

# Follow up—Acquisition and public access to the Museum, Art Gallery and Library collections

Report to Parliament 3 : 2013–14



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Queensland Audit Office

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October 2013

The Honourable F Simpson MP  
Speaker of the Legislative Assembly  
Parliament House  
BRISBANE QLD 4000

Dear Madam Speaker

**Report to Parliament**

This report is prepared under Part 3 Division 3 of the *Auditor-General Act 2009*, and is titled  
Follow up - Acquisition and public access to the Museum, Art Gallery and Library collections.

In accordance with s.67 of the Act, would you please arrange for the report to be tabled in  
the Legislative Assembly.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Andrew Greaves', is written over a light grey rectangular background.

Andrew Greaves  
Auditor-General



# Contents

- Summary ..... 1**
  - Conclusions ..... 1
  - Key findings ..... 1
  - Reference to agency comments (Appendix 1) ..... 2
- 1. Context ..... 3**
  - 1.1 Background ..... 3
  - 1.2 Roles ..... 3
  - 1.3 Audit objective, method and cost ..... 5
  - 1.4 Structure of this report ..... 6
- 2. Progress ..... 7**
  - 2.1 Background ..... 8
  - 2.2 Conclusions ..... 8
  - 2.3 Findings ..... 9
- Appendices ..... 13**
  - Appendix A—Agency comments ..... 14
  - Appendix B—Audit details ..... 21



# Summary

In 2011 the Queensland Audit Office conducted a performance management systems audit on four of the public sector entities responsible for arts and culture in Queensland. The audit examined whether the systems and processes in place at Arts Queensland, the Queensland Museum, the Queensland Art Gallery and the State Library of Queensland to acquire and provide access to their collections were efficient, effective and economical.

We made nine recommendations, three of which were to improve the tourism potential for arts and culture in Queensland, to maximise the benefits of the South Bank cultural precinct and to enhance collaboration between responsible agencies. The remaining six recommendations related to governance, systems and operating improvements specific to Arts Queensland, the Queensland Art Gallery and the State Library of Queensland.

In February 2012, the Parliamentary Finance and Administration Committee conducted a review of Report to Parliament No 9 for 2011: Acquisition and public access to the Museum, Art Gallery and Library collections. The committee endorsed the recommendations of the audit report and noted that storage capacity was a major challenge facing all of the arts statutory bodies in the short to medium term. It recommended that Arts Queensland put in place strategic planning processes to ensure that appropriate storage capacity was available as required.

This audit follows up on the progress and effectiveness by the agencies in implementing the nine recommendations of *Report to Parliament No 9 for 2011* and the parliamentary committee's recommendation on storage capacity.

## Conclusions

Queensland and Brisbane have low national recognition as an arts and cultural tourism destination, despite the significant international exhibitions and unique experiences offered.

The four agencies audited have taken action to improve the tourism potential for arts and culture in Queensland; to maximise the benefits of the South Bank cultural precinct, and to strengthen collaboration. But without better integration into the state's tourism strategies, and a more robust plan to implement the *Cultural Precinct Strategy 2013-2015*, the full potential of this sector is likely to remain unrealised.

Arts Queensland, the Queensland Art Gallery and the State Library of Queensland have improved their performance, accountability and transparency by addressing effectively the other governance and systems recommendations we made.

## Key findings

Arts Queensland has engaged with tourism bodies and been involved in forums to advocate for the tourism value of the state's art and cultural assets. This has resulted in a partnership agreement from the 2013 *DestinationQ* Forum to acknowledge the value of arts and culture to tourism.

Arts Queensland is also a committee member of the Tourism Interdepartmental Committee.

Nevertheless, at the time of the audit arts and cultural tourism remain unrepresented in state's tourism strategy, *DestinationQ Blueprint 2012-15*. The government's new 20 year tourism strategy is due to be completed by the end of 2013 and launched in 2014.

Arts Queensland has developed a cultural precinct strategy for 2013-2015; however, there is no operational plan and the governance arrangements, actions and accountabilities for delivering on the strategy have not been determined. Without these there is a greater risk the strategy's objectives will not be met.

All of the agencies have demonstrated improved collaboration by participating together in events, exhibitions, technological innovation and expertise and knowledge. This has produced a cultural centre strategy, a disaster cooperative memorandum of understanding, shared exhibitions and a feasibility study for a shared off-site storage facility.

Due to budget issues outside the control of the agencies, the project work in the shared off-site storage facility has been delayed until late 2013. In 2012, the Finance and Administration Committee found that the Queensland Art Gallery, the Queensland Museum and the State Library of Queensland will all have challenges relating to short and medium storage capacity for their collections. Current storage capacity is expected to be fully utilised within the next 10 years for the arts statutory bodies. If not addressed adequately by then, the risk of damage to valuable art and artefact collections increases, and it may inhibit the ability to acquire new items for the collections.

## Reference to agency comments (Appendix 1)

In accordance with section 64 of the *Auditor-General Act 2009*, a copy of this report was provided to the Department of Science, Information Technology, Innovation and the Arts, the Queensland Art Gallery, the State Library of Queensland and the Queensland Museum with a request for comments.

