

State Library of Queensland OPERATIONAL PLAN 2025-26

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

| OBJECTIVES | PERFORMANCE TARGETS |
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| Collecting memories Sharing knowledge and stories through our collections | <ul style="list-style-type: none">• Additions to Queensland Memory collections 41,000• Use of collections 15,000,000 |
| Enriching experiences Engaging our audiences through discovery, participation and learning | <ul style="list-style-type: none">• Visits to State Library onsite and online 5,500,000• Overall visitor satisfaction with services and programs 95% |
| People and communities Building enduring, collaborative engagements and partnerships | <ul style="list-style-type: none">• Local Government satisfaction with State Library service delivery 90%• New members 42,000 |
| Responsive innovation Pursuing innovative, sustainable and culturally responsive ways to deliver our services. | <ul style="list-style-type: none">• Average cost per visit ≤\$7.50• Recycling rate 55% |



OPERATIONAL STRATEGIES

ACTIONS

| Collecting memories Lead: Executive Director, Content | |
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| 1. Promote truth-telling and healing through First Peoples' stories | 1.1 Implement the <i>First Nations Strategy</i> to reframe our relationships with First Nations people and communities. 1.2 Reveal shared histories and new perspectives through engagement activities, with a particular focus on our unique collections. |
| 2. Increase engagement with regional Queenslanders to provide free access to information, knowledge and learning | 2.1 Increase State Library's engagement with Queensland teachers and students. 2.2 Drive online visits from regional Queensland through audience development, information services and through public libraries and Indigenous Knowledge Centres. |
| Enriching experiences Lead: Executive Director, Experience | |
| 3. Strengthen our offer as a cultural destination which enables citizen engagement | 3.1 Build cultural experiences that celebrate Queensland's unique cultures and identities. 3.2 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. |
| 4. Grow storytelling to empower our audiences to discover, participate and learn | 4.1 Explore innovative ways to collect and share the diverse stories of Queensland. 4.2 Collaborate with partners to foster a community that values stories and storytelling. |
| People and communities Lead: Executive Director, Community Partnerships | |
| 5. Promote libraries and Indigenous Knowledge Centres as inclusive community cultural hubs | 5.1 Develop new funding models to deliver transformational change for all regions in Queensland, driving economic opportunities, improved social outcomes and greater digital inclusion. 5.2 Implement digital capacity and digital capability uplift initiatives in partnerships with local government. 5.3 Amplify the impact of First 5 Forever, to give all Queensland children the best start through our onsite and online initiatives and in partnership with local government. |
| Responsive innovation Lead: Executive Director, Corporate Services | |
| 6. Optimise our physical spaces and digital systems | 6.1 Deliver purposeful, safe and secure digital systems which are accessible and provide enhanced cyber security and service delivery. 6.2 Transform The Corner and optimise building spaces to meet future demand and deliver positive experiences for visitors. |
| 7. Foster a culturally aware and capable workforce to provide a safe and inclusive workplace for our visitors, staff, volunteers and contractors | 7.1 Implement the <i>First Nations Recruitment and Retention Strategy 2023–2025</i> . 7.2 Implement the <i>Strategic Workforce Plan</i> to attract, retain and invest in our people to build a skilled, diverse and culturally responsive workforce. |



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 risks and opportunities and operational risks 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.

ALIGNMENT WITH SPECIFIC PURPOSE PLANS

The *Operational Plan* aligns with specific purpose planning. The *Business Continuity Plan* and *Technology Disaster Recovery Plan* provide a framework for emergency response and crisis management. The *Strategic Workforce Plan* addresses equity and diversity planning and is complemented by the *First Nations Recruitment and Retention Strategy*. The First Nations Strategy is a plan to reframe State Library's relationships with people and communities and aligns with the *Strategic Workforce Plan*. Our *Risk Management Policy* determines risk appetite, identification, treatment, monitoring and review. The assessment of planned activities has not identified any procurement which meets the threshold of significant for a *Significant Procurement Plan* and this position is reviewed annually, as per the *Queensland Procurement Policy 2023*. The *Information Security Policy* supports State Library's objective to operate an Information Security Management System consistent with the *Queensland Government Enterprise Architecture Information Security Policy* (IS18:2018).

OUTPUT REPORT

State Library's service area objective is to collect and preserve Queensland's cultural and documentary memory, providing free access to information. 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, earnings on investments, 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 2025–26.

HUMAN RIGHTS ACT 2019

We will develop and continue to review our policies, programs, procedures, practices and service delivery to ensure our decisions and actions are compatible with *Human Rights Act 2019* (Qld). We will ensure that human rights are central to everything we do.

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 enshrined in the *United Nations Declaration on the Rights of Indigenous Peoples*. The *Human Rights Act 2019* (Qld) recognises the cultural rights of Aboriginal peoples 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.