Annual Report

2010–11

The Honourable Simon Finn MP

Minister for Government Services, Building Industry

and Information and Communication Technology

Level 7, 80 George Street

Brisbane Qld 4000

20 September 2011

Dear Minister

I am pleased to submit Queensland State Archives' Annual Report on the administration of the *Public Records Act 2002* for the financial year ended 30 June 2011. This document is the ninth Annual Report presented to Parliament in accordance with the Act.

Yours sincerely

Ms Janet Prowse

Executive Director & State Archivist

Queensland State Archives

Contents

Front cover photo

Tram and crowd scene in Queen Street near George Street Brisbane c 1899
Queensland State Archives Digital Image ID 5167

Victoria Street, Mackay, 13 April 1961
Queensland State Archives Digital Image ID 11606

About us

Queensland State Archives is the custodian of the largest and most significant documentary heritage collection in Queensland. It manages, preserves and facilitates public access to the state's permanent archival public records.

As the lead agency for recordkeeping, Queensland State Archives is also responsible for the development and implementation of a whole-of-Government recordkeeping policy framework. This framework ensures a consistent approach to the creation, management, disposal, storage, preservation and retrieval of government information.

For the financial year 2010–11, Queensland State Archives was a business unit of the Information and Communication Technology Division within the Department of Public Works.

Refer to Appendix 1 for Queensland State Archives' organisational structure.

Our vision

Connecting people to the recorded memory of government.

Our mission

To provide leadership in the management of public records for present and future generations.

Our values

Queensland State Archives commits to the following values:

- our connection with the recorded memory of government
- the democratic right to access government information
- professional integrity
- collaboration, cooperation and mutual support.

Our functions

Under sections 24 and 25 of the *Public Records Act 2002*, Queensland State Archives has a range of functions and powers, including the ability to:

- issue standards regulating the creation, management, disposal, storage and preservation of government records
- conduct research and provide advice to public authorities about the making, managing and preserving of public records
- issue policies, standards and guidelines to achieve compliance with the legislative and policy frameworks for best practice records management
- authorise the disposal of public records
- ensure the archival collection is accessible to government and the people of Queensland
- identify and preserve public records of permanent value as the state's archives
- provide climate-controlled storage facilities for permanent archival records.

Queensland State Archives' building, Runcorn

Department of Public Works' values

The Department of Public Works has seven values that REFLECT the attitude and behaviour sought from its employees at all levels.

Respect   for each other, our clients, the diversity of skills in the workforce and diverse cultural backgrounds

Efficiency   in the way business is conducted and in dealing with clients

Flexibility   in working arrangements, dealing with clients and dealing with problems

Leadership   that provides clear organisational strategic direction; that encourages teamwork to achieve the strategic direction; that is visible and consistent; that leads by example; and that allows management and employees to be partners

Encouragement   in career progression, in personal development and in thinking of innovative ways of doing business

Communication   that is open, consistent and two-way

Trust   between management and employees, and between the department and its clients.

Carers (Recognition) Act 2008

Queensland State Archives fully supports the principles and aims of the *Carers (Recognition) Act 2008*.

As part of the Department of Public Works, Queensland State Archives complies with the principles of the Act as outlined in the Department of Public Works Annual Report 2010–11.

For further information please refer to the Department's annual report.

Maps from Queensland State Archives' vast collection

Highlights

British Royals exhibition

The Governor of Queensland, Ms Penelope Wensley AC, launched *The British Royals: a Queensland story*, an exhibition to commemorate the many visits to Queensland by members of the British Royal Family, at Queensland State Archives on 22 June 2011.

Using the extensive resources of Queensland State Archives and featuring photographs and documents such as visit programs and invitations, the exhibition captures the glamour and excitement of royal visits to Queensland.

An online version of the exhibition, including film footage of the 1963 royal visit of Her Majesty Queen Elizabeth II and His Royal Highness the Duke of Edinburgh, is available on Queensland State Archives' website.

The Proclamation of Queensland

Queensland State Archives took custody of the *Proclamation of Queensland* in August 2010. One of the most important documents in Queensland's history, the Proclamation was read publicly in Brisbane on 10 December 1859, declaring Queensland a separate colony from New South Wales.

The Proclamation was displayed at the Queensland Museum in December 2010 and at the Government House open day in January 2011.

A digital version of the document and an historical essay highlighting its significance are available on Queensland State Archives' website.

Ms Annette McNicol, Director Collections and Access (left) and Ms Saadia Thomson-Dwyer, Senior Reference Archivist, with the Proclamation of Queensland exhibition at Government House on Australia Day, January 2011

Her Excellency, the Governor of Queensland, Ms Penelope Wensley AC (left) and Ms Janet Prowse, Executive Director & State Archivist at The British Royals: a Queensland story exhibition, June 2011. Photograph: Michael Marston

Queensland Digital Content Strategy

Queensland State Archives and the State Library of Queensland released the *Digital Content Action Plan* to advance implementation of the joint *Queensland Digital Content Strategy: A Statement of Intent,* published in February 2010.

The action plan supports the core business aims of both organisations and showcases the benefits achievable through collaboration, focusing on seven key themes:

- encouraging and protecting digital content creation
- easy discoverability and availability of digital content
- greater sharing and re-use of digital content
- effectively managing and preserving digital content
- promoting wide understanding and appreciation of digital content issues and benefits
- instituting effective governance mechanisms for the stewardship of digital content
- promoting a whole-of-Government approach to capturing, using and re-using digital content.

Key achievements during 2010–11 included:

- established protocols for linkages between the digital content held by the two organisations

- a joint approach to virtual exhibitions around key themes, such as Queensland's Torres Strait Islander culture and history

- collaborated with Education Queensland to identify digital content to support the new Australian history curriculum

- an increased profile for each organisation's digital content in online public resources such as blogs and electronic noticeboards

- contributed Queensland State Archives' datasets for use in the National and State Libraries' 'Library Hack' event to encourage re-use and repurposing of digital content.

Collection management

The transfer of permanent records to archival custody helps ensure preservation of, and access to, valuable public records for present and future generations.

This financial year, Queensland State Archives took possession of over two linear kilometres of permanent public records, including documents, files, maps, plans and photographs. This is one of the highest volumes of records transferred to Queensland State Archives to date.

Ms Amanda Winters, Archivist, arranging and describing early electricity records, June 2011

Significant transfers included:

- Miners Homestead Perpetual Lease document registers and card index 1871–1995

- nursing registration records 1912–2000

- Public Trust Office deceased estate files 1902–1995

- Townsville Cemetery registers 1873–2008.

Queensland State Archives is committed to digitising high-use items to support researcher needs, including those of rural and remote customers. Throughout the year, over 10 000 digital images were made available through the Image Queensland database. Over 13 000 images including documents, maps, plans and photographs are now available for online public access.

Multicultural initiatives

In continuing support of the government's multicultural initiatives, Queensland State Archives acknowledged the contribution of the Italian community to the economic and cultural landscape of Queensland on Harmony Day in March 2011.

(l-r) Dr Angelo Lo Conte, University of Milan, Ms Janet Prowse, Executive Director & State Archivist and Dr Antonio Colicchia, Acting Italian Consul, at the celebration of Italian contribution to Queensland, May 2011

As part of the celebrations, Queensland State Archives presented a seminar and later hosted an event attended by over 80 members of the Italian community at the Abruzzo Club, Brisbane, in May 2011.

Other initiatives throughout the year included participation in the National Aborigines and Islanders Day Observance Committee (NAIDOC) Family Day in Musgrave Park in July 2010 and the Queensland Government Multicultural Festival in October 2010.

A whole-of-Government approach to digital archiving

Queensland State Archives is leading a coordinated, whole-of-Government approach to meet the challenge of digital preservation and to ensure the continued accessibility of Queensland's digital public records.

In accordance with the *Toward Q2 though ICT– Implementation plan*, Queensland State Archives commissioned a survey of public authorities to examine approaches to digital archiving.

The survey demonstrated that agencies are increasingly concerned about the risks associated with preserving and providing access to their digital records. Key findings of this survey are included in the 'Status of government recordkeeping' section in this report.

In May 2011, as a result of the consultation, Queensland State Archives released the *Digital Continuity: Ensuring the continued accessibility of the Queensland Government's digital records* report. This report summarises the state of digital archiving practices across the public sector and outlines a high-level approach to planning for digital archiving.

As a result of this research, the framework developed by Queensland State Archives will provide a sound basis for ensuring the long-term accessibility of born-digital public records and focuses on four key areas:

- service delivery capability
- digital archiving strategic approaches
- agency readiness for digital archiving
- governance and program management.