Their views have been considered in reaching our audit conclusions and are represented to the extent relevant and warranted in preparing this report.

The full comments received are included in Appendix A of this report.

# 1 Context

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## 1.1 Background

Queensland's arts bodies make an important cultural, social, intellectual and economic contribution to the state. In turn the state government provides public funds to ensure significant objects, natural history specimens, art works and publications are appropriately collected, preserved and accessible.

In 2011 we conducted a performance management systems audit to determine whether the Queensland Museum, the Queensland Art Gallery and the State Library of Queensland had adequate systems to acquire and provide access to their collections efficiently, effectively and economically. The audit also reviewed the oversight, coordination, advisory and funding support roles of Arts Queensland.

In Report to Parliament No 9 for 2011: Acquisition and public access to the Museum, Art Gallery and Library collections, we concluded that Arts Queensland had good systems to engage separately with the State Library of Queensland, the Queensland Museum and the Queensland Art Gallery. Arts Queensland did not have the systems to capitalise fully on the unique advantages provided by the co-location of these three bodies within the one cultural centre. Their co-location on a single site is unique in Australia and rare world-wide, providing tourism, marketing and promotional opportunities. There is opportunity to stage significant events within the precinct, involving some or all of the arts venues with the potential to capture tourism markets.

We made nine recommendations, three of which were to improve the tourism potential for arts and culture in Queensland, to maximise the benefits of the South Bank cultural precinct and to enhance collaboration between responsible agencies. Collaboration could be improved by encouraging cross-promotion and marketing of exhibitions and programs; sharing technology, such as digitisation of collections; and sharing of knowledge and expertise.

The remaining six recommendations related to governance, systems and operating improvements specific to Arts Queensland, the Queensland Art Gallery and the State Library of Queensland. There were no recommendations specific to the Queensland Museum.

In February 2011, the Parliamentary Finance and Administration Committee reviewed Report to Parliament No 9 for 2011 and endorsed the recommendations. In addition, the committee recommended that Arts Queensland put in place strategic planning processes to ensure appropriate storage capacity was available into the future.

## 1.2 Roles

### 1.2.1 Arts Queensland

In 2011 Arts Queensland was a work unit in the Department of the Premier and Cabinet but is now part of the Department of Science, Information Technology, Innovation and the Arts.

Arts Queensland's role is to facilitate the development of a resilient and innovative arts and cultural sector. It is responsible for:

- supporting the Minister for the Arts in setting the government's strategic policy direction for arts and culture
- facilitating delivery of the government's arts and cultural priorities through supporting the Arts Investment Advisory Board and administering funding and capital works programs
- overseeing and reporting on the government's investment in arts and culture and ensuring the best use of public funds
- managing the state's arts and cultural assets, including the Cultural Centre, South Bank; the Judith Wright Centre of Contemporary Arts; and the Centre of Contemporary Arts, Cairns
- supporting the governance and compliance of arts companies and arts statutory bodies in the arts portfolio.

Four of the nine recommendations included in Report to Parliament No 9 for 2011 applied to Arts Queensland. These were:

- Arts Queensland was to ensure its roles and responsibilities were communicated clearly and consistently across key strategic documents and plans (Recommendation 1)
- Arts Queensland was to engage with tourism and events bodies to work toward the development of an arts and cultural tourism and events strategy (Recommendation 2)
- the three arts statutory bodies and Arts Queensland were to develop strategies to promote greater collaboration among the Queensland Museum, the Queensland Art Gallery and the State Library of Queensland, including the development of a cultural centre strategy and plan (Recommendation 3).
- Arts Queensland was to develop measures to report on a broader range of its roles (Recommendation 4).

## 1.2.2 The Queensland Museum

The Queensland Museum is a statutory body under the *Queensland Museum Act 1970*. It consists of five campuses:

- Queensland Museum South Bank (including the Sciencentre)
- Workshops Rail Museum, Ipswich
- Cobb & Co Museum, Toowoomba
- Museum of Tropical Queensland, Townsville
- Museum of Lands, Mapping and Surveying, Brisbane.

The role of the Queensland Museum is to contribute to the cultural, social and intellectual development of Queenslanders. It is entrusted with the preservation, research and communication of the state's cultural and natural history.

Two of the nine recommendations included in Report to Parliament No 9 for 2011: Acquisition and public access to the Museum, Art Gallery and Library collections were directed to all of the agencies involved in the audit, including the Queensland Museum. These recommendations were to develop strategies to promote greater collaboration, including development of a cultural centre strategy and plan (Recommendation 3); and to review and further develop performance measures that reflect all legislated objectives (Recommendation 4).

## 1.2.3 The Queensland Art Gallery

The Queensland Art Gallery is a statutory body under the *Queensland Art Gallery Act 1987*. It is located in the South Bank cultural precinct and includes the Gallery of Modern Art.

The role of the Queensland Art Gallery is to contribute to the cultural, social and intellectual development of Queenslanders. Its main roles are the acquisition and preservation of arts works for the state's permanent collection and the attraction and staging of exhibitions.

