

# ANNUAL REPORT

## 2024–2025

## **Communication Objective**

This Annual Report provides information about Queensland State Archives' non-financial performance for 2024-2025. It has been prepared in accordance with the *Public Records Act 2023*.



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## **Attribution**

Content from this Annual Report should be attributed as:

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The Honourable Deb Frecklington MP  
Attorney-General and Minister for Justice  
Minister for Integrity  
1 William Street Brisbane, QLD 4000

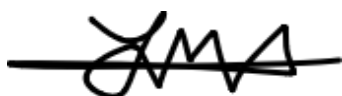
30 September 2025

Dear Attorney-General

I am pleased to submit for presentation to Parliament the Annual Report 2024–2025 for Queensland State Archives. This document is the first Annual Report submitted to Parliament in accordance with the *Public Records Act 2023*.

I certify that this Annual Report complies with the Annual Report requirements for Queensland Government agencies.

Yours sincerely

A handwritten signature in black ink, appearing to be 'LH', written over a horizontal line.

Louise Howard  
Queensland State Archivist  
Queensland State Archives  
Department of Justice

# Acknowledgement

We respectfully acknowledge the Aboriginal and Torres Strait Islander Traditional Owners and Elders of the lands and seas on which we meet, live, learn and work.

As the Archives are a place for learning we also respectfully recognise the continuing role of Aboriginal and Torres Strait Islander peoples as knowledge keepers in relation to their Traditional Country.

We acknowledge those of the past, the ancestors whose strength has nurtured this land and its people, and who have passed on their wisdom. We acknowledge those of the present for their leadership and ongoing effort to protect and promote Aboriginal and Torres Strait Islander peoples and cultures. We acknowledge those of the future, the Elders not yet born, who will inherit the legacy of our efforts.

We recognise it is our collective efforts, and responsibility as individuals, communities, and governments, to ensure equality, recognition and advancement of Aboriginal and Torres Strait Islander Queenslanders across all aspects of society and everyday life.

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# Message from the State Archivist

After years of collective hard work and preparation, this year saw the culmination of several key milestones that will shape how Queensland State Archives (QSA) operates as a modern archive.

The *Public Records Act 2023* (the Act) came into effect on 5 December 2024. The Act provides a new framework that helps us adapt to the growing demand of digital recordkeeping and incorporates modern, inclusive approaches to archival management. By embedding principles of transparency, accessibility, and accountability, the Act ensures that public records remain a vital resource for government, researchers, and the broader community. This progress aligns with the Act's aim to support a more digital government and positions QSA as a leader in managing the challenges and opportunities of digital recordkeeping. With 12 digital transfers from seven public authorities this year, the Digital Archive continues to evolve into a fully realised platform for preserving Queensland's digital heritage.

QSA moved to the Department of Justice in November 2024, following Machinery of Government changes. I sincerely thank the Attorney-General and Minister for Justice, Minister for Integrity, the Honourable Deb Frecklington MP, Director-General Sarah Cruickshank and the Department for their warm welcome and for supporting our integration into the organisation.

Our access and engagement teams are the public face of QSA, helping the community by retrieving records, digitising materials, answering questions, sharing stories online and hosting events that inspire and inform. These efforts are central to building strong connections with the community. By making public records more accessible and relatable, we aim to foster a deeper understanding of Queensland's history, and the role archives play in preserving it.

With our inaugural First Nations Advisory Group appointed and ready to commence from July 2025, we're advancing our goal of becoming a more inclusive archive. Guided by our First Nations Strategy team, we're developing Indigenous Cultural and Intellectual Property (ICIP) Protocols for QSA, to respect and safeguard First Nations knowledge and culture within the archival collection. Our ongoing community outreach and efforts to enrich records metadata continues to help us adopt Aboriginal and Torres Strait Islander knowledge-keeping practices.

During the next 12 months, I look forward to strengthening the advances QSA has made in the previous few years. We will continue building strong connections across public authorities and the community and begin to unearth more of the hidden stories within the archival collection. This includes working closely with community groups, historians, and cultural organisations to uncover and share untold stories that reflect the diversity of Queensland's people and history. By collaborating with these stakeholders, we aim to create an archive that is not only a repository of records but also a vibrant resource for storytelling and cultural exchange.

Additionally, we will develop mandatory standards and guidelines for the Act that are practical, achievable and reflect community expectations. Informed by thorough stakeholder and community consultation, these standards will ensure that public authorities are equipped to meet the requirements of the Act while also addressing the needs and expectations of the communities they serve.

Finally, I'd like to thank our dedicated and professional staff. Your work ensures that the archive is not a static repository but a living, breathing resource that evolves with the needs of the people it serves. Together, we're not just preserving history; we're making it accessible, meaningful, and relevant for generations to come. Thank you for your hard work and your belief in the power of archives to shape a better, more inclusive future.

Louise Howard

Queensland State Archivist



# Who we are

## What we do

Queensland State Archives (QSA) opens a window to nearly 200 years of the state's history, recognising the enduring connection of our First Nations peoples to Queensland's lands and waters for over 60,000 years. Through granting access to a vast collection of archival records and engaging with the community in person and via online channels and events, we connect individuals to the rich and diverse past of the state.

For government, we are the custodian of public records, responsible for the management and preservation of the information we hold while providing expert recordkeeping advice to government agencies.

## Our mission

Working together to proactively manage Queensland's public records for people to discover and use.

## Our vision

Connecting Queenslanders with their past to create our shared future.