This work was conducted with the support of the Queensland Government Chief Technology Office and Queensland Health.

Improving government recordkeeping

Throughout 2010–11, Queensland State Archives implemented a number of initiatives that were designed to improve government recordkeeping across Queensland public authorities. Of the new recordkeeping policies, two were Australian firsts:

- a *Guideline for Managing Closed Circuit Television (CCTV) Records* – to support public authorities in managing public records created using this technology

- a *Disposal Freeze Policy* – setting out the conditions under which the State Archivist may suspend the destruction of certain categories of public records that might otherwise be disposed of under previously approved disposal authorisations.

Queensland State Archives reviewed the financial records section of the *General Retention and Disposal Schedule for Administrative Records* (GRDS), following the introduction of the *Financial Accountability Act 2009*. Joint whole-of-Government briefings on the changes were held with Queensland Treasury during November and December 2010. The changes ensure that the GRDS continues to reflect current business practices and legislative requirements.

Supporting the Toward Q2 through ICT strategy – Right to Information reforms

The *Toward Q2 through ICT* strategy supports the Queensland Government's vision for information and communication technology (ICT), with a strong focus on improving the way government information is managed and accessed.

In line with this strategy, Queensland State Archives is responsible for supporting the implementation of Right to Information reforms through the delivery of recordkeeping training and awareness programs, and the further development of the recordkeeping assessment framework.

Ms Ingrid MacDonald, Principal Appraisal Archivist, at a government information session, December 2010

Key achievements in 2010–11 under the *Toward Q2 through ICT implementation plan* included:

- release of the *Recordkeeping Maturity Model and Road Map: Improving recordkeeping in Queensland public authorities*

- the 2011 Recordkeeping Survey and publication of the *Recordkeeping and Web 2.0 Survey Report*

- the successful 'Our Records Count' Poster Challenge program – aimed at public sector employees, was designed to raise awareness of the benefits of good recordkeeping.

Response to natural disasters

The records of several public authorities were significantly affected by the state's natural disasters in early 2011. Queensland State Archives published practical advice on how to salvage flood-damaged records and implemented new disposal reporting procedures.

To date, 10 notifications of lost public records have been received from nine public authorities reporting the loss of 6790 files, 318 boxes, 15 manuals and 95 sets of drawings. Eight kilograms and 57 metres of unidentified public records were also reported as lost.

In addition, five applications to dispose of damaged public records that could not be salvaged have been approved by the State Archivist, allowing the disposal of 300 charts, 1193 files, 66 boxes and two unidentified mail items.

Ms Josephine Horner, Manager, Agency Services (left) and Ms Glen Morgan, Director, Government Recordkeeping, June 2011

Ms Laura Morales, Senior Archivist, processing a transfer of records, June 2011

The Grand Stairway at Paronella Park, Innisfail, c 1935
Queensland State Archives Digital Image ID 1340

Outcomes and achievements

Outcome: Improving the delivery of government services and information to the community

In 2010–11 Queensland State Archives:

- released the *Digital Continuity: Ensuring the continued accessibility of the Queensland Government's digital records* report in May 2011 – the report summarises current digital archiving practices within Queensland's public authorities and outlines a whole-of-Government approach to digital archiving

- conducted the biennial whole-of-Government recordkeeping survey to assess the compliance of public authorities with the *Public Records Act 2002*

- published the *Recordkeeping and Web 2.0 Survey* report on the use of Web 2.0 tools across the public sector – the findings will inform the development of recordkeeping advice

- issued the *Recordkeeping Maturity Model and Road Map: Improving recordkeeping in Queensland public authorities* and accompanying assessment tool – to enable public authorities to identify current levels of recordkeeping maturity and to set targets for future performance

- published the *Guideline for Managing Closed Circuit Television* (CCTV) *Records*, the first of its type in Australia, to support the management of public records created using this technology

- released the *Disposal Freeze Policy* setting out the conditions under which the State Archivist may suspend the destruction of certain categories of public records that might otherwise be disposed of under previously approved disposal authorisations

- convened two meetings of the Council of Australasian Records and Archives Authority, which represents the interests of the 10 government archival authorities in Australia and New Zealand, with the Queensland State Archivist as chair

- developed the *IM for non-IM Executive Briefings* DVD, an information management resource sent to over 180 chief executives in November 2010

- completed a major revision of the financial management section of the *General Retention and Disposal Schedule for Administrative Records* for use by public authorities, supported by a new implementation toolkit

- assisted public authorities affected by the state's natural disasters, publishing practical advice and implementing new disposal reporting procedures, including the *Notification of lost public records* and the *Application to dispose of damaged public records* forms

- released revised templates and guidelines for strategic and operational recordkeeping planning to assist public authorities

- approved 17 agency-specific retention and disposal schedules covering:
  - Arts Queensland (flood-damaged records)
  - CITEC
  - Department of Justice and Attorney-General (two partial schedules)
  - Department of Justice and Attorney-General (flood-damaged records)
  - Health Quality and Complaints Commission
  - Legal Aid
  - Maritime Safety Queensland
  - Office of the Information Commissioner
  - Office of the Integrity Commissioner
  - Public Service Commission
  - QFleet
  - QLeave
  - Queensland Health (flood-damaged records)
  - Queensland Health (Forensic and Scientific Services)
  - Queensland Studies Authority
  - Queensland University of Technology (flood-damaged records)

- revised the *Guideline for the planning of an electronic Document and Records Management System* (eDRMS)

- conducted research for the *Guideline for Managing Digital Photographic Images*

- provided recordkeeping advice to the Queensland Floods Commission of Inquiry and the Queensland Reconstruction Authority

- informed new Chief Executive Officers of their recordkeeping responsibilities under the *Public Records Act 2002*

- coordinated the successful 'Our Records Count' Poster Challenge, a program designed to raise awareness of the benefits of good recordkeeping and encourage public sector employees to take responsibility for accurate recordkeeping

- published both new and updated public records briefs including:

  ▸ *Keeping Digital Records Usable – Ten steps for ensuring the continued accessibility of digital records*

  ▸ *Management of backups*

  ▸ *Recordkeeping Maturity Model and Road Map: Improving Recordkeeping in Queensland Public Authorities – An overview*

  ▸ *Information Privacy and the Management of Closed Circuit Television* (CCTV) *Records*

  ▸ *Managing Closed Circuit Television* (CCTV) *Records – An Overview*

  ▸ *Right to Information Act 2009 and the Management of Public Records*

  ▸ *Managing the Recordkeeping Risks Associated with Cloud Computing*

  ▸ *Disposal Freeze Policy – Advice for Chief Executive Officers*

  ▸ *Disposal Freeze Policy – How to Implement a Disposal Freeze invoked by the State Archivist*

  ▸ *Disposal Freeze Policy Toolkit – Case Study*

  ▸ *Capturing Short Messages*

  ▸ *Managing Public Records Through Machinery-of-Government Changes – Checklist*

  ▸ *Making and Keeping Financial Records – Information for Chief Executives and Financial Officers*

  ▸ *General Retention and Disposal Schedule for Administrative Records* (GRDS) *– An Overview*

  ▸ *Frequently Asked Questions about the General Retention and Disposal Schedule for Administrative Records* (GRDS)

  ▸ *Implementing Retention and Disposal Schedules – What is Sentencing?*

  ▸ *Implementing Retention and Disposal Schedules – Resentencing*

  ▸ *Local Government Records*
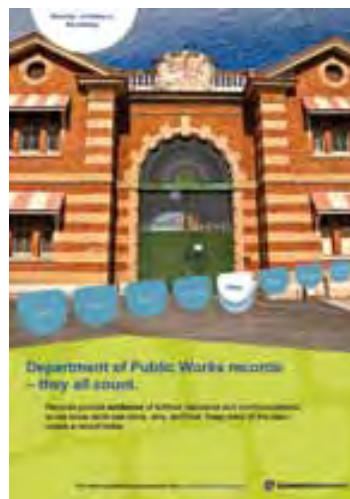
A winning entry in the 'Our Records' Poster Challenge

- hosted a range of events, including:

  ▸ the December 2010 local government SEQ Chief Information Officers Forum, and presented on key recordkeeping issues affecting this sector

  ▸ a visit by archival representatives from New Zealand in September 2010

  ▸ joint briefings with Queensland Treasury for public authorities on the revised *General Retention and Disposal Schedule for Administrative Records*

  ▸ an executive forum in September 2010, for Queensland Government Chief Information Officers on the challenges of digital preservation, with a presentation by Professor Mariella Guercio, an internationally recognised digital preservation expert from the University of Urbino, Italy

  ▸ the November 2010 Australasian Digital Recordkeeping Initiative meeting

  ▸ a Digital Continuity Discussion Forum in June 2011, to raise awareness of current digital archiving practices and to provide an opportunity for public authorities to contribute to the development of a future digital archives strategy – the forum was attended by 52 participants from 31 public authorities

- in support of the Right to Information reforms, delivered seminars to 82 participants from 43 public authorities in Brisbane and Rockhampton, to raise awareness of recordkeeping best practice

- delivered four Records and Information Management Forums – two in Brisbane, one in Mackay and one in Ipswich with a total of 435 representatives from 67 public authorities

- presented a paper on managing records in business systems at the Queensland Government Information Management Community of Practice meeting in March 2011

- presented papers on the future of archives and government recordkeeping as part of a specialist panel at the Australian Society of Archivists' annual conference in October 2010

- presented on contemporary recordkeeping issues to public authorities at the Records and Information Management Professionals Australasia events

- collaborated with tertiary institutions to promote the records and information management profession within the public sector

- responded to 1051 specific queries from public authorities about recordkeeping and information management.

