

State Library of Queensland

OPERATIONAL PLAN 2023–24

OUR VISION

A library of influence, inspiring and connecting people through knowledge, storytelling and creativity

OUR PURPOSE

State Library collects and preserves Queensland's cultural and documentary memory, providing free access to information, fostering knowledge and learning. We partner with local government to realise the potential of public libraries and Indigenous Knowledge Centres.

ENDURING VALUES

Access is free and equitable. We serve people everywhere in Queensland, onsite and online
Diversity is celebrated. We seek and share the diverse stories of Queenslanders
First Nations peoples and their knowledge, strength and resilience are centred. We are committed to respectful processes of truth-telling
Our workplace is safe and purposeful. We respect the expertise of our people

OBJECTIVES

Collecting memories

Sharing knowledge and stories through our collections

Enriching experiences

Empowering our audiences to be open to discovery, participation and learning

People and communities

Building enduring, collaborative engagements and partnerships

Responsive innovation

Pursuing innovative, sustainable and culturally responsive ways to work

STRATEGIES

- **Intentionally collect and share** a trusted record of Queensland
- **Enable respectful truth-telling practices by all** and support Path to Treaty, centred on culturally safe co-design with First Nations peoples
- **Preserve the collection for future generations** through the development of resilient and robust systems and plans
- **Decolonise our collections and practices** to reflect and reveal shared histories and new narratives
- **Grow literacy, storytelling and lifelong learning** through physical and digital experiences that enable and inspire
- **Attract new audiences** by celebrating and communicating compelling, innovative visitor experiences and programs
- **Build inclusive digital experiences** that are secure, rich and intuitive
- **Prioritise easy to find and use information** however people access collections, services and programs
- **Advocate the value of libraries** to achieve deeply local outcomes
- **Embrace Brisbane 2032** by enhancing and accelerating services and programs
- **Initiate and collaborate on diverse and culturally informed research** to deepen knowledge
- **Attract partnerships and investment** to enhance service to Queenslanders
- **Champion an enriching workplace** which is healthy, diverse and culturally responsive
- **Invest in our people** to embrace the opportunities and challenges in the digital age
- **Pursue sustainable, resilient and innovative environments and systems** across all our work
- **Deepen our agility** to ensure flexibility and responsiveness to our changing world

PERFORMANCE TARGETS

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| Increased additions to Queensland Memory collections | 41,000 | Increased visits to State Library onsite and online | 4,750,000 | Local Government satisfaction with State Library service delivery | 80% | Overall visitor satisfaction with services and programs | 95% |
| Increased use of collections | 15,000,000 | Increased new members | 40,000 | Increased online regional visits | 20% | Average cost per visit | ≤\$7.50 |

OPERATIONAL STRATEGIES

- Engage and amplify a process of truth-telling and healing, by enabling treaty readiness through First Peoples' stories, cultural safety of our staff and culturally safe services for all Queenslanders.
- Strengthen our offer as a cultural destination.
- Implement an audience development strategy to increase engagement with regional Queenslanders.
- Attract, retain and invest in a skilled, diverse and culturally responsive workforce.
- Increase community engagement with Queensland public libraries and Indigenous Knowledge Centres through the delivery of a marketing campaign.
- Plan and deliver fit for purpose, safe and secure digital systems.

The Operational Plan 2023–24 initiatives align with **Creative Together 2020–30: A 10-year Roadmap for arts, culture and creativity in Queensland** to:

- Embrace Brisbane 2032 across Queensland
- Elevate First Nations arts
- Activate Queensland's places and spaces
- Drive social change and strengthen communities
- Share our stories and celebrate our storytellers.

The Operational Plan also aligns with **specific purpose planning** including our Risk Management Policy, Strategic Workforce Plan, Business Continuity Plan, Agency Procurement Framework and Significant Procurement Plans. Business continuity planning includes ICT asset disaster recovery. The Operational Plan supports State Library's objective to operate an Information Security Management System aligned with the ISO/IEC 27001 standard and the Queensland Government Enterprise Architecture Information Security Policy (IS18:2018)..

OPERATIONAL RISKS AND OPPORTUNITIES

The Audit and Risk Management Committee (a subcommittee of the Library Board of Queensland) oversees risk management, considering the potential impact strategic and operational risks and opportunities may have on State Library's service delivery, and how these risks will be managed or mitigated, and opportunities realised. The committee reviews quarterly reports on actions for strategic and operational risks which relate to collections, service delivery, reputation, governance, funding, capability and culture, and partnerships. A risk management strategy for child-related duties has also been implemented.

COVID-19 represents a continued risk to operations in 2023–24. State Library will remain agile with service delivery, acknowledging that capacity to reach performance targets may be compromised.

OUTPUT REPORT

State Library's service area objective is to collect and preserve Queensland's cultural and documentary memory, providing free access to information. State Library serves all Queenslanders through onsite and online services and partnerships with local governments, to provide free access to print, digital and original resources; information and research services; and documenting and making accessible Queensland's diverse history and stories. We partner with local government to realise the potential of public libraries and Indigenous Knowledge Centres.

The primary source of funding for the service area is the Queensland Government grant, which supports free access to collections and free access to most State Library services and programs. The balance of funding is derived from other revenue including Queensland Library Foundation donations, other government funding, interest on bank accounts, user charges and sponsorship revenue. State Library does not separate activities to be funded from commercial operations. Commercial revenue is used to supplement Parliamentary appropriations for a range of activities. Queensland Library Foundation will continue to raise funds to support specific collection purchases, fellowships, exhibitions, projects and online resources. There are no outputs not in the Library Board of Queensland's commercial interests to supply. No major investments or borrowings are intended during 2023–24.

State Library respects, protects and promotes human rights in our decision-making and actions. State Library acknowledges that Aboriginal and Torres Strait Islander self-determination is a human right as enshrined in the **United Nations Declaration on the Rights of Indigenous Peoples**. The **Queensland Human Rights Act 2019** also recognises the particular significance of the right to self-determination of Aboriginal and Torres Strait Islander peoples.

State Library, in partnership with National and State Libraries Australasia and the global public library sector, supports the **United Nations 2030 Sustainable Development Goals**. This includes providing free public access to information, providing opportunities for all Queenslanders to pursue lifelong learning, and ensuring the management and access to collections and services is culturally informed and respectful.