# Our performance

## Improve services for Queensland

Improve services for Queensland		
	Target /Est 2024-2025	Actual 2024-2025
<b>Access and Engagement measures</b>		
Percentage increase in online engagement with the archival collection	2%	0%
<b>Collections and Discovery measures</b>		
Cost per record to manage collection	\$5.00	\$4.63
Total collection size (linear metres)		67,328
Total number of items in the collection		3,774,167
Total number of items created this year		70,456
Total items available to the public (in ArchivesSearch and open)		2,280,604
Percentage of collection open to the public		60.43%
Increase in items available to the public		-259
Items digitised		10,277
Post-production activities		5,804
Preservation work (treatment/activities)		9,216

## Improve services for government

Improve services for government	Actual 2024-2025
Government Records and Information	
<b>Individual engagements for advice</b>	
Queries	386
Blog views	3,369
YouTube views	1,990
Retention and disposal schedule views	26,510
Recordkeeping Forgov webpage views	75,022
<b>Collaborative engagements for advice</b>	
Forums – Public Records Information Management Engagement (PRIME) Network	3
PRIME Network forum attendees	302
Webinars about the new <i>Public Records Act 2023</i>	5
<i>Public Records Act 2023</i> webinar attendees	690
<b>Collaborative engagement to develop Mandatory Standards</b>	
Online sessions – Developing mandatory standards	9
Online mandatory standards sessions attendees	371
Survey – Record and information officers	1
Record and information officer survey responses	116
<b>Disposal authorisations</b>	
Disposal authorisations issued	59
Lost records notifications	4
Damaged records applications received	11
Early disposal applications received	1
<b>Regulations under the <i>Public Records Act 2002</i> and the <i>Public Records Act 2023</i></b>	
No regulations required <sup>1</sup>	0

<sup>1</sup> See section 17 of the Act for more detail provides for the ongoing management of public records when a public authority will cease to exist or has ceased to exist.

# Year in review

The 2024-2025 year at QSA has been marked by the:

- commencement of *the Public Records Act 2023*
- continued growth of the Digital Archive
- ongoing work to incorporate First Nations perspectives and approaches across all aspects of our organisation.

These efforts have empowered public discovery and enriched understanding of the state's unique history.

## Our achievements

### Access Services

Our Access Services team assists researchers, historians, government officials and the public in accessing and understanding the records held at QSA. They respond to queries, provide guidance on research strategies and help users locate relevant information. They also facilitate access to restricted records held at QSA in accordance with the provisions of the *Public Records Act 2023*.

#### In 2024–2025, our Access Services team:

- provided strategic guidance and support for key initiatives across the organisation
- welcomed **nearly 2,900 visitors** to the Reading Room
- responded to **over 5,900** telephone and email queries
- delivered workshops, tours, trade stands and presentations to **12** community groups and conferences
- received **over 600** requests to access restricted records since the commencement of *the Public Records Act 2023* in December 2024.

### Collections and Discovery

Our Collections and Discovery team is responsible for the transfer and management of physical records in QSA's custody. The team also has responsibility for delivery of file issue services, the arrangement and description of new records that are added, repository management and the conservation and preservation of the archival collection.

### In 2024–2025, our Collections and Discovery Team:

- contributed to the implementation of the *Public Records Act 2023* by revising QSA's Appraisal Statement, creating an online Restricted Access Notice form, and a new information package for authorised delegates under the Act
- provided public authority stakeholders with advice on the new Act, including restricted access periods and section 21(b) provisions concerning notifications of at-risk permanent records
- reassigned approximately **3,500** series and several hundred thousand items to their new, responsible public authorities after Machinery of Government changes from the Queensland State Election in October 2024
- created **84,734** new digital representations and **160,924** new items in the catalogue (new transfers and legacy item listings)
- dispatched **4,164** physical and digital records to public authorities through our File Issue Service
- completed the annual release of 1994 Cabinet Minutes
- completed QSA's first hybrid transfer (a mix of both physical and digital records) in partnership with QSA's Digital Archives Team
- processed **35** transfers, (including six hybrid), adding **18,948** items and **112.67** linear metres of physical records to the archival collection. Transfers were received from **22** public authorities, including **five** local councils
- processed transfers of significant interest, including:
  - school admission and corporal punishment registers, including a corporal punishment register from Kandanga Creek State (Provisional) School from 1900-1972
  - police watch-house registers for Townsville, Sandgate, Home Hill, Longreach, Tambo and Gympie
  - mining lease files (with the earliest document dating back to 1874 from the Cooktown area)
- performed **2,872** individual conservation treatment actions on **1,179** items
- conducted conservation assessments across **46** series of records to help with the digitisation of First Nations-related records
- finalised QSA's new Collections and Records Crisis Recovery Manual (CARCRM)
- provided advice to, and conducted site visits with, public authorities about records at risk or damaged due to severe weather events experienced across 2024-2025.

## Digital Archives

Our Digital Archive team manages and grows Queensland's Digital Archive, preserving and providing access to government's born-digital records. These are records originally created in digital form (such as emails, documents and digital photos), which are preserved for their enduring value.

Since its go-live in May 2024, the QSA Digital Archive has been accepting transfers from public authorities. The Digital Archives team receives and processes transfers of archival digital records, ensuring they remain authentic and usable. They collaborate with Queensland public authorities to identify and prepare born-digital records for transfer.

The team also works with digital preservation specialists and archival institutions across Australia and internationally to build expertise and share knowledge.

### **In 2024-2025, our Digital Archive Team:**

- received the records of the Miles and Palaszczuk ministries, following the October 2024 election
- received the records of the Truth Telling and Healing Inquiry, the First Nations Treaty Institute and the Interim Truth and Treaty Board
- processed **12** transfers of digital records from **7** public authorities
- ingested **35,643** digital records, totalling **302GB**, into the Digital Archive
- demonstrated the end-to-end digital transfer process, including use of our public authority portal, ArchivesGateway, to staff from various Australian and international archival and digital preservation institutions
- presented at national and international conferences, including the International Conference on Digital Preservation (iPRES) in Ghent, Belgium
- surveyed, and then analysed findings from, **62** agencies to evaluate digital holdings, assess transfer readiness, and identify potential challenges
- delivered the first PRIME Community of Practice (CoP) event, collaborating with public authorities across Queensland to strengthen digital preservation awareness and capability
- joined the Australian Emulation Network, with staff trained in the use of emulation tools to allow QSA to provide access to records in bespoke and obsolete formats.