Three of the nine recommendations included in Report to Parliament No 9 for 2011 were directed specifically to the Queensland Art Gallery. These were to develop a long term digitisation strategy (Recommendation 5); to improve accountability and transparency in the governance of exhibitions (Recommendation 6); and to consider systems to ensure an adequate balance between its permanent collection and external exhibitions (Recommendation 7).

In addition, the two recommendations to promote greater collaboration and to review performance measures were directed to all of the agencies involved in the audit, including the Queensland Art Gallery (Recommendations 3 and 4).

## 1.2.4 The State Library of Queensland

The State Library of Queensland is a statutory body under the *Libraries Act 1988*. Like the Queensland Museum, the Queensland Art Gallery and the Gallery of Modern Art, it is located in the South Bank cultural precinct.

The role of the State Library of Queensland is to contribute to the cultural, social and intellectual development of Queenslanders. The preservation and communication of the state's heritage is primarily the responsibility of the Queensland Memory section which manages the library's heritage collection.

Two of the nine recommendations included in Report to Parliament No 9 for 2011 were directed only to the State Library of Queensland. These were to ensure appropriate approval of policies and procedures (Recommendation 8); and that any changes to its vision were reflected in its key policy documents (Recommendation 9).

In addition, the two recommendations to promote greater collaboration and to review performance measures were directed to all of the agencies involved in the audit, including the State Library of Queensland (Recommendations 3 and 4).

## 1.3 Audit objective, method and cost

The objective of this audit was to determine the progress and effectiveness of each agency in implementing the nine recommendations of Report to Parliament No 9 for 2011 and the recommendation of the Parliamentary Finance and Administration Committee on storage capacity.

Each agency provided an update and supporting documentation on the implementation of each of the recommendations. A review of the update identified further areas for risk-based checks to gain assurance on the agency actions. The review included testing the documentation for consistency with the agency response and conducting interviews to clarify agency responses.

The audit cost \$49 000.

## 1.4 Structure of the report

The report is structured as follows:

- Chapter 2 reviews the progress of implementation of recommendations for Report No 9 for 2011. This includes actions taken by the Department of Science, Information Technology, Innovation and the Arts, the Queensland Museum, the State Library of Queensland and the Queensland Art Gallery
- Appendix A contains responses received.

## 2 Progress

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### In brief

#### Background

Report to Parliament No 9 for 2011: Acquisition and public access to the Museum, Art Gallery and Library collections recommended that Arts Queensland work with tourism bodies toward developing an arts and cultural tourism strategy and with arts bodies to develop a cultural precinct strategy. The report concluded that greater collaboration by agencies to market and promote exhibitions, share knowledge and expertise and share information technology would provide mutual benefit.

#### Conclusions

The agencies have done good work since the last audit to position the state better to promote its arts and cultural assets and capitalise on the unique opportunities provided by the co-location of its major cultural institutions; however, more work needs to be done.

Arts and culture are still unrepresented in the state's tourism strategies but this may change with the development of the government's 20 year plan for tourism, which is due to be completed by the end of 2013 and launched in 2014.

Arts Queensland and the arts statutory bodies have collaborated to develop the cultural precinct strategy and work is progressing on an operational plan for the strategy. However, responsibility for leading, planning and implementing the plan and its governance is not clear.

The ability of the arts statutory bodies to store and manage artwork and artefacts for their collection will be affected by the challenges of short and medium term storage capacity.

#### Key findings

- Arts Queensland and the arts statutory bodies have implemented six recommendations and partially implemented three recommendations of Report to Parliament No 9 for 2011
- Arts Queensland has engaged with tourism and events bodies, but arts and cultural tourism is still unrepresented in the state's tourism strategies. The government's action plan to develop the 20 year tourism strategy includes reference to arts and cultural tourism.
- The agencies have collaborated to develop a strategy to better capitalise on the unique benefits of the South Bank cultural precinct. They have also improved collaboration on exhibitions, events, marketing and sharing information technology.
- The agencies have instigated a project to improve future storage for the states cultural collections, but this has been delayed. If future storage needs are not met, this will affect the agencies' ability to acquire, retain and safely preserve items.

## 2.1 Background

*Report to Parliament No 9 for 2011: Acquisition and public access to the Museum, Art Gallery and Library collections* included nine recommendations, three of which were intended to:

- improve the tourism potential for arts and culture in Queensland
- maximise the benefits of the South Bank cultural precinct
- enhance collaboration between the four audited agencies.

The remaining six recommendations related to governance, systems and operating improvements specific to Arts Queensland, the Queensland Art Gallery and the State Library of Queensland. The agencies accepted all of the recommendations.

The Parliamentary Finance and Administration Committee endorsed these recommendations and recommended that Arts Queensland also put in place strategic planning processes to ensure appropriate storage capacity was available into the future.

This follow-up audit examined agency progress and effectiveness in implementing the recommendations of Report to Parliament No 9 for 2011 and the recommendation of the Parliamentary Finance and Administration Committee. We expected to find:

- recommendations had been actioned
- performance or systems issues had been addressed
- plans or programs to further progress implementation of recommendations not yet completed.

## 2.2 Conclusions

The agencies have collaborated with external partners such as tourism and events bodies. This has positioned the state better to promote its arts and cultural assets and to capitalise on the unique opportunities provided by the co-location of its major cultural institutions.

