

Digital Technology Strategy 2025-29

Introduction

The *Digital Technology Strategy 2025-29* outlines State Library of Queensland's focus for decision making in an era of rapidly evolving technological and social changes through digital transformation.

As a memory institution, State Library has been an early adopter and embraced 'digital' to enhance our services and collections. In 2017, State Library adopted a Digital Strategy which was instrumental in shaping a strategic approach to being a library that is digital by design. In an environment of continuous social and technological change, State Library must mitigate technical system risks as well as contextual and systemic social challenges¹.

Digital technologies are key enablers to achieve our vision – to be a library of influence, inspiring and connecting people through knowledge, storytelling and creativity. It is imperative that State Library make informed investment decisions to ensure technology is fit for purpose, safe, secure and resilient. We are also committed to implementing a continuous process of evaluation and reporting to monitor impact and benefits of initiatives that we deliver.

We are committed to providing accessible and inclusive access to collections and services, embracing diversity, addressing disadvantage and fostering lifelong participation through strong community connections. In striving to be a library that is digital by design, our intention is to think, act and be digital first, so that digital experiences are intrinsic to the library and the people who visit, use, collaborate and create with us.

Libraries are critical for inclusive digital futures. Through our partnership with local government, State Library is actively working towards a vision for public libraries and Indigenous Knowledge Centres (IKCs) as valued, thriving, place-based cultural and social hubs which are responsive to the changing needs of Queenslanders, providing access to lifelong learning and contributing to the liveability of local communities. State Library is pursuing digital inclusion programs to bridge the digital divide in Queensland and build confidence in media literacy, so that people have the skills to engage safely and positively online.

The *Digital Technology Strategy 2025-29* is the next step in State Library's digital evolution at a time of great promise and challenge. It outlines how we will ensure our agile, intuitive, robust and secure technologies will empower State Library to deliver our strategy and vision.

Context

Technology advancement and disruption

Rapidly evolving consumer, business and enterprise technology presents ongoing challenges and opportunities². It is imperative to continue to design and maintain a contemporary technology environment, considering strategic priorities, resource constraints and risk appetite.

¹ These risk categories were identified by Bell, G., Burgess, J., Thomas, J., & Sadiq, S. (2023). *Rapid response information report: generative AI - language models (LLMs) and multimodal foundation models (MFMs)*. Australian Council of Learned Academies. <https://acola.org/rrir-generative-ai/>

² Commonwealth of Australia (2024) [National Library of Australia Digital Strategy](#)

Artificial Intelligence (AI) and Machine Learning (ML) cognitive technologies are increasingly being used to solve business problems, augment capability, and provide opportunities to transform collection access, discovery and engagement.

Cyber security

The sophistication and scale of cyber threats continues to increase, raising the risk for our digital assets and it is imperative that State Library implements robust protocols to protect valuable digital collections and corporate assets. The ongoing focus for 2025 and beyond will be to reduce cyber security risk and enhance recovery facilities for critical services in the event of an attack, whilst maturing our staff capability and supplementing with targeted outsourcing where appropriate.

Resourcing

The effective use of technology, accompanied by delivering services and programs with digitally capable staff enables State Library to meet our vision. Strategic workforce planning and management must ensure we have the capability and culture to build a library that has a workforce that thinks and acts digitally. The organisational shift from on-premises to cloud, software as a service and the broader adoption of Microsoft 365 for business process automation, optimisation and reporting, has changed the skillsets and capabilities needed in the workforce. State Library will continue to responsibly manage our available resources and will seek to address the challenges in attracting and retaining skilled and experienced staff in a competitive industry marketplace.

Priorities

1. Increase access to our collections and services.

To be a library that is digital by design, State Library must continue to develop and leverage the opportunities of new technologies to transform access to our physical and digital collections, build digital collections and deliver digital enabled services for all Queenslanders.

Actions:

- 1.1 Amplify the growth of a diverse digital collection, ensuring new formats are collected and legacy formats are accessible.
- 1.2 Embed digital preservation practices to ensure long term access to digital content
- 1.3 Leverage maturing technologies such as generative AI and large machine learning models to enhance services and access to collections, in alignment with State Library's *Use of Generative AI Principles*, ensuring ethical, fairness and human-centred values.
- 1.4 Champion open licensing, open access, open data and collections as data enabling the widest possible use and re-use of content.