Ms Natalie MacDonald, then Associate Director-General Department of Public Works (left) and Professor Mariella Guercio from the University of Urbino, Italy, at a Queensland State Archives' digital preservation forum, September 2010

Outcome: Providing the community with access to the state's historical and cultural records

In 2010–11 Queensland State Archives:

- provided access to 24 067 records for 7022 visitors to the Queensland State Archives public search room

- answered 15 436 reference enquiries in the public search room

- responded to 4773 written and telephone reference enquiries

- recorded 8 089 816 hits from 498 092 unique visitors to the Queensland State Archives website

- provided copies of 71 778 pages of public records to customers

- added over 107 811 item descriptions to the Archives One catalogue, including new items and revisions of existing descriptions

- received 77 transfers of public records measuring 2078 linear metres, including records from the Public Trust Office, Department of the Environment and Resource Management and the Queensland Institute of Medical Research

- produced a monthly online bulletin to provide information on public events and collection updates to email subscribers

- produced virtual exhibitions for Image Queensland:
  - 1982 Commonwealth Games
  - celebrating 150 years of Warwick
  - Chinese in Queensland
  - floods in Queensland
  - heritage of water for the National Trust Heritage Festival

The Hon Robert Schwarten MP, then Minister for Public Works and Information and Communication Technology, at the release of the 1980 Cabinet Minutes, December 2010

- Italians in Queensland
- Queensland beach life
- Queensland Fish Artworks by Frank Olsen and George Coates
- the Brisbane Exhibition (the Ekka)
- visits of the British Royal Family to Queensland

- published historical essays on the Queensland State Archives website, including:
  - Russians in Queensland
  - the 1982 Commonwealth Games
  - the Letters Patent and the Proclamation of Queensland
  - visits of the British Royal Family to Queensland

- participated in the National Aborigines and Islander Day Observance Committee (NAIDOC) Day in July 2010 to provide information on public records relating to Indigenous Queenslanders

- hosted a stall at the Queensland Government's Multicultural Festival in October 2010

- publicly released the 1980 Cabinet Minutes on 1 January 2011

- celebrated the role of Italian immigrants in the history of Queensland at a Harmony Day seminar in March 2011 and an event with the Italian community in May 2011

- produced a mobile exhibition featuring public records from the collection to support several Italian Week celebrations

- provided the Proclamation of Queensland exhibition to the Queensland Museum, Southbank, in December 2010 and used it as part of an information booth at Government House on Australia Day 2011 – seen by over 3000 visitors

- participated in Heritage Week celebrations in May 2011

- participated in Queensland Week celebrations with a seminar and the Proclamation of Queensland exhibition in June 2011

- sponsored the annual Queensland Day Dinner of the Royal Historical Society of Queensland in June 2011

- hosted an information booth and display at Government House for Queensland Day in June 2011

- researched and produced an exhibition on the visits to Queensland by the British Royal Family

- presented 12 seminars on collections and services including two seminars in conjunction with the State Library of Queensland

- provided 33 tours of Queensland State Archives' facilities to visitors from local and family history groups, schools, public authorities, community organisations and the general public

- assisted with research for a book celebrating 150 years of the Supreme Court of Queensland due to be published in late 2011

- launched online indexes to:
  - equity files 1857–1895
  - immigrants landed at Brisbane 1885–1917
  - immigration 1922–1940
  - land orders 1861–1874
  - Mackay Base Hospital admission registers 1891–1908
  - naturalisations 1851–1904
  - registers of land sold 1849–1861
  - registers of land 1861–1868
  - seamen 1882–1919
  - Toowoomba prisoners 1864–1906
  - wills for the period up to 1930

- updated the *Pre-Separation Resource Guide* on the Queensland State Archives website

- updated the online correspondence index relating to Aboriginal and Torres Strait Islander peoples 1859–1896

- added over 10 000 digital images of records to Image Queensland for public access

- digitised 28 513 public records for online access, including orphanage records and school admission registers

- microfilmed 17 703 pages of public records

- applied preservation treatments to 3676 items including deceased estate files, maps and plans, cemetery registers and items required for exhibitions

- continued preservation projects for 'at-risk' film negatives and motion picture films

- held an event to recognise the contribution of Queensland State Archives' 13 volunteers.

Mr Lyle Thomas, Administrative Officer, Transfers, takes delivery of public records at Queensland State Archives, June 2011

Toowoomba floral float in Carnival of Flowers procession 1965
Queensland State Archives Digital Image ID 16771

Future directions

Developing an approach to digital archiving

The volume and complexity of digital information created, received, managed and accessed by government is growing exponentially. The roll-out of the National Broadband Network will further accelerate this rate of growth.

A key challenge facing governments in the digital age is the long-term management and preservation of digital records to support organisational sustainability, accountability, decision-making and community expectations.

Queensland State Archives is developing an approach to improving the long-term management and preservation of digital public records.

During 2011–12, an exposure draft of the Digital Continuity strategy will be released. This strategy will outline a vision, strategic aims, guiding principles and strategic initiatives for ensuring that digital public records remain accessible for as long as required. Two guidelines for public authorities on migrating records and using metadata to support accessibility over time will also be released.

Queensland State Archives' research will examine models for digital archives, including requirements, options, costs and benefits. This will inform the development of future digital archiving capability and help ensure digital public records remain accessible for future generations.

Right to Information reforms

Queensland State Archives leads an extensive program of assessment, training and awareness initiatives to support the Queensland Government's Right to Information reforms. This program recognises that open, accountable and participatory government relies in part on sound recordkeeping.

Ongoing Right to Information activities will include the development of a recordkeeping toolkit for Web 2.0, performance and monitoring self-assessment tools, and forums and targeted workshops in Brisbane and regional areas.

In addition, the results of the recordkeeping survey undertaken in May 2011 will be used to identify key recordkeeping challenges and inform the development of additional recordkeeping policies and tools.

Online services

As part of its commitment to improving access to Queensland public records and in response to growing client demand, Queensland State Archives will enhance delivery of its online services. Activities will include, for example, a redesign of the website, increasing digital content and exploring the use of social media to engage clients and stakeholders. A highlight will be the release of digitised copies of the Immigration Registers directly accessible from the online index.

As custodian of a broad film collection, Queensland State Archives will make a selection of key films, highlighting iconic Queensland events and personalities, available online.

Digital Content Strategy

Building on previous successes, Queensland State Archives will continue to work with the State Library of Queensland to implement the *Digital Content Action Plan*. As identified in the plan, the two organisations are strengthening links with other government and cultural organisations to encourage and promote the greater sharing and re-use of digital content.

In 2011–12, Queensland State Archives and the State Library of Queensland will collaborate with the Queensland Museum to provide content to support the Australian history curriculum. Opportunities to promote the sharing of digital content will be identified and explored.

Mr Adrian Cunningham, Director, Digital Archives Program, addressing a Digital Continuity Forum, June 2011

Machinery-of-Government strategy

The pace, breadth and complexity of public sector reforms have increased through changes such as local government amalgamations, restructure of the water and electricity industries and asset sales, with a significant impact on public authority recordkeeping.

With each machinery-of-Government change, public records and recordkeeping systems must be separated, merged and re-established. As the lead agency for recordkeeping, Queensland State Archives is responsible for providing timely assistance to public authorities to meet the challenges arising from these changes.

During the next 12 months, Queensland State Archives will enhance strategies to support public authorities affected by major government administrative changes, including the early identification and transfer of permanent public records to Queensland State Archives.

Retention and disposal

To improve the retention and disposal of public records across government, Queensland State Archives is developing a strategic disposal framework. This framework will provide additional guidance to public authorities in implementing systematic and transparent disposal programs.