However, at the time of the audit arts and culture remained unrepresented in the state's tourism strategies. More work needs to be done if the opportunities identified through the recommendations are to be fully realised. This includes:

- building on tourism and events partnerships to ensure arts and culture is represented appropriately in the government's planned 20 year tourism strategy
- developing a plan to implement and deliver effectively on the objectives of the cultural precinct strategy
- continuing to collaborate and develop innovative ways to acquire, preserve, promote and present Queensland's arts and cultural assets.

The governance, systems and operational issues identified in the remaining recommendations have all been implemented effectively. The agencies have acted quickly and effectively to achieve better governance and operational systems to ensure transparency and accountability.

The Queensland Museum, the Queensland Art Gallery and the State Library of Queensland all face future storage limitations for their collections. The feasibility study to consider options to address this issue has been delayed until late 2013. While this is due largely to budgeting issues outside the agencies' control, cultural collections are at increased risk until storage is adequate for future needs.

## 2.3 Findings

The agencies have implemented six of the nine recommendations and partially implemented the remaining three recommendations. Figure 3A shows our assessment of the implementation status of the recommendations.

**Figure 3A**  
Queensland Audit Office assessment of  
the implementation status of recommendations

Recommendation		I	P
1.	Arts Queensland ensure its roles and responsibilities are communicated clearly and consistently across key strategic documents and plans.	I	
2.	Arts Queensland engages with tourism and events bodies to work toward the development of an Arts and Cultural Tourism and Events strategy.		P
3.	<p>All agencies develop strategies to promote greater collaboration among the Museum, Gallery and Library, such as:</p> <ul style="list-style-type: none"> <li>• The development of a Cultural Centre strategy and plan.</li> <li>• Identification and agreement on areas of shared objectives and the development of common performance measures in those areas. The common legislated objectives and guiding principles could provide the basis for these measures.</li> <li>• Sharing performance data and feedback, for example, feedback survey information where it identifies cross-precinct attendance.</li> <li>• Sharing knowledge on the implementation of operational systems, for example, digitisation.</li> </ul> <p>Encourage greater cross-development and promotion of exhibitions and programs.</p>		P
4.	All agencies review and further develop performance measures. Specifically that the Museum, Gallery and Library identify areas of commonality and adequately reflect all of their legislated objectives and Arts Queensland develop measures to report on a broader range of its roles		P
5.	The Queensland Art Gallery develop a formal long-term digitisation strategy	I	
6.	The Queensland Art Gallery improve governance systems for exhibitions to ensure appropriate accountability and transparency	I	
7.	The Queensland Art Gallery consider systems to ensure an adequate balance between managing and developing the permanent collection with the acquisition of external exhibitions is maintained	I	
8.	The State Library of Queensland ensure all policies and procedures are appropriately approved prior to use	I	
9.	The State Library of Queensland ensures changes to the organisation's vision are reflected in key policy documents.	I	
<b>Total</b>		<b>6</b>	<b>3</b>

I - Recommendation has been implemented fully

P - Recommendation has been implemented partially

Source: Queensland Audit Office

### 2.3.1 Arts and cultural tourism

Report to Parliament No 9 for 2011: Acquisition and public access to the Museum, Art Gallery and Library collections recommended that Arts Queensland engages with tourism and events bodies to develop an arts and cultural tourism and events strategy.

The Auditor General's Report to Parliament No 3: 2012-13 Tourism industry growth and development also identified and reported this as an issue. That audit identified that an initiative to develop an arts and cultural tourism strategy as part of the state's tourism action plan had not occurred due to a lack of leadership. This was despite independent research, commissioned by the former Events Queensland, which identified low association of Queensland as a destination for arts and cultural experiences amongst interstate and intrastate travellers.

In addressing this recommendation Arts Queensland has engaged with the former Tourism Queensland and the former Events Queensland and has continued to engage with their successor, the Department of Tourism, Major Events, Small Business and the Commonwealth Games. It is also represented on the Tourism Interdepartmental Committee and has engaged with the tourism industry and regional tourism organisations during the development of the current tourism strategy, the *DestinationQ Blueprint 2012-15*. However, despite an acknowledgement on page 8 of the blueprint that '*Tourism needs .... arts and cultural activities and events ...*' there is no further reference to arts and culture in this document.

Arts Queensland has continued to engage with tourism bodies and has recently been involved in the 2013 Destination Q forum. On 28 August 2013, the Premier; the Chairman of the Queensland Tourism Industry Council; and the Minister for Tourism, Major Events, Small Business and the Commonwealth Games signed a partnership agreement detailing a '*20 Year Plan - Vision and Strategic Directions*' which included the following acknowledgement:

*'The most important things we need to do are... Maximise tourism opportunities through collaboration, identification, support and celebration of the integrated heritage, arts, culture, nature and indigenous experiences through greater planning, policy and packaging.'*

While this represents progress, arts and culture is currently unrepresented in Queensland's tourism strategy, *DestinationQ Blueprint 2012-15*. The government's 20 year tourism strategy is due to be completed by the end of 2013 and launched in 2014.