## Digitisation and Collections Services

Our Digitisation and Collection Services team oversees the digitisation of physical archival materials to improve accessibility. The collection held at QSA is made up of over 3.8 million analogue items, of which less than five per cent are digitised. Our digitisation program targets records that are popular, significant, fragile or at risk, with the aim of making more records available and accessible online to a wider number of people.

### In 2024–2025, our Digitisation and Collection Services Team:

- digitised **1,415,951** pages, including:
  - **79,990** pages in response to public requests
  - **1,049,632** pages as part of our ongoing preservation and access programs
  - **80,567** pages relating to First Nations peoples
- moved from paper to digital ordering processes for record requests, improving efficiency and enabling faster access to copies of records
- retrieved **17,517 records** for viewing by researchers in our QSA reading room
- collaborated with our First Nations Strategy team and Preservation Services team to progress specialised digitisation of **6,735** pages of fragile and at-risk First Nations records
- re-engaged social enterprise Jigsaw to provide work experience for people living with a disability. Jigsaw completed **504** hours of scanning, where they digitised **58** regional land purchase registers and **378,294** individual Public Curator Office/Trust Office Index cards.

## Engagement Services

Our Engagement Services Team connects the community to Queensland history, QSA services and the archival collection. Through a range of online, onsite and off-site initiatives, the team aims to:

- promote and provide access to the Queensland State Archives collection
- partner, collaborate, and engage with our diverse Queensland communities
- create spaces for Queenslanders to share stories and histories and create a sense of connection.

## ***Online engagement***

### **In 2024–2025, our Engagement Services Team:**

- delivered **1,000** social media posts that reached over **2,830,485** people across Facebook, LinkedIn, Instagram and YouTube
- recorded **484,237** sessions on our public website and ArchivesSearch catalogue, resulting in **2,984,701** views
- increased engagement with our audio-visual records on YouTube, with an additional **1,500** subscribers bringing the total to **6,400** by 30 June 2025.

## ***Exhibitions and displays***

The Engagement Services Team showcased Queensland's history through meaningful exhibits and collaborations, amplifying Aboriginal and Torres Strait Islander perspectives and other significant stories. In 2024-25, QSA hosted the following exhibitions:

- *Unwrapped Display*: Featuring archival stories from QSA's *Open Book* publication (2021), the display transformed QSA's foyer into a window into the state's diverse history. Visitors also had the opportunity to view original records in the Reading Room
- *Winagaylay Ngiyani Ganunga — We Will Remember Them*: This powerful exhibition by Yuwaalaraay, Gamilaraay and Koama artist, Melissa Stannard, explored the difficult history of grief and mistreatment of Aboriginal and Torres Strait Islander servicemen and women. Melissa also delivered an artist talk, revealing some of the techniques of her arts practice and shared her skills and experience with the community through a workshop on reproducing archival images on textiles
- *Say Our Name: Australian South Sea Islanders*: QSA partnered with Queensland Museum to mark 30 years since the National Recognition of Australian South Sea Islanders. This exhibition explored the forced labour history and community resilience of Australian South Sea Islanders, integrating QSA's UNESCO-listed Queensland South Sea Islander Indentured Labourer Records. QSA contributed original and digitised records, hosted a Community Day and provided public access to physical artefacts onsite
- 'skeletons' Regional Tour: Acclaimed Waanyi artist Judy Watson's artworks about Queensland's frontier violence travelled to regional venues, including:
  - Umbrella Studio Contemporary Arts, Townsville
  - Dogwood Crossing Art Gallery, Miles
  - Redcliffe Art Gallery.



## ***Public program***

QSA continued to engage the community with Queensland history and the archival collection through a range of events.

### **In 2024-2025:**

- The 'QSA Talks' series continued to be a popular and accessible series of talks covering a diverse range of topics, including:
  - in celebration of NAIDOC Week, a conversation with Goorie and Bundjalung author Melissa Lucashenko, who spoke about her award-winning novel, *Edenglassie*
  - 'Queen of the Dancehalls: Cloudland Ballroom in Brisbane', an exploration of the iconic venue's history by Dr James Lergessner
  - 'Occupations for Ladies – Entrepreneurial Women in Brisbane's Nineteenth-Century Arcades', presented by urban historian Dr Nicole Davis in partnership with Griffith University's Harry Gentle Resource Centre
  - 'Remembering the 1974 Floods', environmental historian and Research Fellow, Dr Margaret Cook, revisited the 1974 floods, one of Queensland's most devastating natural disasters.
- QSA co-sponsored the Connections Conference, a joint event with the Australasian Congress on Genealogy and Heraldry and the Queensland State History Conference. Over four days, QSA staff engaged with 200 participants at an information booth, while Access Archivist Jacqueline Stockdale delivered a presentation about the New Settlers League and post-WWI immigration support.

## ***Memory Lounge***

The Memory Lounge program continued to provide a social inclusion space for older people, including those living with dementia. In partnership with aged care providers, QSA delivered **15** sessions with **125** people in 2024–25, hosting participants who reminisced and connected with archival photographs in the 1950s-themed lounge at Runcorn.

## ***Website re-development project***

As custodians of almost **3.8 million items**, QSA began a significant website redevelopment initiative to make archival access more effective and user-focused. In alignment with the Queensland Government Digital Services Policy, the Engagement Team coordinated customer research to better understand visitor needs both on-site and online. This research will enable QSA to design community-centred digital and in-person services in the coming years.