The framework will include:

- further advice for public authorities on compliance with *Information Standard 31: Retention and Disposal of Public Records*

- collaboration with public authorities to improve the quality of draft retention and disposal schedules submitted to Queensland State Archives for review

- improved processes for the development of retention and disposal schedules, including revised templates to document the justification for the retention periods assigned to record classes.

The proposed changes aim to improve practices in the retention and disposal of public records across government.

Greg Dobeli, Transfers Officer, examines registers of Miners Homestead Leases received from the Department of Environment and Resource Management, May 2011

The Quay, Rockhampton, c 1926
Queensland State Archives Digital Image ID 106

Status of government recordkeeping

Overview

Under section 56 of the *Public Records Act 2002*, Queensland State Archives is required to report annually on the status of government recordkeeping. Over 640 public authorities are covered by the legislation, including state government departments, local governments, government-owned corporations, statutory entities and universities.

In order to track recordkeeping developments in public authorities, Queensland State Archives conducts research, surveys and consultation and holds forums. Queensland State Archives also monitors annual reports and reviews the reports of a range of public sector agencies, including the Queensland Audit Office, the Crime and Misconduct Commission and the Queensland Ombudsman.

Public authorities are required to have due regard to the standards and guidelines issued by the State Archivist under the *Public Records Act 2002*.

2011 Recordkeeping Survey

Queensland State Archives surveys public authorities biennially to collect recordkeeping data and measure compliance against the minimum requirements of *Information Standard 40: Recordkeeping* (IS40) and *Information Standard 31: Retention and Disposal of Public Records* (IS31).

These surveys are integral to Queensland State Archives' *Recordkeeping Assessment Framework for Queensland Public Authorities*, which helps public authorities to comply with their recordkeeping requirements and encourages continual improvement.

The first survey under this framework, the *Recordkeeping Baseline Survey*, was completed in 2009. The second survey ,in 2011, was administered with the assistance of the Office of Economic and Statistical Research during May.

Public authorities responsible for managing their own records were asked to complete the survey, with 165 (86 per cent) responding out of 192 invitees. This was an increase from 2009, where 53 per cent responded. The 2011 response rate is attributable to the awareness raised by the first survey; a more refined list of survey invitees, developed using feedback from the first survey; and a targeted follow-up process to encourage the return of responses.

For the purpose of analysis, survey respondents were grouped into three sectors: Queensland Government departments, local government authorities and other public authorities (for example tribunals, commissions, statutory authorities, tertiary education bodies, boards and government-owned corporations). Figure 1 compares each sector's response as a percentage of the total group for 2009 and 2011.

Mr Troy Pullen, Policy Officer (left) and Ms Louise Cadell, Research Officer, Government Recordkeeping

60%   10%   30%

2009 Recordkeeping Baseline Survey

■ Queensland Government departments

■ Local government authorities

□ Other public authorities

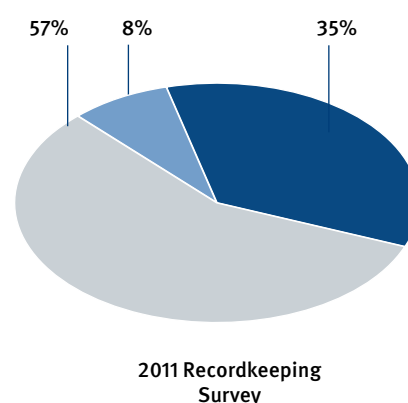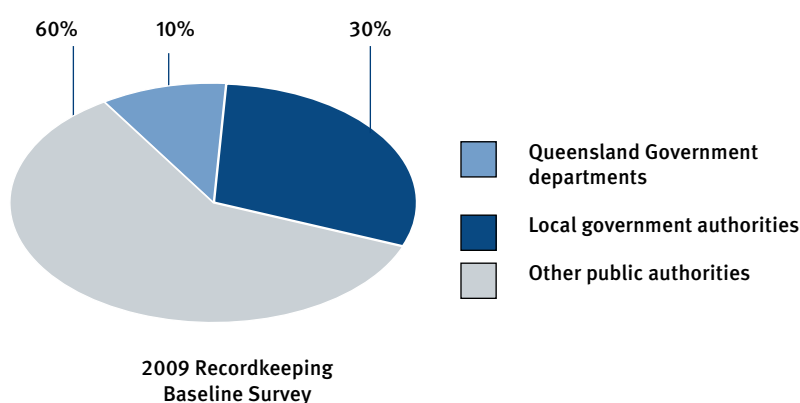57%   8%   35%

2011 Recordkeeping Survey

Figure 1: Each sector's response as a percentage of the total group, 2009 and 2011

Findings of 2011 survey

Overall, the 2011 survey indicated that public authorities have progressed since 2009 in their levels of recordkeeping maturity, with many now planning or embarking on strategic projects to further develop their recordkeeping capacity.

This year's survey showed an increase in the number of public authorities reporting they had methods in place to plan, document, review, or report on recordkeeping, indicating an improvement in their understanding of these requirements. However, staffing and resourcing for recordkeeping was identified as a more significant issue than in 2009.

The challenge of adapting recordkeeping systems to large-scale organisational or machinery-of-Government changes was highlighted in the survey results for both 2009 and 2011, although the issue was less prevalent in 2011. This change is attributable to the fact that most public authorities have had sufficient time to adapt to earlier machinery-of-Government changes or local government amalgamations. Ongoing changes, such as those to the water and energy sectors, are still having an effect on recordkeeping in the relevant public authorities.

In addition to these general findings, three key strategic issues emerged in 2011:

1. Re-assessment of internal recordkeeping practices

The results indicated that a significant proportion of public authorities appear to be entering a review phase. For those with recordkeeping practices in place, this is often resulting in a shift in the methods used to document business activities and recordkeeping requirements. The survey results also indicated that public authorities at an earlier stage of recordkeeping maturity recognised the need to progress the development of their recordkeeping reforms.

A general trend identified in the survey was that although public authorities continue to use the same number of methods to document their business activities, the methods used have changed. For instance, the rate of public authorities with Strategic Recordkeeping Implementation Plans (SRIPs) dropped from 57 per cent in 2009 to 41 per cent in 2011.

This decrease in the use of SRIPs may be attributed to the amendments made to *Information Standard 40: Recordkeeping* (IS40) in 2009 which removed the mandatory requirement for public authorities to prepare and submit a SRIP for the State Archivist's approval. Public authorities are instead required to implement a strategic approach to recordkeeping that is endorsed by their Chief Executive. The 2011 data indicates that more public authorities are choosing to develop their strategic recordkeeping approaches in line with existing corporate planning requirements.

Public authorities were also asked if they had a recordkeeping strategy endorsed by their Chief Executive. Responses illustrated an overall improvement in 2011 from 2009 in the proportion of public authorities with a strategy either endorsed or under development (see Figure 2).

2009 Recordkeeping Baseline Survey — 18% / 82%

2011 Recordkeeping Survey — 8% / 92%

Legend:
- Recordkeeping strategy endorsed or under development
- No recordkeeping strategy
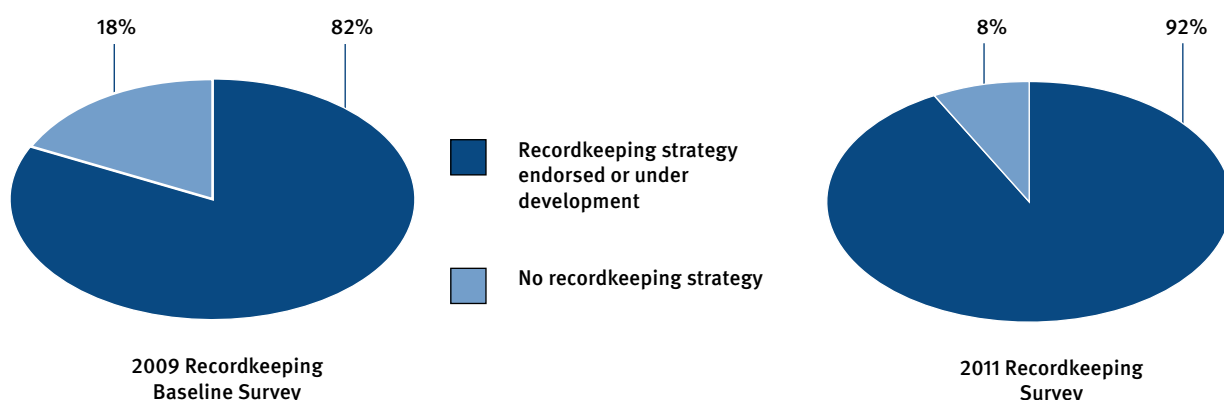
Figure 2: Percentage of public authorities with a recordkeeping strategy, 2009 and 2011