### 2.3.2 Cultural precinct strategy

The state government invested in the arts venues at South Bank with the intention of their co-location bringing tourism, collaborative and economic benefits to Queensland. The precinct represents a major long term investment by the government, with an estimated replacement value of more than \$1 billion and \$117 million annual investment in operational funding. It is therefore essential to exploit this asset fully in order to maximise the return on public investment.

The 2011 audit identified that despite the co-location of the state's key cultural institutions on the one site being unique in Australia and rare internationally, there was little in place to capitalise on its advantages. Report to Parliament No 9 for 2011 recommended that Arts Queensland and the cultural precinct partners develop a cultural centre strategy and plan.

The agencies have developed the *Cultural Precinct Strategy 2013-15* which was released in June 2013. The strategy has three strategic objectives:

- develop a coordinated long term plan to promote, position and activate the cultural precinct as an outstanding cultural tourism destination within a competitive domestic and international market
- create a coordinated program of internationally recognised, high quality arts and cultural experience and events for both domestic and international visitors
- maximise the return on public investment the unique co-location presents.

A formal evaluation of the strategy is planned after three years, as are annual reports to government on the progress of the strategy. There is, however, no operational plan to implement the strategy. This is imperative to ensure clear leadership and sound governance are established, actions and accountabilities are allocated and performance is monitored. Without this, there is a risk that implementation will be compromised and the intended benefits not realised.

Report to Parliament No 9 for 2011 identified that the website for the cultural centre provided limited information about the precinct. This has not improved and access is still through Arts Queensland's website which provides links to the precinct venues. There is no one stop website to access information about events or exhibitions; consequently, users must use the website of the specific venue.

### 2.3.3 Collaboration

In 2011, the audit recommended greater collaboration between the three arts statutory bodies. The close proximity of the State Library of Queensland, the Queensland Museum and the Queensland Art Gallery at the South Bank cultural centre provides an opportunity for the bodies to collaborate and share their experiences, expertise, facilities and visitors. Marketing surveys undertaken by the arts statutory bodies identified that the venues share visitors; for instance, 80 per cent of visitors to the Queensland Museum at South Bank, 76 per cent of visitors to the Queensland Art Gallery and 69 per cent of visitors to the Gallery of Modern Art also visited the State Library of Queensland in 2011.

Collaboration has improved further since 2011. Formal and informal meetings include Chief Executive Officer forums, marketing and communication meetings between venues and meetings to share knowledge and arrange collaborative exhibitions and events. For example, the State Library of Queensland, the Queensland Museum and the Queensland Art Gallery and Gallery of Modern Art are all participants in the exhibitions, projects and events of *Memories from a Forgotten People – 150 years of Australian South Sea Islander contributions to Queensland* that commenced in June 2013 and continues to November 2013.

The collections of the State Library of Queensland, the Queensland Museum, the Queensland Art Gallery and Gallery of Modern Art are at risk from flooding because of their proximity to the Brisbane River. This was highlighted in January 2011 when all of the venues were affected by flooding and were closed to the public. In response, the venues have established a memorandum of understanding for the cultural precinct venues to share disaster response consumables, equipment and expertise.

### 2.3.4 Agency specific recommendations

The arts statutory bodies need appropriately approved policies, particularly regarding transparency and accountability over the acquisition and management of their collections and the acquisition of exhibitions from other museums and galleries. The Queensland Museum, the Queensland Art Gallery and the State Library of Queensland had adequate systems to acquire permanent collection items efficiently, effectively and economically. The Art Gallery did not apply rigorous transparency and accountability for decision making when acquiring exhibitions. It has since developed and updated its Delegation Policy, Collections Policy and Exhibitions Policy.

While some progress has been made all three agencies need to do more to digitise their collections progressively.

In 2011, the Queensland Art Gallery did not have an approved digitisation policy to guide the digitisation of its collection to improve access to its collection. The gallery's 2012 digitisation policy guides staff to digitise new acquisitions as part of the acquisition process, digitise art works approved for loan and digitise art works acquired previously. The gallery has 28 per cent of its collection in high resolution digital format, compared to 25 per cent as of April 2011. At the current rate of digitisation, however, it would take a further 48 years before the gallery approaches its target of digitising its entire collection.

Nonetheless, visitors are able to access some of Queensland's art and cultural collections online. Digitisation of the arts and cultural collections has resulted in an increase in the number of website user sessions accessing the digital collection of the venues. Access to the online collection of the Queensland Museum grew over 54 per cent in 2011-12; while digital access to the online state and heritage collections of the State Library of Queensland increased by 83 per cent between 2010-11 and 2011-12 after enhancements to online access systems.

### 2.3.6 Offsite storage

The arts statutory bodies are experiencing short to medium term storage capacity pressures. In 2012, the Queensland Art Gallery estimated it would reach storage capacity within seven to 10 years. It has an offsite storage facility, but this does not meet international standards for the storage of artworks, potentially putting works at risk of deterioration or damage. The Queensland Museum also has an offsite storage facility and expects this will reach capacity within 10 years. The State Library of Queensland is constantly reviewing its storage capacity and is concerned that its requirements will continue to increase.