## Volunteer program

QSA's dedicated, on-site volunteers work across the organisation. They play a crucial role in making the collection more accessible by creating indexes, improving the description of records, and supporting record conservation and preservation. They add names and other useful information to record metadata, which is then imported into the ArchivesSpace catalogue, making records easier to search. We also receive transcription support from online community members through *From the Page*, a crowdsourcing platform for archives and libraries where people across the world transcribe, index and describe historic documents.

In **2024–2025**, our **7 on-site volunteers** and **80** online community members have:

- helped create **103 online indexes** and **173 datasets** with over **2.5 million online** searchable indexed entries available online, enabling easier access to records
- updated **10 online indexes** to contain free digital copies of records, further enhancing access to records
- completed **3,070** conservation treatments on **2,081** items
- listed **7,200** items in Series 14050 Dead Farm Files
- listed **1,700** items in Series 1215 Real Property Dealings
- listed **1,100** items from Series 36 Colonial Inquests (1905 and 1907)
- transcribed **715** pages via online transcription platform *From the Page*.

# Our strategic priorities

As QSA's Strategic Plan 2022–2026 draws to a close, this year's updates show how those strategic priorities have been achieved and are now driving real action and progress. The strategic priorities identified in our plan are:

- partner with our information community to realise effective services through recordkeeping
- be an archive that supports Aboriginal and Torres Strait Islander self-determination and embraces First Nations' worldviews, knowledge and culture
- secure important digital records created by government for current and future generations to use
- support our people so they feel valued and empowered and we have a culture of collaboration, trust and respect.

With the foundations laid, we're excited to launch our 2025–2028 Strategic Plan, harnessing this momentum to build on the transformative work already achieved.

## Improving records management through partnership

QSA has continued working on the implementation of the new *Public Records Act 2023* to help improve records management maturity, increase compliance and build confidence in the management of public records across the Queensland Government.

### ***The implementation of the Act***

Following the Independent Panel's *Report of the Review of the Public Records Act 2002*, the new *Public Records Act 2023* received assent on 4 December 2023 and commenced on 5 December 2024. The Act replaced the *Public Records Act 2002* and repealed the Public Records Regulation 2014.

The Act provides a contemporary legislative framework for the making and managing of public records, including:

- a pro-disclosure stance for accessing public records
- a First Nations Advisory Group to advise the State Archivist on public records relating to Aboriginal persons and Torres Strait Islander persons
- powers for the State Archivist to issue mandatory standards to improve public authorities records management maturity

- the option for the State Archivist to audit, monitor, investigate and report on compliance, including the ability to direct a public authority to report on matters related to making and managing public records
- the requirement for public authorities to respond to access requests to restricted records within 35 business days and a new review mechanism for refusal of access to restricted public records
- longer time periods for the commencement of prosecution of specific offences, including unlawful or attempted unlawful disposal of a public record
- direction, by the State Archivist, of the transfer of public records to Queensland State Archives for public records at risk of loss or damage, in certain circumstances
- a new offence for the attempted unlawful disposal of public records
- a protection notice in certain circumstances, issued by the State Archivist, which has the effect of temporarily suspending a disposal authorisation for a class of public records.

**In 2024–2025, to implement the Act, we:**

- re-made, with administrative changes, the *Records governance policy* and *Ministerial records policy*, which commenced on 5 December 2024 (The *Records governance policy* will continue to apply until Mandatory Standards are made by the State Archivist and approved by regulation)
- converted previously issued guidelines into advice, including:
  - *Records governance policy implementation guideline*
  - *Dispose of source records guideline*
  - *Building and information modelling (BIM) guideline*
  - *Proactive protection of vulnerable persons guideline*
- revoked the *Queensland recordkeeping metadata standard and guideline*, with requirements to be included as outcome-based principles in the Mandatory Standards
- issued a revised Appraisal Statement
- consulted with public authorities and other key stakeholders on two draft Mandatory Standards and supporting guidelines, with:
  - round one involving **219 attendees** from **132 public authorities** participating
  - round two involving **142 attendees** from **74 public authorities** participating, with **116 detailed survey responses** received
- implemented annual reporting requirements for section 89(2)(c) for the State Archivist's Annual Report
- established the First Nations Advisory Group (to commence from 1 July 2025)

- commenced developing a compliance and monitoring framework to support the State Archivist's new powers to monitor, audit, investigate and report on compliance with the Act
- updated QSA's records management webpages to reflect the new Act, including:
  - creating new webpages about the Act, which have been viewed by 7,488 users, 14,730 times
  - revising 72 additional webpages to support implementation of the Act
- updated the online records management training, *Recordkeeping and you eLearning module*
- provided customer-focused, online advice to public authorities and other stakeholders on topics such as clarification of the definition of a public record, updating retention and disposal schedules, resources to learn more about the new Act, and development of the draft Mandatory Standards.

#### **In 2024-2025, we also:**

- issued new or revised disposal authorisations for:
  - the Education and Training sector
  - the Queensland Registry of Births, Deaths and Marriages (editorial changes)
  - the Queensland Audit Office
  - three damaged records applications
- embedded our new engagement strategy with public authorities by:
  - facilitating a Community of Practice, known as the Public Records Information Management Engagement (PRIME) Network forum, to promote communication, collaboration and awareness on issues affecting records and information management across the Queensland Government, and held three forums with a total of 302 attendees
  - issuing seven public authority newsletters
  - publishing eight blog articles
  - improving the user experience for QSA's online advice
- supported new ministerial offices by providing training on records management requirements under the Act.

## **First Nations Program**

QSA's First Nations Strategy (FNS) Team, established in 2023, provides First Nations perspectives and approaches across all aspects of our work here at QSA.

### ***FNS – Discovery team***

Our FNS Discovery Team applies innovative and culturally appropriate ways to improve the metadata within QSA's catalogue to make it easier for Aboriginal people and Torres Strait Islander people to access records that relate to them.