Figure 3 displays information about the status of recordkeeping strategies, showing that a greater proportion of public authorities reported being in the development stage in 2011 than in 2009. However, the percentage of respondents with endorsed strategies either fully or partly implemented showed no significant change from 2009 to 2011.
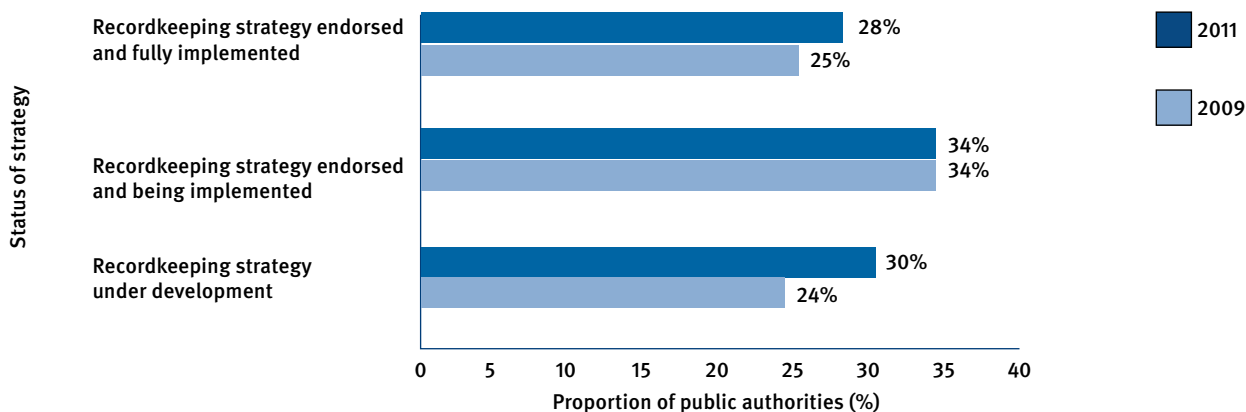
Figure 3: Status of public authorities' recordkeeping strategies, 2009 and 2011

2. Focus on recordkeeping assessment

When asked about recordkeeping assessment, 76 per cent of respondents indicated they had conducted some kind of audit or review of recordkeeping systems, procedures and practices in the past. This rate has increased from 58 per cent in 2009 (see Figure 4).

Figure 4: Public authorities' rates of recordkeeping audit and review, 2009 and 2011

Public authorities also expressed increased interest in planning for recordkeeping assessment. Respondents indicated this assessment could be carried out using formal or informal mechanisms on a regular or ad hoc basis, and may include the introduction of audit programs. Respondents reported that consideration of assessment was often prompted by the development of new recordkeeping frameworks, or planning for large-scale recordkeeping projects such as the implementation of electronic Document and Records Management Systems (eDRMS).

3. Retention and Disposal Schedules

Low rates of retention and disposal coverage of public records continued as a central theme of the 2011 Recordkeeping Survey, despite signs of improvement from 2009.

The survey demonstrated a small increase in retention and disposal coverage, with 38 per cent of respondents indicating that they had an approved and fully implemented retention and disposal schedule compared with 33 per cent in the 2009 survey. The increase is consistent with the number of schedules approved by the State Archivist in the past two years.

Conversely, the findings showed that more than 40 per cent of public authorities have not developed and implemented a retention and disposal schedule as required by *Information Standard 31: Retention and Disposal of Public Records* (IS31) that was introduced in 2003. However, these findings may not be an accurate reflection as some public authorities which are covered by a sector schedule did not indicate this in their response. When adjusted to exclude those public authorities, the rate is closer to 30 per cent. Given the time which has elapsed since the introduction of IS31, retention and disposal coverage is still considered to be unsatisfactory.

To assist public authorities in meeting their obligations under IS31, Queensland State Archives continues to provide guidelines, templates and training. Further guidance will be provided in 2011–12 with the publication of a strategic disposal framework.

Queensland State Archives will continue to survey recordkeeping compliance every two years, allowing trends and changes to be tracked over time. The information gathered will be used to develop advice for the continuous improvement of recordkeeping practices in Queensland public authorities. The survey findings will also enable public authorities to benchmark the maturity of their recordkeeping activities.

Digital archives

Under the Queensland Government's *Toward Q2 through ICT* strategy and associated implementation plan, Queensland State Archives was tasked with reviewing current digital archiving methods used across government.

In 2010, Queensland State Archives engaged the Office of Economic and Statistical Research to conduct an online digital archiving survey of 178 Queensland public authorities. Building on qualitative information received in response to a digital archiving discussion paper earlier in 2010, the survey was designed to obtain quantitative information regarding Queensland public authorities':

- preservation activities, including the development of digital archiving strategies and plans

- perceived risks of loss of digital information

- volumes of digital information

- perceived threats and barriers to digital archiving action.

Responses were received from 129 public authorities, with a further two noting that a joint response had been submitted on their behalf, giving an overall response rate of 74 per cent.

The consultation revealed that nearly all responding public authorities have significant records in digital form that need to be kept for lengthy periods and that the volume of digital information is expected to grow significantly. It also revealed that there is a distinct lack of digital archiving maturity and capacity across the public authorities surveyed.

Figure 5 indicates the range of activities that respondent agencies are taking to ensure their digital records remain accessible over time.
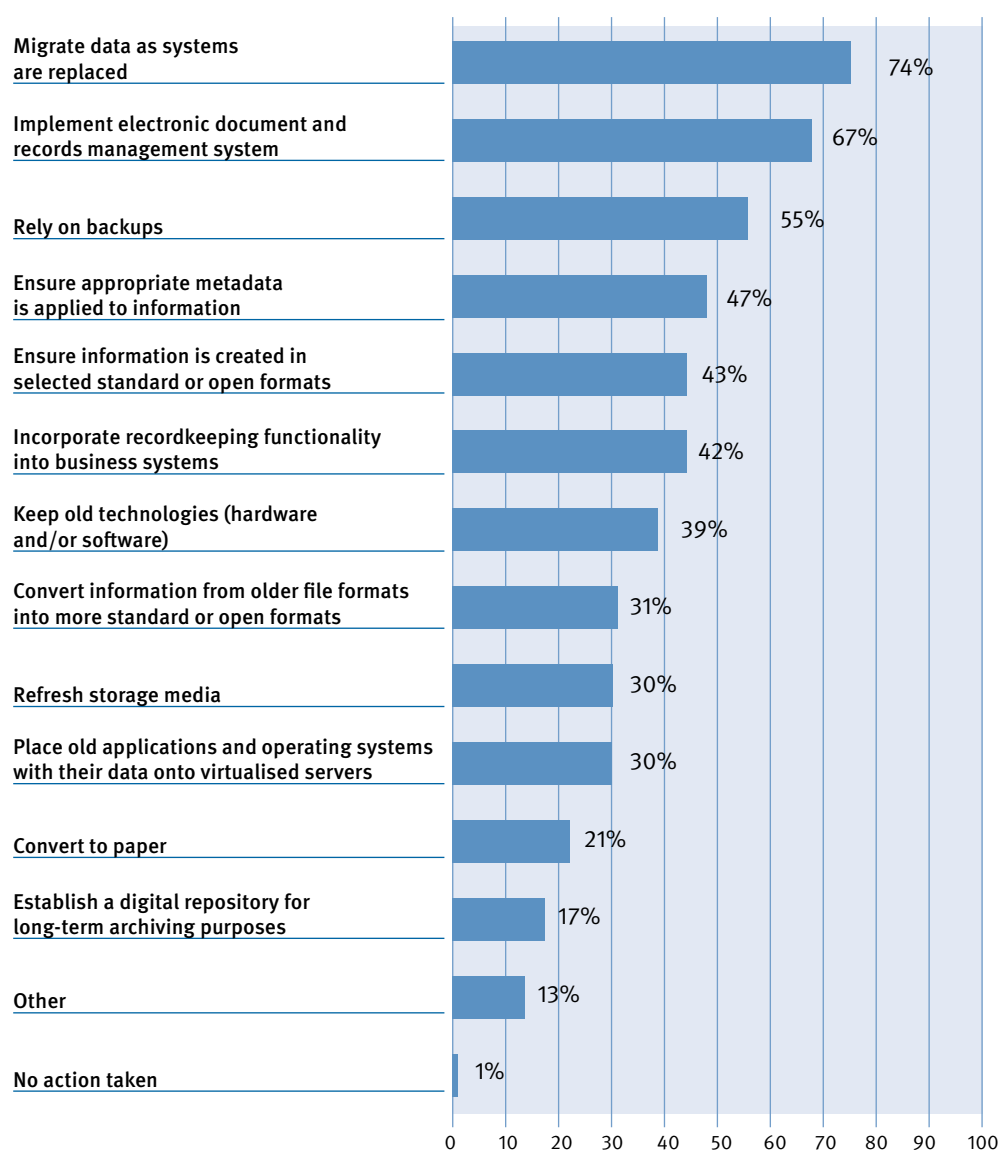
Activity	Percentage
Migrate data as systems are replaced	74%
Implement electronic document and records management system	67%
Rely on backups	55%
Ensure appropriate metadata is applied to information	47%
Ensure information is created in selected standard or open formats	43%
Incorporate recordkeeping functionality into business systems	42%
Keep old technologies (hardware and/or software)	39%
Convert information from older file formats into more standard or open formats	31%
Refresh storage media	30%
Place old applications and operating systems with their data onto virtualised servers	30%
Convert to paper	21%
Establish a digital repository for long-term archiving purposes	17%
Other	13%
No action taken	1%