Insufficient and inappropriate storage can result in loss or degradation of valuable art and artefact collections and may inhibit the acquisition of new items for the collections. In 2012, the Queensland Parliamentary Finance and Administration Committee, as part of its review of Report to Parliament No 9 for 2011, recommended that Arts Queensland put in place appropriate strategic planning processes to ensure that appropriate future storage capacity is available.

Arts Queensland, the Queensland Art Gallery, the State Library of Queensland and the Queensland Museum formed a working group to develop a feasibility study for a shared, purpose built, offsite storage facility in 2012. Due to economic circumstances, this process has been delayed until late 2013 and has not progressed beyond the working group to develop a feasibility study.

# Appendices

<b>Appendix A—Agency comments</b> .....	<b>14</b>
<i>Auditor-General Act 2009</i> (Section 64)—Comments received .....	14
Comments received .....	15
<b>Appendix B—Audit details</b> .....	<b>21</b>
Audit objective .....	21
Reasons for the audit .....	21
Performance audit approach.....	21

# Appendix A—Agency comments

## *Auditor-General Act 2009 (Section 64) – Comments received*

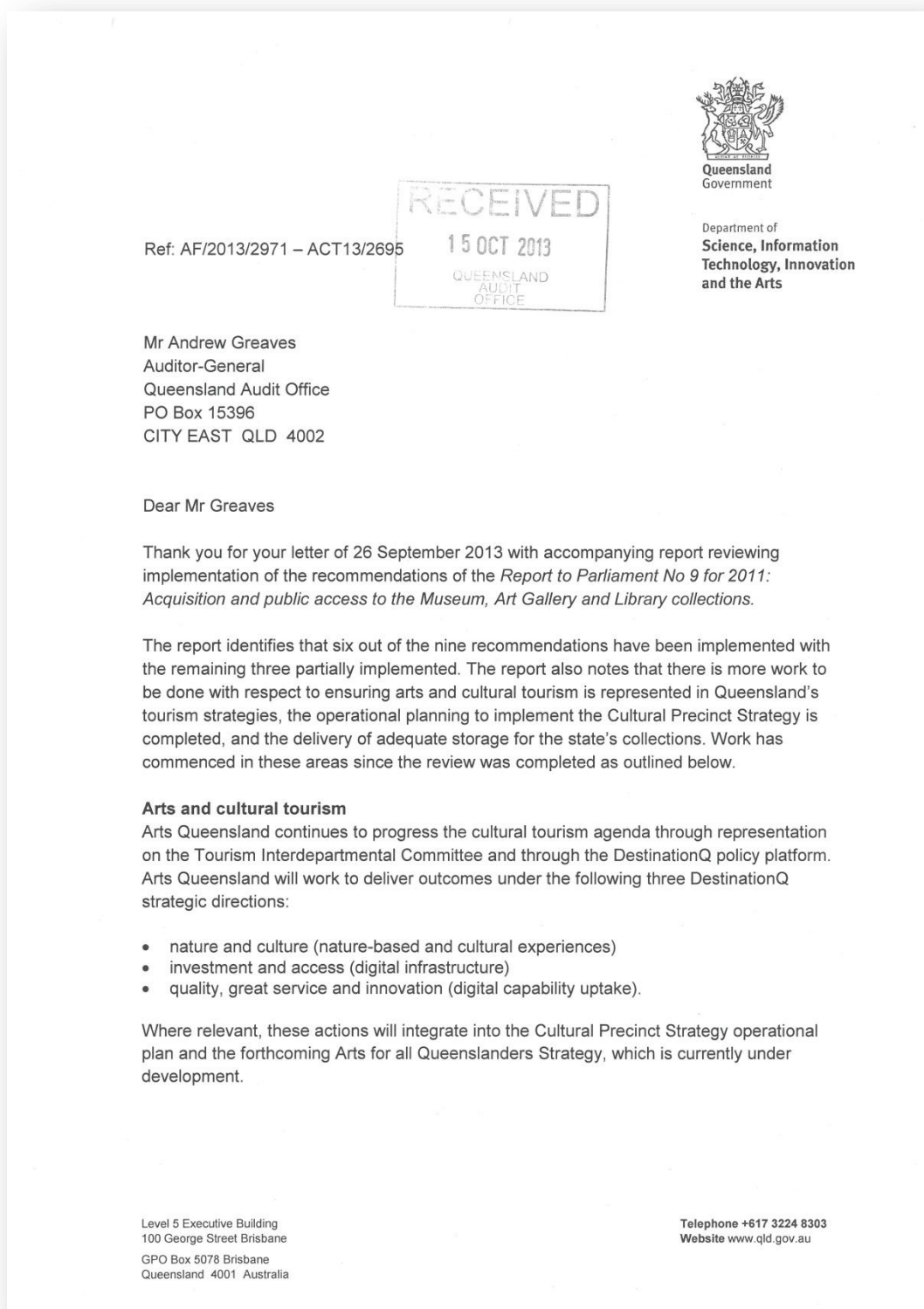
### Introduction

In accordance with section 64 of the *Auditor-General Act 2009* a copy of this report was provided to the Department of Science, Information Technology, Innovation and the Arts, the State Library of Queensland, the Queensland Museum, and the Queensland Art Gallery with a request for comment.