2. Build inclusive digital experiences that are secure, rich and intuitive

Digital interactions are interwoven as part of both the online and onsite experiences we offer, and we will respond and adapt to contemporary expectations about how people connect, share and imagine.

Actions:

- 1.1 Ensure our online presence is contemporary, responsive, personalised and collaborative, and explore platforms and partnerships to extend and enhance the digital experience.
- 1.2 Support confident engagement with new media and technologies by offering meaningful opportunities for skill building, self-expression and creativity.
- 1.3 Implement frictionless and consistent digital systems that attract and nurture positive engagement with all users in our community
- 1.4 We will seamlessly integrate physical and digital into our exhibitions and programs, extending the reach of our unique offerings and ensuring those who use the library onsite and online have stimulating and rewarding experiences.
- 1.5 Develop programs and partnerships to support digital skills development in the community

3. Build a workforce that acts ‘digitally’

Our people are crucial. We will achieve business efficiencies through technical solutions and capability development, in response to the rapidly changing landscape. We will build a workforce that acts digitally, supported by agile, intuitive, robust and secure systems and practices. We will leverage the State Library’s unique value proposition and track record of innovation and high performing hybrid teams to attract and retain staff. Through strategic workforce planning and sound governance, we will embrace innovation and ensure compliance with evolving regulatory and ethical standards.

Actions

- 3.1 Capitalise on in-built automation capabilities in Microsoft 365 to improve productivity, streamline workflows, explore new ways of working and leverage maturing AI and ML technologies to augment capability.
- 3.2 Grow staff digital capabilities and create opportunities for people across the library to lead digital initiatives supported by progressive technology
- 3.3 Develop internal capability in business analysis, sustainable data analytics, reporting, project management methodologies and change management.

4. Robust cyber and information security environment

Robust cyber security capabilities and system solutions will continue to be implemented in response to the increasing risk of cyber-attacks. We must operationalise and maintain cyber security posture by designing for security and service sustainability.

Actions

- 4.1 Implement a risk-based framework to manage cyber security and information security governance requirements.
- 4.2 Protect our digital assets, including the collection, private, corporate information and infrastructure from cyber security threats, physical risks and acts of nature
- 4.3 Enhance internal cyber security capability, complementing with external skills as appropriate to develop and operationalise cyber security maturity.
- 4.4 Implement and maintain Essential 8 maturity levels as assessed against State Library’s cyber risk context.

- 4.5 Prepare for potential incidents through business continuity and disaster recovery plans to minimise the impact of events and recover promptly.

5. Invest resources efficiently for resilience, scalability and adaptability

We must ensure that our technology solutions, services and infrastructure are fit for purpose and ready to support the delivery of our strategic priorities. We will apply the principles of enterprise architecture to gain a greater understanding of our current systems, their architecture, interconnectedness and where the gaps are to support our business requirements. This documented knowledge of the baseline systems will inform the continued development of our system landscape and help to inform our Technology roadmap priorities and programs.

Actions

- 5.1 Ensure technology initiatives and projects are executed in line with this strategy and the Technology Steering Group provides strategic oversight for the development and the delivery of the *Digital Technology Roadmap*.
- 5.2 Establish the principles of an enterprise architecture and management approach that is fit for purpose for State Library. This will seek to improve our understanding of the existing system landscape, allow us to simplify the environment, remove legacy systems and enable informed decision making in the asset management lifecycle.
- 5.3 Implement technology solutions which are adaptable, scalable, resilient and appropriately activated to capitalise on investment and meet the changing needs of our business and community.
- 5.4 Engage with a range of partners to support the development and delivery of innovative and effective technology solutions.

Guiding principles

State Library must operate within its staffing and resource allocation. It will be necessary to prioritise effort and investment to deliver the *Digital Technology Strategy 2025-29*, so these guiding principles provide a framework for decision making. In considering resource allocation, these 5 principles will be used to compare and determine the relative merits and priority of actions for all digital or technology related investment within State Library.

1. Strategic alignment

- Ensure alignment with the current strategic plan and pursue opportunities to deliver on all State Library strategies and objectives
- Prioritise decisions that preserve Queensland's cultural and documentary memory and facilitate the accessibility of content and digital services.
- Make decisions that contribute to the delivery of trustworthy library and information services to Queenslanders now and into the future.