Figure 5: Actions taken by public authorities to ensure the continued accessibility of their digital information

While most public authorities have taken some action, activities are largely ad hoc and are often pursued in the absence of guiding strategies or plans. In addition, these actions are usually only part of a solution, in that they do not fully address the challenge of maintaining accessibility or cover all of the information held within a public authority.

Ensuring the continued accessibility of digital records is a significant challenge for all governments around the world. These findings are not unexpected given the general level of investment in digital archiving within Australia, combined with the lack of a coordinated, whole-of-Queensland Government approach to digital archiving, including associated governance and capability frameworks.

Survey respondents indicated a strong desire for Queensland State Archives to take a leadership role and provide direction on appropriate approaches and techniques for ensuring the continued accessibility of digital information. There was also clear recognition of the need for greater organisational awareness and commitment within public authorities in order to plan and implement effective and sustainable solutions to improve the long-term management and preservation of digital information assets.
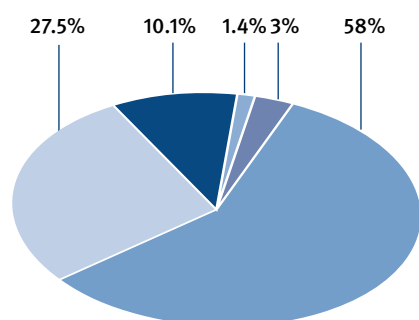
Right to Information reforms

In 2010–11, Queensland State Archives consolidated and expanded its previous program of recordkeeping assessment, training and awareness initiatives to support the Queensland Government's Right to Information reforms.

A highlight of the recordkeeping awareness program was the successful delivery of the 'Our Records Count' Poster Challenge, which encouraged records and information managers to take responsibility for influencing the recordkeeping culture within their own public authorities. A panel of judges comprising the State Archivist, the Information Commissioner, the Executive Director and Chief and Senior Executive Services, Public Service Commission, and the then Queensland State Archives Manager Marketing and Communications selected the winners from a total pool of 38 entries. The winners were Hinchinbrook Shire Council (Local Government category), Queensland Museum (Statutory Authority) and Department of Public Works (State Government), and these were announced at the November 2010 Records and Information Management Forum in Brisbane.

Other key initiatives in 2010–11 included:

- releasing a *Recordkeeping Maturity Model and Road Map: Improving recordkeeping in Queensland public authorities* to guide public authorities in identifying current levels of recordkeeping maturity and to set targets for future performance relevant to the size and complexity of the public authority

- updating and re-releasing templates and guidelines to assist public authorities with developing strategic and operational recordkeeping implementation plans

- facilitating targeted training and awareness opportunities for public sector staff, including regional recordkeeping seminars and forums.

As Queensland public authorities move further towards an open government environment, Queensland State Archives will continue to deliver a program of recordkeeping assessment, training and awareness initiatives to support this transition.

Recordkeeping and Web 2.0 survey

Public authorities are increasingly using online technologies such as Web 2.0 as part of their business processes. As with all public records, the records created using Web 2.0 tools must be managed in accordance with the *Public Records Act 2002* and associated recordkeeping Information Standards.

In July 2010, Queensland State Archives conducted a whole-of-Government recordkeeping and Web 2.0 online survey of 193 public authorities. The survey explored how Web 2.0 tools are used to conduct government business and how the records generated by the use of this technology are managed. This survey was the first of its kind in Queensland, contributing to national online discussions on the challenges of Government 2.0.

In October 2010, Queensland State Archives released a full report of the survey results. Across all sectors, the most common uses of Web 2.0 tools are to provide information, promote products and services, receive feedback and conduct community consultation. Over half of the 132 respondents indicated that they currently use Web 2.0 tools for business purposes, and that this usage is expected to increase over time. The response varied by sector, with state government departments and local governments indicating a greater use of such tools, compared with smaller public authorities.

Figure 6 illustrates that almost 30 per cent of public authorities had procedures in place to capture Web 2.0 public records at the time of the survey, with an additional 10 per cent intending to implement new procedures to address this challenge.

27.5% 10.1% 1.4% 3% 58%

- No current strategy in place to capture or manage records
- Incorporation within existing records management process
- Will implement a new records management process
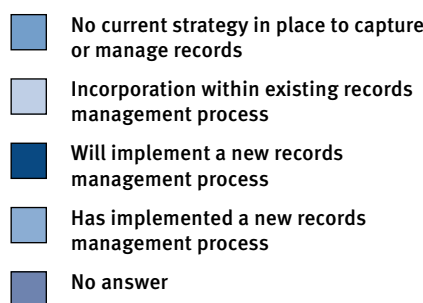- Has implemented a new records management process
- No answer

Figure 6: Percentage of public authorities with systems or processes in place to capture Web 2.0 records

As a result of the increasing use of Web 2.0 tools, public authorities indicated they are seeking additional recordkeeping guidance. Queensland State Archives will develop a recordkeeping and Web 2.0 toolkit for public authorities.

Retention and disposal of public records

All public authorities create records that document their business activities and in doing so, require an orderly regime for the disposal of public records that are no longer required. Under section 26 of the *Public Records Act 2002*, the State Archivist is responsible for authorising the disposal of public records.

Information Standard 31: Retention and Disposal of Public Records (IS31) supports public authorities in implementing systematic, transparent and regular disposal programs. IS31 requires all public authorities to have a retention and disposal schedule that covers their core business records and sets out minimum periods of time for which public records must be kept.

During 2010–11 the State Archivist approved 17 agency-specific retention and disposal schedules, including those for a number of key regulatory agencies such as the Health Quality and Complaints Commission, the Office of the Information Commissioner, the Office of the Integrity Commissioner and the Public Service Commission. A revised *General Retention and Disposal Schedule for Administrative Records* was also approved for use by all public authorities.

Response to natural disasters

As a result of the natural disasters in early 2011, several public authorities and members of the public contacted Queensland State Archives for advice on how to salvage damaged public records. Enquiries were also received concerning lost records and the disposal of records damaged beyond recognition. In response, Queensland State Archives published new forms to manage the disposal of public records as part of a simplified disposal procedure. These forms were the *Notification of lost public records* and *Application to dispose of damaged public records*.

Following the release of the new procedures, Queensland State Archives received five applications to dispose of damaged public records. Public authorities provided a range of evidence to support the applications including photographs, specialist conservation reports and statutory declarations as to the damage sustained.

From the information received, the majority of public records were unsalvageable due to the prohibitive cost of restoring the records or the restoration process posed a significant health and safety risk from river pollutants and

sewage contamination. None of the public records granted authorisation for disposal were of permanent retention value.

Ten public authorities also submitted notifications that public records had been lost in the January floods. In some instances public records had been washed away, while others were pulped beyond recognition and had become part of the debris removed during the clean-up process. The majority of lost public records had been assigned a temporary retention period in an approved retention and disposal schedule. A small number of permanent public records were lost; however these could be recreated from other sources.

By documenting the loss or disposal of public records as a result of the floods, public authorities have ensured that such losses are recorded in the event that the records are needed for legal proceedings, audits or Right to Information applications. To minimise the risk of future losses or damage to public records, Queensland State Archives has encouraged public authorities to review their existing storage arrangements and implement appropriate disaster management and business continuity plans.

Annual reports

In accordance with the Department of the Premier and Cabinet's annual report requirements, a number of Queensland public authorities must report on their compliance with the provisions of the *Public Records Act 2002*. Queensland State Archives reviews the recordkeeping and information management content of these annual reports to gauge recordkeeping trends across public authorities.