Responsibility for the accuracy, fairness and balance of the comments rests with the head of these agencies.

## Comments received

Response provided by the Director-General, Department of Science, Information Technology, Innovation and the Arts on 14 October 2013.



## Comments received

Response provided by the Director-General, Department of Science, Information Technology, Innovation and the Arts on 14 October 2013.

### **Cultural Precinct Strategy**

The report notes that there is a lack of clarity in the delivery, leadership and implementation of the Cultural Precinct Strategy 2013–15.

The Arts Portfolio Chief Executive Officers forum is now playing an instrumental role in providing the governance support to oversee the delivery of the strategy and is regularly informed of the progress in implementing key actions in the plan.

Work has commenced on the Cultural Precinct master plan, and working groups have also been established with representatives from the arts statutory bodies, Tourism and Events Queensland and other interested parties to ensure collaborative programming and infrastructure outcomes are achieved.

### **Storage for the state's cultural collection**

The report notes that agencies have commenced a project to improve future storage for the state's collections but this project has been delayed.

Arts Queensland continues to progress planning to assist arts statutory bodies with storage arrangements for their collections. A feasibility study into this matter is forecast for completion in early 2014 and will form part of the Cultural Precinct master plan which will articulate a forward timetable of infrastructure requirements.

I thank you for the opportunity to provide comment on the proposed report to be tabled in Parliament in October 2013.

If you require any further information, you may contact Ms Kirsten Herring, Deputy Director-General, Arts Queensland, Department of Science, Information Technology, Innovation and the Arts by email at [kirsten.herring@arts.qld.gov.au](mailto:kirsten.herring@arts.qld.gov.au) or on telephone 07 3034 4015.

Yours sincerely



Andrew Garner  
Director-General

14/10/13

## Comments received

Response provided by the Director, Queensland Art Gallery on 11 October 2013.



## Comments received

Response provided by the Director, Queensland Art Gallery on 11 October 2013.

The Gallery is closely involved in the Cultural Precinct Strategy and is working with its partners to implement the plan. As noted in the report, the Gallery is already actively engaged in collaborative programming and marketing across the Cultural Precinct.

Thank you for the opportunity to provide comment on the follow up report. I would like to acknowledge the work done by your office during the audit process. I trust this information assists in the further understanding of how the Gallery is working to address the issues and opportunities identified by the 2011 audit.