### **In 2024–2025, our FNS Discovery Team:**

- presented at sector events including the State Library of Queensland's *Yuuingan Dhillia Yari Indigenous Languages Symposium* and *2025 AIATSIS Summit*
- supported the assessment of **59** items for the First Nations languages project
- assessed **720** First Nations words within records
- identified **79** First Nations Language groups
- applied **305** First Nations AustLang codes to 882 items in the collection
- applied **115,128** First Nations subjects
- created **21,042** First Nations items
- published **646** First Nations items to QSA's catalogue
- led digitisation of **6,322** items containing First Nations content

### ***FNS – Research and Engagement Team***

Our FNS Research and Engagement team is a newly established team that leads and supports initiatives to strengthen connections between QSA and Aboriginal peoples and Torres Strait Islander peoples, communities and organisations.

The team develops culturally informed strategies, programs and partnerships that promote access to records while respecting and protecting the knowledge, cultural expressions and authority of Aboriginal peoples and Torres Strait Islander peoples, upholding their Indigenous Cultural and Intellectual Property (ICIP) rights.

### **In 2024 – 2025, our FNS Research & Engagement Team:**

- led a broad, community-focused program of work that involved engaging with:
  - **5** public authorities – Aboriginal and Torres Strait Islander Partnerships (Community and Personal Histories and Cultural Heritage Unit), the Queensland Police Service, Queensland Department of Energy and Public Works, State Library of Queensland and Queensland Museum
  - **4** Aboriginal community organisations – Mitakoodi Elders Council Aboriginal Corporation, Mamu Aboriginal Corporation, Girringun Aboriginal Corporation and Queensland South Native Title Services
  - **3** educational institutions – Murri School, QUT Carumba Institute and Downlands College

- welcomed more than **250** Aboriginal and Torres Strait Islander visitors through our doors, supporting family history research and language revitalisation, strengthening culture and identity, and helping communities reclaim their own histories
- held **2** First Nations Languages workshops with participants from across Queensland and the Torres Strait.

## Audio-visual records: digitisation project

This initiative has focused on the digitisation of audio-visual (AV) records at risk of deterioration or loss due to technological obsolescence.

In 2024-25, **1,017** AV records were successfully digitised.

Additionally, **206** fragile, glass-plate negatives were digitised as part of this project in 2024-2025.

## Our people

Queensland State Archives aspires to be a workplace of choice, attracting and retaining high performing staff and establishing a positive and engaged workforce. Our staff have a diverse range of specialist skills, comprising archival research, preservation, collection management, recordkeeping, policy, communication, community engagement and facility management. Our people show an unwavering dedication to the preservation, sharing, and celebration of Queensland's heritage.

### ***Corporate breakdown***

As of 30 June 2025, QSA employed 76 full-time equivalent (FTE) employees.

### ***Gender***

Female = 57.42 FTE | Male = 17.58 FTE | Not disclosed = 1

### ***Workforce profile***

#### **Equal Employment Opportunity (EEO) targets and results**

EEO target group	Status
People from a non-English speaking background	12.2%
People with disability	7.2%
Women in leadership (SO and SES)	100%

### ***Classification breakdown***

Active Classification Level	Total FTE
AO2	4.8
AO3	5.87
AO4	11.2
AO5	17.45
AO6	14.63
AO7	8.86
AO8	5.9
PO3	1.49
PO4	0.8
SO	4
SES3	1
<b>Grand Total</b>	<b>76</b>

### ***Our achievements***

#### **In 2024-2025, QSA:**

- continued to implement and review Performance Development Agreements, providing the opportunity to discuss and establish goals, commitments, flexible work practices and career progression
- promoted flexible work arrangements among staff, including working from home, part-time and compressed hours
- implemented cultural activities and initiatives to create a positive workplace culture, respecting different cultural backgrounds and valuing workplace diversity
- delivered NAIDOC Week cultural awareness and development activities, including:
  - hosting a QSA talk: In conversation with author Melissa Lucashenko
  - holding Wear it Wednesday and an all-staff morning tea
- continued work to make QSA a calm and inviting environment for First Nations people by following key design and colour recommendations from the Blaklash report, advice received from a First Nations design agency.



- achieved higher than average results in the annual *Working for Queensland Survey*, which measures Queensland Public Sector employee perceptions of their work, manager, team, and organisation, including:
  - *My workplace provides sufficient support for me to be able to balance my work and care responsibilities – 97%*
  - *I feel that my organisation provides a culturally safe work environment for Aboriginal and Torres Strait Islander employees – 94%*
  - *My manager or supervisor treats people in our work environment respectfully – 90%*
  - *I feel that my organisation considers the wellbeing of employees to be important – 85%*
  - *I am proud to tell others I work for my organisation – 84%*
  - *I would recommend my organisation as a great place to work – 82%*
- delivered a range of workplace health and safety activities and training initiatives to ensure overall workplace compliance, reduce incidents and injuries, and improve productivity
- enabled staff and managers to undertake training that supports a trauma-informed approach to managing archival work and services.

# Records management across government

## State Archivist's annual reporting requirements

Under section 89(2) of the Act, the State Archivist must include in their annual report to the Minister details of the following:

- any direction that was given by the Minister under section 43(3)
- any notice to report that was given by the State Archivist under section 80
- any failure by a public authority to comply with the Act and any measures that were taken or recommended to prevent or reduce further non-compliance with the Act
- the number of times, if any, that access to a restricted record under part 3, division 3 was refused by a public authority.

As the Act commenced on 5 December 2024, reporting for 2024-2025 reflects the partial year for which the Act has been in force.

## Directions given by the Minister

There were no ministerial directions issued under section 43(3) of the Act between 5 December 2024 and 30 June 2025.

## Notices to report to the State Archivist

The State Archivist did not issue any notices to report under section 80 of the Act to public authorities for auditing or monitoring a public authority's compliance with the Act between 5 December 2024 and 30 June 2025.