Queensland State Archives reviewed 160 annual reports tabled for the 2009–10 financial year. Compliance with the recordkeeping component of the annual reporting requirements continued to improve, with 82 per cent of reports including the requisite information. This figure has increased from 75 per cent in 2008–09 and 72 per cent in 2007–08. A further 18 public authorities reported recordkeeping information in their annual reports, although there was no formal requirement for them to do so.

This continued increase in reporting suggests a greater awareness of recordkeeping requirements across public authorities and recognition of records management as a core component of business operations. Of particular note, eDRMS continued to be a high priority for many public authorities. Reports covered the spectrum of eDRMS activity, from selection of a system to testing, implementation, maintenance and migration of legacy data into the eDRMS.

Recordkeeping implications in other reports

Queensland State Archives reviews public reports of regulatory and integrity agencies such as the Queensland Audit Office, the Crime and Misconduct Commission, the Office of the Queensland Ombudsman and the Office of the Information Commissioner. These reports provide insight into current recordkeeping performance and information management practices in Queensland public authorities and inform the development of targeted advice.

Public reports reviewed in 2010–11 continued to demonstrate that regulatory agencies have a strong awareness of the importance of records and information management in supporting transparent and accountable business processes.

In December 2010, the Crime and Misconduct Commission reported on an investigation into the alleged misuse of public monies and a former ministerial advisor. The report identified a need for greater transparency in the decision-making processes of ministerial staff and other public service employees for grants administration. To address the recordkeeping requirements associated with the administration of grants, Queensland State Archives is working with the Department of the Premier and Cabinet and other key agencies to finalise whole-of-Government recordkeeping advice on this topic.

Queensland State Archives' collection comprises over 46 kilometres of public records, the largest in Queensland

Public Records Review Committee

The Public Records Review Committee, established in 2003 under the *Public Records Act 2002*, advises both the Minister for Government Services, Building Industry and Information and Communication Technology and the State Archivist on the administration and enforcement of the Act.

The committee may also, if requested by a public authority, review the decisions of the State Archivist not to authorise the disposal of particular public records. In addition, the committee may be requested to resolve disputes between the State Archivist and a public authority about how a public record is classified with respect to setting a restricted access period for that record.

The State Archivist, in cooperation with public authorities, aims to achieve administrative resolutions of potential disputes before they are referred to the committee for review or resolution.

Chaired by Mr Miguel Diaz, the committee held three meetings in 2010–11, two in Brisbane and the other in Mackay. The committee considered advice on a range of issues, including:

- the program of work being progressed by Queensland State Archives under the Queensland Government's *Toward Q2 through ICT* strategy, particularly the need to build a strong recordkeeping culture across government and determine an effective approach to the long-term management and preservation of electronic information assets

- Queensland State Archives' response to the 2011 natural disasters

- improving the management of digital content across government and converting more of the state's archival collection into digital form to improve public access.

Refer to Appendix 2 for information concerning Public Records Review Committee members.

Mr Miguel Diaz, Chair of the Public Records Review Committee (left), presents Councillor Darryl Camilleri, Mackay City Council, with an historic photograph of the Mackay Courthouse, c 1890, at the committee's event in Mackay, July 2010

Her Majesty Queen Elizabeth II inspecting the guard of the 2nd Battalion, Royal Australian Regiment, Brisbane, 6 March 1963
Queensland State Archives Digital Image ID 9751

Corporate profile

Organisational capability

Queensland State Archives works within an integrated planning framework to ensure the government's priorities and policies, and the department's strategic directions, are reflected in its corporate governance plans and performance.

This is achieved through:

- a clear mission for the organisation which delivers strategic priorities
- a culture which treats employees with courtesy, fairness and respect
- a proactive, responsive and positive leadership team.

Equal employment opportunity

Queensland State Archives is committed to complying with the requirements of the *Anti-Discrimination Act 1991 (Qld)* and the *Public Service Act 2008*.

Employment profile

As at 30 June 2011, Queensland State Archives had 61 full-time equivalent employees.

Equal employment opportunity profile as of 30 June 2011

Women A06–A08	13
Women SO & SES	3
Aboriginal and Torres Strait Islanders	0
Non-English speaking background	9
People with a disability	2

Volunteers

Registered volunteers support Queensland State Archives' many archival work programs including indexing projects and basic preservation tasks. Coordinated by Senior Reference Archivist Ms Saadia Thomson-Dwyer, a Queensland State Archives volunteers policy provides guidelines for this program.

The Queensland State Archives executive team (l-r standing) Ms Annette McNicol, Director, Collections and Access, Ms Janet Prowse, Executive Director & State Archivist and Ms Glen Morgan, Director, Government Recordkeeping, (l-r seated) Mr Adrian Cunningham, Director, Digital Archives Program and Ms Katherine Brennan, Manager, Business Services and Planning

Services to Indigenous people

The Communities and Personal Histories Branch of the Department of Communities operates a research service for the Indigenous community from Queensland State Archives' facility at Runcorn.

Queensland State Archives volunteers (l-r) Roberta Lawson, Nola Fulwood, Linda Hore, Del Malcott, Pamela Hayes, Paula Moore and Jason Kechagias with Queensland State Archives' Saadia Thomson-Dwyer (third from right)

Recordkeeping

To ensure compliance with whole-of-Government recordkeeping policies and practices, Queensland State Archives regularly reviews its recordkeeping procedures and guidelines and conducts staff training sessions in recordkeeping awareness, practice and requirements.

Recordkeeping is a key component of Queensland State Archives' staff induction program.

Workplace health and safety

The Workplace Health and Safety Committee meets regularly to address relevant issues.

Workforce management

In 2010–11, Queensland State Archives implemented a new management structure.

A new branch, the Digital Archives Program, was established. Directors were appointed to lead the Collections and Access, Government Recordkeeping, and Digital Archives Program portfolios. (Refer Appendix 1 – Queensland State Archives' organisational structure.)

This new management structure will ensure that Queensland State Archives is strategically placed to meet future government and community demands for its services.

Financial statements

The Department of Public Works' Annual Report for 2010–11 incorporates Queensland State Archives' financial statements. Copies of the department's Annual Report can be obtained by contacting:

External Relations

Department of Public Works
GPO Box 2457
Brisbane Queensland 4001
Phone: 07 3222 2652
Fax: 07 3227 6413
Web: www.publicworks.qld.gov.au
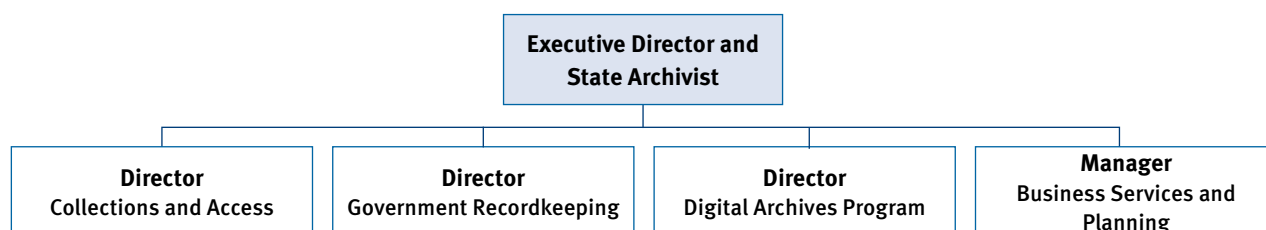Email: dpw@publicworks.qld.gov.au

