matters connected with libraries to local governments or other public authorities
- i) to engage in partnerships or philanthropic activities to support the performance of the other functions of the board
- j) to carry out activities that support the cultural purposes of the cultural centre precinct, including, for example, providing services in or on the cultural centre precinct to the department or a state arts entity
- k) to perform the functions given to the board under another Act
- l) to perform functions that are incidental, complementary or helpful to, or likely to enhance the effective and efficient performance of, the functions mentioned in paragraphs (a) to (k)
- m) to perform functions of the type to which paragraph (l) applies and which are given to the board in writing by the Minister.

The general powers of the Library Board are set out in section 22 of the *Libraries Act* as follows:

- (1) For performing its functions, the board has all the powers of an individual and may, for example –
  - (a) enter into arrangements, agreements, contracts and deeds
  - (b) acquire, hold, deal with and dispose of property
  - (c) engage consultants
  - (d) appoint agents and attorneys
  - (e) charge, and fix terms, for goods, services, facilities and information supplied by it
  - (f) do anything else necessary or desirable to be done in performing its functions.
- (2) Without limiting subsection (1), the board has the powers given to it under this or another Act.
- (3) The board may exercise its powers inside and outside Queensland, including outside Australia.
- (4) In this section – power includes legal capacity.