## Failures by a public authority to comply with the Act

In 2024-2025, the State Archivist received:

- no new complaints about potential breaches of the *Public Records Act 2002* (which applied up to and including 4 December 2024)
- one new complaint about potential breaches of the *Public Records Act 2023* from and including 5 December 2024.

The State Archivist is reviewing this complaint, which remains open as of 30 June 2025.

## Dealing with restricted records

Section 38 of the Act sets out the process for dealing with requests to access to restricted records, including specifying time periods for responses by public authorities to access requests.

Section 38(3) of the Act requires public authorities to respond to the State Archivist within 35 days after receiving the request, or within a longer period agreed by the Archivist, either approving, approving with conditions, or refusing access to the restricted records.

Across 2024-2025, we worked with public authorities to embed the new restricted records access process. This included helping them understand their collection and obligations under the Act, understand delegations and access conditions for their records and providing training in our archival system.

The State Archivist is aware of nine occurrences of non-compliance in relation to section 38(3) of the Act by four separate public authorities. As of 30 June 2025, all but one of these requests have been satisfactorily resolved, with the final request currently in discussion between QSA and the public authority.

## Access to restricted public records refused by a public authority

Under section 38 of the Act, 202 applications for access to restricted records were refused by 15 separate responsible public authorities.

There were no referrals to the Public Records Review Committee for a review of an access decision between 5 December 2024 and 30 June 2025.

## Support to public authorities to achieve compliance under the Act

QSA provided extensive support to public authorities to achieve compliance under the Act. This support included:

- online information sessions delivered to public authorities ahead of the implementation of the Act
- a notification of the 35-business day due date for each access to restricted record request, including reminders and extensions under certain conditions
- facilitating the update of authorised delegates for public authorities following Machinery of Government (MoG) changes
- advice and education around the new requirements of the Act and how to complete the access to restricted records notification form
- meetings and communications between QSA and public authorities to support their compliance
- liaison with the State Archivist in relation to requests for extensions and specific public authority needs around compliance.

## Lost and damaged records applications

Under section 15 of the Act, public authorities are responsible for the safekeeping and preservation of public records in their possession. In circumstances such as natural disasters like floods and cyclones, QSA works with public authorities to authorise the disposal of unsalvageable damaged public records and receives notifications of lost paper or digital records.

In 2024-2025, QSA worked with 13 public authorities to assess four lost records notifications and 14 damaged records applications (including notifications and applications received in the previous financial year). This included public authorities from the following sectors:

- six applications/notifications from three public authorities in the education and training sector
- seven applications/notifications received from five public authorities in the health sector
- four applications/notifications from four public authorities in the local government sector
- one application/notification from a public authority in another industry sector.

### ***Lost records***

QSA received four notifications for lost records in 2024-2025 and worked with four public authorities on these notifications. These notifications have not been finalised in 2024-2025.

### ***Damaged records***

QSA received 11 applications for the disposal of damaged records in 2024-2025. Throughout the year, QSA worked with nine public authorities to assess 14 applications (including applications not finalised from the previous financial year) requesting authorisation for the disposal of damaged public records, five of which have been finalised. Most of these applications were related to physical public records that had sustained damage due to rain or flooding, insufficient storage conditions, or lack of knowledge about records storage. In response, QSA took a range of actions to assist public authorities improve and uplift their records storage practices. These measures included hosting a PRIME CoP Network meeting to educate public authorities about appropriate storage conditions, publishing articles in our regular newsletter for public authorities, and ensuring that the guidance and resources on our website is current, easily accessible, and simple to understand.

### ***Early disposal application***

In 2024-25 QSA also received one application seeking early disposal of specific public records from a public authority. This application has not been finalised in 2024-25.

## Status of records management across government

QSA undertakes an analysis of records management practices within public authorities identified in reports published by Queensland integrity agencies to identify risks, monitor practices, and improve compliance with the Act.

In 2024-2025, QSA analysed 29 reports tabled by the following Queensland integrity agencies:

- Crime and Corruption Commission
- Office of the Information Commissioner
- Queensland Audit Office
- Queensland Ombudsman.

### ***Public authorities***

262 public authorities were identified as having records management issues in the reports including:

- 28 departments and agencies
- 136 statutory bodies and government-owned corporations
- nine local governments
- 82 controlled entities<sup>2</sup>
- seven universities.

### ***Records management***

Records management issues of varying degrees were identified in 16 (or 55%) of the 29 reviewed reports. Ineffective records management practices (e.g. procedures, policies, workplace culture) and systems and technology limitations (e.g. maintenance, security, functionality) were the most common records management issues identified. Weaknesses in information systems controls continue to present challenges in managing cyber security risks across entities.

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<sup>2</sup> Controlled entities (owned by one or more public sector entities) include companies, charities, and not-for-profits.

## Truth-telling and Healing Inquiry

QSA provided records management advice, guidance, and support to the Truth-telling and Healing Inquiry (the Inquiry) until the Inquiry ceased, and immediately after the repeal of the *Path to Treaty Act 2023* on 29 November 2024. This included collaborating with the Inquiry to:

- develop formal records management advice tailored to its specific needs, ensuring that public records made and received were appropriately managed, preserved, and accessible, while respecting the cultural significance of these records to First Nations communities
- help manage culturally sensitive and confidential public records, upholding the rights of Aboriginal peoples and Torres Strait Islander peoples to protect and control their traditional knowledge and cultural expressions
- clarify its obligations under the Act, including the making, managing and transfer of public records to QSA once the Inquiry ceased, in alignment with principles of cultural safety and respect
- provide advice on the disposal of digital records, ensuring compliance with retention and disposal schedules while recognising the importance of preserving evidence that contributes to Queensland's shared history.