Ms Katherine Brennan, Manager, Business Services and Planning (left) and Ms Diana Forward, Principal Business Development Officer, June 2011
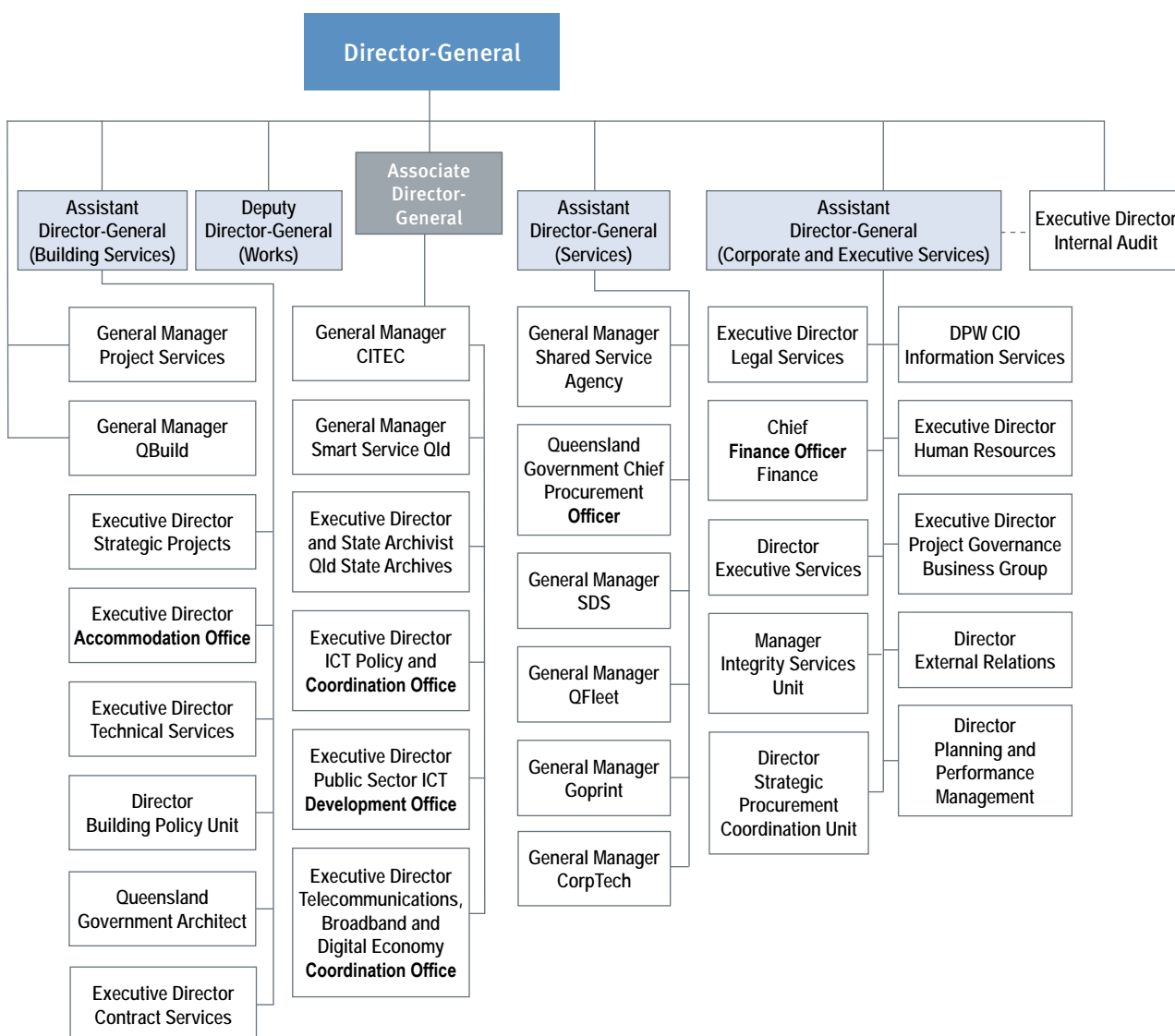
Appendices

Appendix 1

Queensland State Archives' organisational structure

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                    │ Executive Director and  │
                    │     State Archivist     │
                    └─────────────────────────┘
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Director Collections and Access	Director Government Recordkeeping	Director Digital Archives Program	Manager Business Services and Planning

The Department of Public Works' organisational structure

(as at 30 June 2011)

Director-General

- Assistant Director-General (Building Services)
  - General Manager Project Services
  - General Manager QBuild
  - Executive Director Strategic Projects
  - Executive Director **Accommodation Office**
  - Executive Director Technical Services
  - Director Building Policy Unit
  - Queensland Government Architect
  - Executive Director Contract Services
- Deputy Director-General (Works)
- Associate Director-General
  - General Manager CITEC
  - General Manager Smart Service Qld
  - Executive Director and State Archivist Qld State Archives
  - Executive Director ICT Policy and **Coordination Office**
  - Executive Director Public Sector ICT **Development Office**
  - Executive Director Telecommunications, Broadband and Digital Economy **Coordination Office**
- Assistant Director-General (Services)
  - General Manager Shared Service Agency
  - Queensland Government Chief Procurement **Officer**
  - General Manager SDS
  - General Manager QFleet
  - General Manager Goprint
  - General Manager CorpTech
- Assistant Director-General (Corporate and Executive Services)
  - Executive Director Legal Services
  - Chief **Finance Officer** Finance
  - Director Executive Services
  - Manager Integrity Services Unit
  - Director Strategic Procurement Coordination Unit
  - DPW CIO Information Services
  - Executive Director Human Resources
  - Executive Director Project Governance Business Group
  - Director External Relations
  - Director Planning and Performance Management
- Executive Director Internal Audit

Appendix 2

The Public Records Review Committee Members

Committee Chair

Mr Miguel Diaz – Chair

Account Director

Miguel Diaz brings over 20 years of business development management experience, working with the most prominent names in professional services. His key areas of expertise include strategic business planning, client engagement and development, negotiation and consultation, and sales and marketing.

Prior to his business career, Miguel spent several years as a professional performer in opera, theatre and television. His experience in both business and the arts means that Miguel brings with him a wealth of practical knowledge to the committee.

Members

Professor Malcolm Thomis – Member

Professor Emeritus and Honorary Research Consultant, The University of Queensland

Professor Thomis has more than 40 years of experience as an academic historian, culminating in his six years as Pro-Vice-Chancellor (Humanities) at The University of Queensland.

He has been a Fellow of the Royal Historical Society for more than 30 years and is a widely published author of history books, essays and articles.

Dr Jennifer Harrison – Member

Internationally renowned research historian and academic

Dr Harrison is a research adviser with The University of Queensland and is associated with the post-graduate program. She recently worked on projects for Queensland's 150th celebrations.

Dr Harrison lectures in Australia and internationally on family, local and applied history, particularly convict origins and migration trends.

Mr Chris Gorry – Member

Founder and Director of Group Advantage

Mr Gorry is founder and director of software consulting firm Group Advantage Pty Ltd. He has extensive experience in senior roles in the information technology (IT) industry and has performed software and IT development roles for state and federal governments.

Mr Gorry was a member of the Queensland Government's Small to Medium Enterprises Taskforce, is a founding member of Software Queensland and a member of the Australian Institute of Company Directors.

Ms Leonie Short – Member

Associate Professor Oral Health, School of Medical and Applied Sciences, Central Queensland University

Ms Short, an experienced researcher and lecturer, has travelled widely to conduct international research on a range of issues.

Ms Short also holds positions on a range of other health and community sector organisations.

Mr Chris Rose PSM – Member

Chief Executive Officer, Logan City Council

Mr Rose has extensive experience in local government, having worked in local authorities in New South Wales and Queensland. He is a Fellow of the Australian Institute of Company Directors, a Fellow of the Australian Institute of Management and a Fellow of Local Government Managers Australia.

Mr Rose has served as the Chief Executive Officer of Logan City Council, currently the sixth largest Council in Australia, since February 2006. He received the Public Service Medal (PSM) for his contribution to Local Government in the 2010 Australia Day Honours list.

Ms Margaret Strelow – Member

Small business owner

Ms Strelow has demonstrated a lifelong commitment to learning and education with formal qualifications in the arts, in literacy and in education studies. She is a passionate supporter of her local community and was Mayor of Rockhampton for eight years from 2000 to early 2008.

This followed an earlier career based around education that included child care director, teacher and tutor. Ms Strelow's special interests also include the preservation of Queensland's built heritage.

Jeff Loof – Member

Executive Director, Chief and Senior Executive Services, Public Service Commission

Mr Loof has extensive experience in leading executive performance and development programs across government. He provides creative and strategic executive leadership and management capability to the Queensland public sector and has held a variety of senior positions in central government agencies.

Jeff has a Bachelor of Commerce, majoring in Human Resource Management and Industrial Relations.

Ms Julie Steel – Member

Executive Director, Supreme, District and Land Courts' Service

Ms Steel was admitted to practise as a solicitor of the Supreme Court of Queensland in 1989. She has extensive experience in legal practice and procedure, courts management, and justice policy and administration.

From 1999 to 2005, she held a variety of positions with the Department of Corrective Services. In November 2005, Ms Steel started working in the courts and she is currently the Executive Director of the Supreme, District and Land Courts' Service.

Interpreter service

The Queensland Government is committed to providing accessible services to Queenslanders from all culturally and linguistically diverse backgrounds. If you have difficulty in understanding the annual report, you can contact us on 07 3131 7777 and we will arrange an interpreter to effectively communicate the report to you.

Queensland State Archives

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Runcorn Queensland 4113

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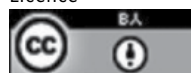Phone: 07 3131 7777
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Email: info@archives.qld.gov.au
ISSN 1448-8426