2. Efficiency and resource optimisation

- Evaluate the value and benefits of proposals, including cost savings, time efficiency, quality improvement, and scaling of service delivery, in comparison to their initial and

ongoing costs to ascertain their financial feasibility and to ensure sustainable outcomes.

- Define clear key performance indicators (KPIs) and metrics to measure the benefits, efficiency and return on investment (ROI) of technology implementations.

3. Feasibility, innovation and sustainability

- Determine the necessary skills, resources, and essential inputs for a project to successfully implement proposed initiatives and ensure the realization of benefits
- Ensure proposals/initiatives/proposed solutions are scalable and adaptable to effectively accommodate future changes and evolving needs, and that the interoperability with other systems within the landscape is well understood and leveraged.
- Evaluate the environmental effects of the proposal, including energy consumption and waste production, with a focus on reducing e-waste.
- Consider and plan for the impact of the proposal on the resilience of State Library services, collections, and operations in the event of natural disasters, aiming to strengthen overall preparedness and response capacity.

4. Risk management and security

- Prioritise the enhancement of cyber and information security within all proposals to protect against digital threats and recognise the risks in engaging and managing vendors and third-party services.
- Align all decisions with State Library's defined risk appetite to ensure appropriate risk management.
- Investigate precedents to determine if similar initiatives have been undertaken and apply relevant insights and experiences to current proposals.
- Focus on proposals that proactively mitigate identified risks, contributing to a robust risk management strategy.

5. Impact and benefit

- Consider and plan for the impact to the staff of State Library, ensuring capability uplift, communications and change management is considered in the delivery of technology related programs to ensure the impact and benefits of the investment are maximised internally.
- Evaluate the benefits of decisions in meeting the needs of people everywhere in Queensland, by providing opportunities for partners, community and customers to give feedback on their interactions with us and our services.
- Consider the cultural rights and obligations of Aboriginal and Torres Strait Islander peoples and communities in decision-making processes. Embed Indigenous Cultural and Intellectual Property (ICIP) protocols and respect data sovereignty and data governance as part of the development, implementation, and monitoring of the *Digital Technology Strategy 2025-29*.

This strategy is supported by State Library’s

[Strategic Plan 2024-28](#)

[Content Strategy](#)

[First Nations Strategy 2024–28](#)

[First Nations Recruitment and Retention Strategy 2023–25](#)

[Open Data Strategy 2022-24](#)

[Strategic Workforce Plan 2021–25](#)

[Use of Generative AI Principles](#)

[Intellectual Property Management Policy](#)

[Public Libraries and IKCs Roadmap](#)

Glossary

Artificial Intelligence (AI) - An AI system is a machine-based system that, for explicit or implicit objectives, infers, from the input it receives, how to generate outputs such as predictions, content, recommendations, or decisions that can influence physical or virtual environments. Different AI systems vary in their levels of autonomy and adaptiveness after deployment.

Enterprise Architecture (EA) – is a framework that offers a structured approach to designing, planning, implementing, and governing an organisation's information technology (IT) architecture. This helps to ensure that IT investments are made wisely, risks are managed effectively, and the IT environment evolves continuously to meet the needs of the business. EA generally encompasses business architecture, application architecture, data architecture and technology architecture.

Essential Eight (E8) – The Australian Cyber Security Centre within the Australian Signals Directorate recommends organisations implement eight essential mitigation strategies from the strategies to mitigate cyber security incidents as a baseline. This baseline, known as the Essential Eight, makes it much harder for adversaries to compromise systems.

Machine Learning (ML) – Machine learning is a field of inquiry devoted to understanding and building methods that ‘learn’, that is, methods that leverage data to improve performance on some set of tasks. It is seen as a part of artificial intelligence.

Technology Steering Group (TSG) - has been established to provide ICT-related governance, and strategy oversight for State Library and has senior representation, is chaired by a member of the Executive, and the State Librarian and CEO is the Executive Sponsor and a standing invited guest.

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State Library of Queensland Digital Technology Strategy 2025-2029



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Build inclusive digital experiences that are secure, rich and intuitive

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Build a workforce that acts 'digitally'

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Robust Cyber and information security environment

Robust cyber security capabilities and system solutions will continue to be implemented in response to the increasing risk of cyber-attacks. We must operationalise and maintain cyber security posture by designing for security and service sustainability.



Invest resources efficiently for resilience, scalability and adaptability

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