QSA acknowledges the value of the stories and evidence that were shared through this process and remains committed to supporting the preservation, accuracy, and inclusivity of Queensland's historical record.

# Looking forward

Over the next twelve months, we are committed to embedding the ***Public Records Act 2023*** into practice by developing mandatory standards to help public authorities better manage their information assets. We will also focus on providing greater transparency around decisions related to access requests for restricted records. This new legislation reflects the realities of the digital age, offering certainty around the functions, powers, and responsibilities of the State Archivist, while enabling greater accountability and clarity for public authorities.

Our vision for the year ahead includes harnessing technology to modernise service delivery, optimising access to records while protecting privacy, and preserving the permanent-value digital records created by government for future generations. Through strategic transfers of physical and digital records, targeted digitisation initiatives using third party providers, and effective storage management, we will continue to care for our growing collection responsibly.

A key focus will be supporting the self-determination of Aboriginal peoples and Torres Strait Islander peoples by developing our own Indigenous Cultural and Intellectual Property (ICIP) cultural protocol. This includes principles that guide engagement with Aboriginal and Torres Strait Islander people and communities, and how we recognise and protect ICIP rights across QSA. These efforts aim to ensure that the voices and histories of First Nations peoples are respectfully represented and accessible.

We recognise the broader societal challenges, including reduced trust in systems of government and the rapid pace of technological advancement. In this context, we are committed to upholding the public's right to access records that provide insight into the government decision-making that shapes Queensland's history. By ensuring transparency and accountability, we aim to strengthen public trust and confidence in our role as custodians of the State's records.

At the heart of this work are our dedicated staff. Supporting and developing our passionate and hard-working team is vital to achieving our goals and ensuring the delivery of high-quality archival services for the people of Queensland and valuable advice for records management for Queensland's public authorities.

Through these efforts, we will continue to improve government records management, overcome barriers to access, reach new audiences, and contribute to a more inclusive, informed, and connected Queensland.

# Our governance

## Public Records Review Committee

The Public Records Review Committee (the Committee) was established in March 2003 under the former *Public Records Act 2002*.

Its purpose is to advise the responsible Minister and the State Archivist on the administration and enforcement of the Act. In addition to its advisory role, the Committee has several dispute resolution functions. If requested by a public authority, the Committee can review decisions of the State Archivist not to authorise the disposal of records. The Committee can also be asked to resolve disputes between the State Archivist and a public authority about restricted access periods.

The new *Public Records Act 2023* came into force on 5 December 2023. Under the new Act, the Committee has additional responsibility to decide other matters referred to the Committee including those related to disputes between the State Archivist and public authorities about access decisions, including the reasonableness of access conditions.

## Our Public Records Review Committee as of 30 June 2025

### ***Chairperson: Ms Kate Slack***

Kate Slack brings a wealth of experience in Administrative and Public law to her position on the Committee. Kate's practice as a Barrister at the private Bar in Queensland focuses on this area of the law in both Commonwealth and State jurisdictions. Kate maintains chambers in Brisbane though is often briefed to appear in matters in the Federal Court and Administrative Appeals Tribunal in all Australian States and Territories.

Prior to being called to the Bar, Kate was employed as a Senior Solicitor at Sparke Helmore Lawyers. She holds a Bachelor of Laws (Hons) and a Bachelor of Arts in Politics and Government from Griffith University.

In June 2022, Kate was appointed Chair of the Public Records Review Committee. Prior to being appointed Chair, Kate was a member of the Committee for six years.

### ***Member Ms Julie Steel***

*Executive Director, Supreme, District and Land Courts' Service, Justice Services*

Julie Steel was admitted to practice 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 1999–2005, she held a variety of positions with the Department of Corrective Services. In November 2005 she started working in the courts and she was the Executive Director of the Supreme, District and Land Courts' Service from February 2010 to January 2025.

Ms Steel resigned from the Public Records Review Committee in January 2025.

***Member: Ms Sandie Angus***

Sandie Angus is an experienced strategic leader and non-executive director and committee member in the not-for-profit and government sectors with significant legal, governance, risk management, compliance and financial expertise. She is admitted as a solicitor and has over thirty years' experience working in law firms and in the government finance and electricity sectors. She sits on the boards of various not-for-profit companies in the health, sports, education, and disability sectors.

***Member: Ms Monica Bradley***

Monica Bradley is a non-executive director with technology, innovation, and global impact investment expertise. Monica is a director of Enova Renewable Energy, Coex Services, Queensland University of Technology and QBDF Venture Fund managed by QIC. She is a strong advocate for women, diversity, inclusion, and First Nations recognition. She has held advisory board roles with Queensland Government's Innovation Advisory Council, Beyond Zero Emissions and the SheEO capital fund for women-led businesses.

She held leadership, sales, operations, and strategy roles in New York, Abu Dhabi, Sydney, Perth, Canberra, and Brisbane. Her expertise, accumulated over decades and across continents, has its foundations in the industrial sectors of global trade, transportation, and logistics, followed by a decade in professional services predominantly in government reform and most recently in sustainability, technology, start-ups, education and venture capital.

***Member: Mr Leighton Craig***

Leighton Craig is the Deputy Director-General, Corporate Services Division within the Department of Trade, Employment and Training. He has more than 20 years' experience in the public sector.

Leighton has worked in a diverse range of policy and project areas within government, including law and justice policy, disaster relief, community engagement on significant infrastructure and Aboriginal and Torres Strait Islander cultural heritage.

***Member: Ms Louisa Lynch***

Louisa Lynch is the Director, Governance and Capability within the Department of Local Government, Water and Volunteers.

From 2010 until June 2022, Louisa was at the Office of the Information Commissioner and for the last few years has been Right to Information Commissioner.

