

State Library of Queensland STRATEGIC PLAN 2023-27

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 INDICATORS

- Increased additions to Queensland Memory collections
- Increased use of collections
- Increased visits to State Library onsite and online
- Increased new members
- Local Government satisfaction with State Library service delivery
- Increased online regional reach
- Overall visitor satisfaction with services and programs
- Average cost per visit

COMMITMENT TO COMMUNITY OBJECTIVES

The State Library’s objectives and strategies support the Queensland Government’s objectives for the community



Good jobs: Good, secure jobs in our traditional and emerging industries. State Library is **investing in skills** by providing all Queenslanders with free access to online learning resources.



Better services: Deliver even better services right across Queensland. State Library is **connecting Queensland** through our partnership with local government to deliver public library services and Indigenous Knowledge Centres. We foster greater social inclusion through documenting and making accessible Queensland’s diverse history and stories, and we build Queenslanders’ digital capability. State Library is **backing our frontline services** by delivering world-class reference and information services.



Great lifestyle: Protect and enhance our Queensland lifestyle as we grow. State Library **honours and embraces our rich and ancient cultural history** by enabling truth-telling through our diverse and rich collections, community engagement and exhibitions. State Library’s partnerships are **growing our regions** by enabling deeply local service provision in public libraries and Indigenous Knowledge Centres.

COMMITMENT TO CREATIVE TOGETHER

State Library’s objectives and strategies align with Creative Together 2020–30: A 10-year Roadmap for arts, culture and creativity in Queensland to:

- **embrace Brisbane 2032 across Queensland** — by accelerating programs and services to enhance and build cultural experiences that celebrate what is uniquely Queensland
- **elevate First Nations arts** — by sharing and celebrating First Nations perspectives through language revitalisation, knowledge creation and truth-telling in culturally informed and respectful ways
- **activate Queensland’s places and spaces** — enabling statewide access to collections and integrating rich digital experiences into programs, learning initiatives and exhibitions
- **drive social change and strengthen communities** — partnering with local government to realise the potential of libraries and Indigenous Knowledge Centres as vibrant community hubs building community resilience
- **share our stories and celebrate our storytellers** — as a memory institution intentionally seek, collect and share authentic Queensland stories, and nurture and celebrate emerging writers.

STRATEGIC OPPORTUNITIES

1. We have the opportunity to reach Queenslanders statewide due to our proven experience and capability in digital delivery
2. We have the opportunity to contribute to digital inclusion due to our proven experience in digital delivery and effective partnerships
3. We have the opportunity to make a significant contribution to Path to Treaty and truth-telling due to our diverse and rich collections, experience in community engagement and strong partnerships
4. We have the opportunity to meet and anticipate future client demand through optimising the building spaces, due to the resilience of the Millennium Library Project design and our ongoing service planning.
5. We have the opportunity to deliver transformative services through our strong partnerships and collaborations.

STRATEGIC RISKS

1. **Changing community needs and expectations, technology and learning styles** — we must meet changing client needs to sustain audience growth. We will continue to transform, innovate and deliver relevant services.
2. **ICT infrastructure and security** — we must provide trusted, reliable and secure ICT services and enable access, preservation, and delivery of digital collections. We will continue to develop strategies and capability, and prioritise funding to update ICT infrastructure
3. **Business continuity** — we must manage the impacts of disasters including COVID-19 and extreme weather events. We will continue to review and update our risk mitigation and business continuity plans
4. **Digital inclusion** — we must work to ensure Queenslanders statewide are able to access our online services and contribute to the digital economy. We will work with our partners to build digital inclusion and engagement
5. **Transformation of library collections, services and programs to meet the digital age and changing community needs** — we must ensure the community understands the value of libraries in a rapidly changing environment. We will build awareness of the role and value that libraries provide.

Queensland Government funding allocated for State Library’s operations over the next three years
2023-24: \$71,569,000 2024-25: \$72,802,000 2025-26: \$ 73,553,000

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.