

Strategic Plan 2026-30

OUR VISION

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

OUR PURPOSE

To enrich the lives of Queenslanders by preserving Queensland's documentary heritage, expanding free and equitable access to physical and digital library services, championing lifelong learning and raising the profile of libraries.

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.
- Aboriginal and Torres Strait Islander peoples and their knowledge, strength and resilience are centred. We are committed to respectful processes in our work.
- Our workplace is safe and purposeful. We respect the expertise of our people.

PERFORMANCE MEASURES AND TARGETS

Achievement of objectives will be demonstrated by these core performance measures

- 15,000,000 uses of digital and physical collections
- 41,000 additions to Queensland Memory collections
- 6,500,000 visits to State Library onsite and online
- 42,000 new members
- 90% Local Government satisfaction with State Library service delivery
- 95% overall visitor satisfaction with services and programs
- ≤ \$7.50 average cost per visit

OBJECTIVES AND STRATEGIES

Objectives	Intent	Strategies
1. Preserve and provide access to Queensland's documentary heritage	Build, preserve and provide free and equitable access to the most comprehensive collection of library and information resources in Queensland, with a strong focus on documenting, protecting and sharing the state's history, heritage and culture in all formats, physical and digital.	• Collect and share a trusted record of Queensland • Preserve the collection through digitisation, robust systems and plans as a core stewardship responsibility • Share a living and comprehensive collection for the benefit of Queensland • Strengthen discoverability, ensuring collections are widely accessible
2. Enable knowledge, learning and public discourse	Provide inclusive, welcoming and inspiring spaces—both physical and digital—that support study, scholarship, research, creativity and informed public discussion.	• Initiate and collaborate on research to deepen knowledge and understanding • Cultivate trusted, inclusive platforms that deepen civic connection and foster democratic values • Expand physical and digital learning environments to support students, researchers and lifelong learners
3. Champion reading, literacy and lifelong learning	Embed a strong culture of reading and lifelong learning across Queensland by activating library collections and services, delivering high quality public programs, and partnering with schools, families and libraries to develop sustained reading habits from the early years.	• Engage with key partners to enhance the visibility and benefits of reading, amplifying the role and reach of libraries to increase rates of reading participation • Promote free access to reliable and unbiased information • Enhance the impact and reach of First 5 Forever and The Corner for children and families
4. Advance libraries and cultural partnerships for Brisbane 2032 legacy	Lead and partner with libraries and cultural, educational and research institutions locally, nationally and internationally.	• Grow audiences onsite, online and across Queensland • Collaborate across the Queensland Cultural Centre to showcase the State's collections through major programming in the runway to 2032 • Strengthen partnerships across local, national and international cultural institutions, universities and research bodies
5. Deliver user centred and inclusive services	Drive the collective impact of public libraries and Indigenous Knowledge Centres by ensuring the needs, preferences and experiences of users are at the centre of decision making, to deliver services that are accessible, inclusive, responsive and respectful of Queensland's diverse communities.	• Strengthen communities through the collective impact of public libraries and Indigenous Knowledge Centres, recognising local delivery within a statewide framework. • Deliver responsive and user-centred access to information through physical and digital services • Co-design programs, services and collections which respect and empower Aboriginal and Torres Strait Islander communities
6. Uphold excellence in professional practice and governance	Maintain the highest standards of librarianship, leadership and governance, ensuring ethical stewardship, accountability, innovation and continuous improvement.	• Invest in workforce capability, leadership and professional practice to support innovation and stewardship • Pursue resilient, sustainable and well-governed operations • Leverage new technologies and strengthen digital capability to drive innovation and deliver secure, future ready services.
7. Attract partnerships and investment	Strengthen and expand our community of partners and supporters by deepening engagement, building long term relationships, and fostering shared advocacy of State Library's purpose and impact.	• Raise the profile of State Library of Queensland • Build long term relationships with donors, partners and advocates based on shared outcomes • Strengthen impact storytelling to demonstrate the social, cultural and educational return on investment.

STRATEGIC OPPORTUNITIES AND RISKS

Strategic opportunities

- Preserving and sharing Queensland's memory – strengthening a shared sense of identity and belonging as a foundation for social cohesion
- Leveraging partnerships – our enduring and trusted partnership with local government is leveraged to strengthen liveable communities
- Strengthening democracy – being a trusted space where everyone can access knowledge, grow through lifelong learning, participate in community life and civic dialogue
- Digital transformation – embracing innovation to deliver responsive services and connect more people with content 24/7

Strategic risks

- Cyber security – increasing sophistication and scale of cyber threats raises risk levels for our digital assets.
- Funding – financial sustainability requires diverse income streams and reprioritisation of existing funding to deliver on our commitments and enhance our services to meet demand.
- Threats to our assets – extreme weather, natural hazards and the heightened national terrorism threat level create risks to State Library's people, collections, storage and infrastructure.
- Reputation and trust – the rise in global threats to freedom of expression, hate crimes and misinformation risks eroding the shared values foundational to libraries and trust in quality information sources.
- Workforce resilience – the psychosocial health and wellbeing of our workforce is impacted by changing workplace requirements as well as an increasingly disrupted external environment.

COMMITMENT TO GOVERNMENT OBJECTIVES

State Library of Queensland contributes to the *Government's objectives for the community* by working to provide

A better lifestyle through a stronger economy through objectives 1, 2, 5, 6 and 7 by

- relieving cost of living pressures through free access to library spaces, collections and services.
- creating better lifestyles through local government partnerships for libraries and Indigenous Knowledge Centres which contribute to the liveability of local communities.

A plan for Queensland's future through objectives 3 and 4 by

- Preparing young Queenslanders for the future by creating safe, meaningful and memorable experiences onsite, online and through public libraries and Indigenous Knowledge Centres.
- Building world-class cultural experiences for Queenslanders and visitors, contributing to the Olympic and Paralympic Games legacy.

COMMITMENT TO QUEENSLAND'S TIME TO SHINE

State Library's objectives and strategies align with *Queensland's Time to Shine: a 10-year strategy for arts and culture 2025-2035* to:

- Transformational arts and culture for Brisbane 2032 and beyond: deliver statewide creative activation and legacy outcomes driven by the opportunities of Brisbane 2032
- Uniquely Queensland arts experiences: shine a global spotlight on Queensland's unique arts and cultural experiences, attracting audiences, driving regional economic growth and enhancing the state's reputation as an arts destination
- Maximise opportunities for Aboriginal and Torres Strait Islander creatives: enable Aboriginal and Torres Strait Islander arts, cultural and creative sector to maximise economic, cultural and social benefits for individuals, communities and Queensland
- Future creative workforce for a creative economy: prepare Queensland's creative sector for the future by investing in skills, innovation and opportunities that support long-term careers and a growing creative economy
- Arts for all Queenslanders: strengthen Queenslanders' access to enriching arts and cultural experiences
- Sharing our stories and celebrating our storytellers: celebrate and invest in the development and sharing of stories by Queensland storytellers

Queensland Government funding allocated for State Library's operations over the next 3 years:

2026-27: \$77,600,000

2027-28: \$78,125,000

2028-29: \$78,079,000

HUMAN RIGHTS ACT 2019

In line with the *Human Rights Act 2019*, State Library will respect, protect and promote human rights in our decision-making and actions.