Louisa has over 15 years' experience working as a lawyer in various government agencies, including with the Department of Transport and Main Roads, and the Department of State Development, Infrastructure, Local Government and Planning. Her work has focused on statutory interpretation, litigation management, contract drafting and negotiation, Crime and Corruption Commission liaison, recruitment, selection and supervision of junior staff.

She has substantial experience in information access rights and also holds knowledge of public sector recordkeeping obligations and their centrality to the success of formal and informal information access schemes.

***Member: Professor Bronwyn Fredericks***

Bronwyn Fredericks is a Professor and the Deputy Vice-Chancellor (Indigenous Engagement) at the University of Queensland. In 2016, Bronwyn was appointed as the Presiding Commissioner with the Queensland Productivity Commission to lead the Inquiry into service delivery in Queensland's remote and discrete Indigenous communities. She additionally worked on the Inquiry into manufacturing, the Inquiry into Imprisonment and Recidivism in Queensland (2019), and the Queensland Recycling Review (2019).

Bronwyn has worked for both state and federal levels of government and has a long history of direct hands-on involvement in Aboriginal and Torres Strait Islander community-based organisations spanning over 30 years.

Bronwyn is noted for her community-based research and translating research outcomes along with her strong practice-based commitment to social justice and improving Indigenous health, education, and life outcomes.

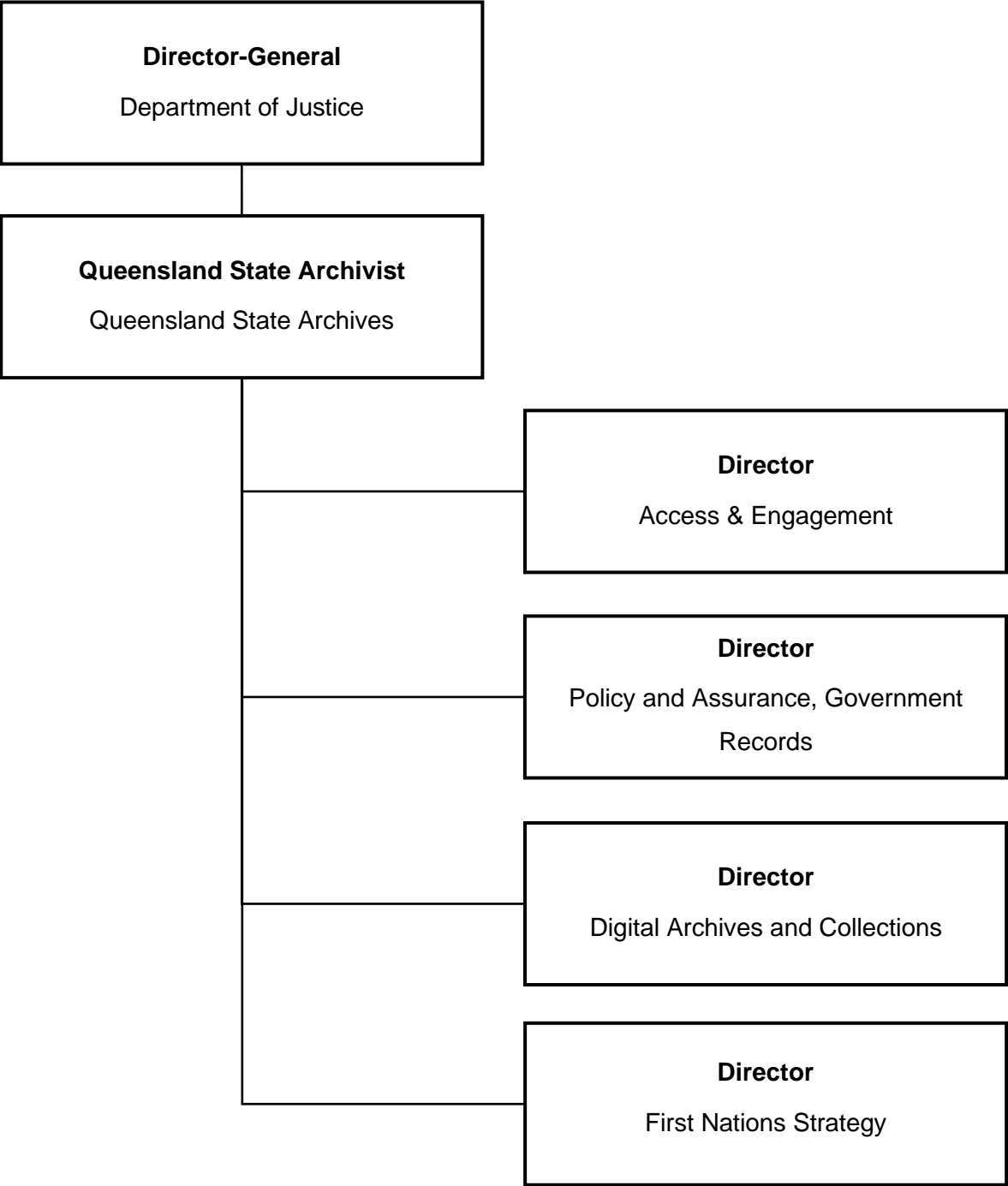
***Member: Ms Maureen Sullivan***

Maureen Sullivan has extensive experience across library sectors, incorporating significant expertise in the provision of transformational leadership, strategic and operational management, library and information systems, and innovative information service delivery. Her experience covers public libraries in NSW, the TAFE sector, and University libraries as well as Queensland State Archives.

As a knowledge and information leader in Library and Archives fields she brings traditional library strengths and expertise in privacy, copyright, applied research, information management, intellectual asset management, digital literacy, and critical thinking and analytical discernment.

Maureen has a history of successfully linking these knowledge skills to deliver business goals and strategic outcomes. These are a unique set of competencies needed to navigate the digital shift in our increasingly global and connected world.

# Organisational structure



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**Queensland State Archives**

<https://www.qld.gov.au/recreation/arts/heritage/archives>