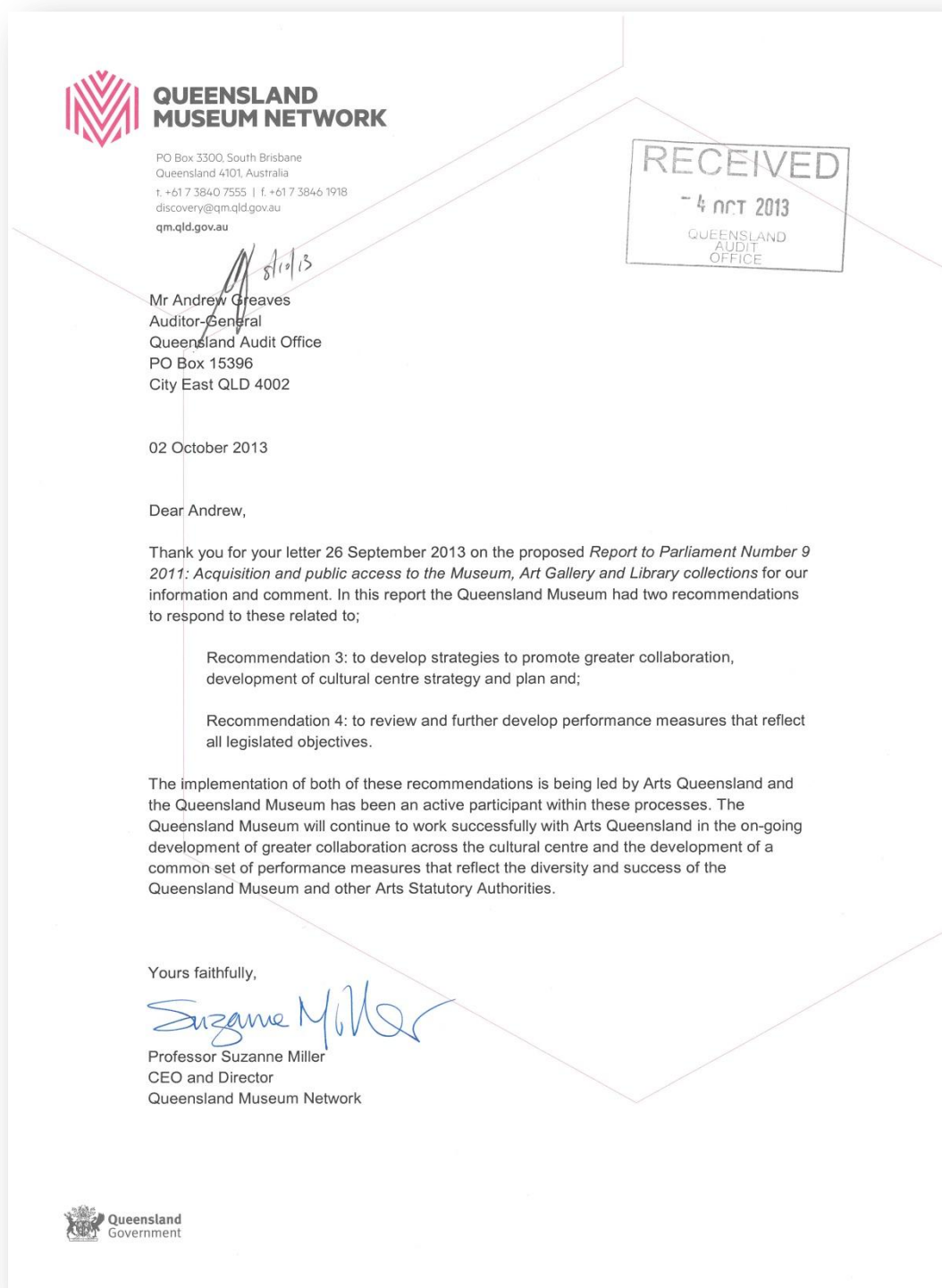
Yours sincerely

A handwritten signature in black ink, appearing to read 'CS', followed by a period.

Chris Saines CNZM  
DIRECTOR

## Comments received

Response provided by the CEO and Director, Queensland Museum Network on 2 October 2013.



## Comments received

Response provided by the CEO and State Librarian, State Library of Queensland on 15 October 2013.



Corporate Services  
t 07 3840 7863  
e katherine.winlaw@slq.qld.gov.au  
815/450/033



Mr Andrew Greaves  
Auditor General  
Queensland Audit Officer  
PO Box 15396  
CITY EAST QLD 4002

Dear Mr Greaves

Thank you for your letter of 26 September 2013 and the proposed follow up report on QAO's 2011 Report on *Acquisition and public access to the Museum, Art Gallery and Library collections*.

State Library acknowledged your earlier report and recommendations and is pleased to see your proposed report recognises our prompt approach to resolving administrative details relating to internal performance and accountability matters.

The conclusions and findings proposed in this report are in line with our own planned activities. State Library welcomes the opportunity to work collaboratively with our cultural precinct partners, to create offsite storage solutions with Arts Queensland and contribute to and be part of a broader Cultural Precinct Master Plan.

If you require any further information please make contact with A/Director Corporate Services, Katherine Winlaw on 07 3840 7863.

Yours sincerely

A handwritten signature in dark ink, appearing to read 'Janette Wright'.

Janette Wright  
CEO & State Librarian

15/10/13.

Cultural Centre Stanley Place South Bank  
PO Box 3488 South Brisbane Queensland 4101 Australia  
t 07 3840 7666 w slq.qld.gov.au



## Appendix B—Audit details

### Audit objective

The objective of this follow up audit was to assess the current status and effectiveness of the implementation of recommendations resulting from Report No 9 for 2011: Acquisition and public access to the Museum, Art Gallery and Library collections tabled in 2011. It specifically examined whether:

- recommendations have been actioned
- performance or systems issues have been addressed.

### Reason for the audit

The *Auditor-General Act 2009* provides for the Auditor-General to report observations and recommendations about matters arising from an audit. These observations and recommendations may be reported to management and those charged with governance of an agency, relevant Ministers and ultimately the Parliament.

While the Auditor-General reports to the Parliament with recommendations to improve the performance of public sector entities or enhance public sector accountability, it is not the Auditor-General's role to enforce the implementation of these recommendations.

The primary responsibility for implementing any change resulting from the recommendations rests with the executive and individual agencies and statutory bodies. Where appropriate, all public sector agencies and statutory bodies should have systems and processes to implement the recommendations of the Auditor-General.

### Performance audit approach

The audit was conducted between May and October 2013. It included the Department of Science, Information Technology, Innovation and the Arts, the State Library of Queensland, the Queensland Art Gallery and the Queensland Museum.

The Department and the arts statutory bodies were requested to self-assess their progress against the following criteria:

I - Recommendation has been fully implemented

P - Recommendation has been partially implemented

AA - Alternate action undertaken

NA - No substantial action has been taken.

The Department and the arts statutory bodies provided comment and supporting documentation on their progress on implementing each recommendation. A review of the self-assessment and supporting documentation identified where it was necessary to perform risk-based checks to gain assurance on agency actions.

The review process included:

- ensuring the responses addressed the intent of the recommendation and subsequent effectiveness and outcomes of the recommendations
- testing documentation for evidence consistent with agency responses
- conducting interviews to clarify responses.



# Auditor-General Reports to Parliament

Tabled in 2013–14

Report number	Title of report	Date tabled in Legislative Assembly
1	Right of private practice in Queensland public hospitals	July 2013
2	Supply of specialist subject teachers in secondary schools	October 2013
3	Follow up - Acquisition and public access to the Museum, Art Gallery and Library collections	October 2013

Reports to Parliament are available at [www.qao.qld.gov.au](http://www.qao.qld.gov.au)