

State Library of Queensland STRATEGIC PLAN 2011-15

The State Library of Queensland is transforming its services to become a truly innovative and imaginative 21st century library. We are embracing emerging technologies and collaborative approaches which empower people to discover, use, share and transform our collections and the world of online information. We work in close partnership with the public library network, other cultural institutions, schools and universities, and across all levels of government.

The State Library and Queensland public libraries and Indigenous Knowledge Centres provide an important platform to contribute to the realisation of the Government's *Toward Q2: Tomorrow's Queensland* agenda, especially the *Smart*, *Strong* and *Fair* ambitions, through our focus and activities dedicated to developing literacy, supporting learning for life, and contributing to cultural enrichment for all.

The State Library also makes a special contribution to the *Smart* ambition through innovative onsite and state-wide services for children and young people, including *The Corner* where young children and their families experience literacy programs, and *The Edge*, which nurtures and facilitates interdisciplinary collaboration and creative endeavours of young people across science, art and technology.

We capture the essence and distinctiveness of Queensland in our collections, and our services continually evolve to meet the changing needs and expectations of our clients. Our operational activities focus strongly on ensuring the long reach of our services to all parts of Queensland, and engaging people in learning as they journey through life.

Our Vision

Enriching the lives of Queenslanders

Our Mission

Creatively engaging people with information, knowledge and community

Our Values

- Respect for people and knowledge
- Commitment to lifelong learning
- Integrity and efficiency of service

Our Critical Issues

- Advocating the clear value and benefit of libraries in the social, cultural and economic development of communities
- Demonstrating the powerful role and impact of the State Library and public libraries in improving literacy outcomes in Queensland
- Showcasing the State Library as an inclusive civic space and cultural destination for all
- Enhancing and further developing our building and public spaces to reflect changing needs and multiple uses of the State Library
- Building the capacity of public libraries across a large, geographically dispersed State with diverse needs
- Creating greater access to the Indigenous Knowledge Centre (IKC) network for Aboriginal and Torres Strait Islander peoples in communities not serviced by an IKC
- Collaborating with a diverse range of partners across many sectors, institutional boundaries and geographic regions
- Partnering with the corporate sector to design, develop and deliver programs and services
- Meeting future storage, access and preservation requirements for physical and digital collections
- Continuing to secure long term revenue sources from donors and sponsors in financially challenging times
- Providing free access to information for all Queenslanders and supporting their participation in the knowledge economy
- Increasing the agility of our workforce and culture to be more responsive to rapid changes in digital technologies and customer expectations

Our Key Performance Measures

Indicators	Measures
Collection growth	▪ Growth of the State collection
Content usage	▪ Usage of the State collection and subscription databases ▪ Usage of the Queensland public libraries lending collection
Visitation	▪ Visits to the State Library - Onsite ▪ Visits to the State Library – Online
Participation	▪ Participants in public programs
Regional reach	▪ Percentage of Indigenous communities with a library service ▪ Total borrowing from public libraries ▪ Percentage of grants to regional Queensland
Client satisfaction	▪ Satisfaction with services and programs

Our Key Objectives and Strategies

1. Capturing *Queensland memory* for current and future generations

- Position the John Oxley Library as the comprehensive gateway to Queensland's treasure house of voices, stories, knowledge and culture
- Lead the development of a collaborative distributed framework for *Queensland memory*
- Increase community engagement with the collections through community created content
- Preserve and manage digital and physical content for current and future generations

2. *Keeping Culture Strong*

- Support and encourage Aboriginal and Torres Strait Islander peoples and communities throughout Queensland's remote, regional and urban settings to access, preserve, create, share and manage their own Indigenous Knowledge systems
- Develop Aboriginal and Torres Strait Islander literacy and community capacity to record and access information in a digital environment
- Build the capacity of Aboriginal and Torres Strait Islander communities through the expansion, development and maintenance of the Indigenous Knowledge Centre (IKC) network
- Further the development of kuril dhagun, the State Library's IKC, as a centre of excellence in engagement with Aboriginal and Torres Strait Islander peoples

3. Optimising learning and engagement with collections and services

- Provide onsite and online experiences that foster participation, learning and creativity
- Develop rich and expansive programs that engage new and diverse audiences throughout Queensland and the world
- Develop a fully integrated e-learning platform and packages to support public programs and long time learning and long reach goals
- Create client-driven experiences and systems that enable intuitive navigation of information needs

4. Promoting reading, writing and ideas

- Enable increased digital literacy for geographically, socially and ethnically diverse communities
- Lead the *State of Writing* partnership model and programming framework to inspire new forms of creation and engagement in reading, writing and ideas throughout Queensland
- Build recognition of the State Library, public libraries and IKCs as a trusted resource for early and adult literacy in Queensland
- Champion and host events which lift the State Library's profile to an international level

5. Supporting the ongoing development of vibrant public libraries

- Promote equity and access to library services for all Queenslanders
- Advance best practice approaches in library management
- Build the capacity of public libraries across Queensland through leadership, advocacy and financial assistance
- Partner with public libraries in delivering services and programs to communities across the State

6. Developing innovative models for libraries of the future

- Progress *The Edge* as a leading digital centre for young people in their creative endeavours across science, art and technology
- Develop the Asia-Pacific Design Library as a leading centre for design knowledge
- Harness digital technologies to position the State Library as a creative and imaginative 21st century library

7. Growing our organisational capability and infrastructure

- Build a coherent voice in the market and a powerful and recognisable brand for the State Library and all its activities
- Facilitate a comprehensive and long term approach to managing the State Library's buildings, assets and infrastructure
- Increase the agility and alignment of the State Library's culture and workforce to meet future demands
- Develop a strong partnership framework with the corporate sector, government, and communities to deliver a wide array of services and programs
- Increase self-generated revenue through multiple channels and sources

Key policies that inform our Strategic Plan

- *Toward Q2: Tomorrow's Queensland* – The State Library contributes to the realisation of the State Government's agenda, supporting the *Smart, Strong and Fair* ambitions through a focus on literacy, long time learning and cultural enrichment for all.
- The *Queensland Arts and Cultural Sector Plan 2010–2013*, a pivotal policy that informs the State Library's plans particularly in terms of audience engagement, culturally active communities, creative spaces and places, and commitment to ongoing learning.
- The State Library's strategic policy, *Enriching the lives of Queenslanders: Strategic directions for the State Library of Queensland towards 2012*, also guides service development.
- *Expanding Horizons: Positioning Queensland Public Libraries for the Future* guides the development of Queensland public libraries. The review of this policy in 2011/2012 will be led by the State Library in partnership with the Local Government Association of Queensland, the Queensland Public Libraries Association, local governments, public libraries and other stakeholders.
- As a member of National and State Libraries Australasia (NSLA), the State Library influences and supports the change agenda policy as well as supporting the Australian Library Information Association and the International Federation of Library Associations policies.

Corporate Governance Framework

The State Library's corporate governance framework facilitates effective and efficient delivery of its responsibilities and includes a comprehensive approach to planning and reporting to the State Library's governing body, the Library Board of Queensland, as well as the Queensland Government.

The Board draws its powers from the *Libraries Act 1988*, the object of which is to contribute to the cultural, social and intellectual life of all Queenslanders. Guiding principles for achieving the object are:

- (a) leadership and excellence should be demonstrated in providing library and informational services;
- (b) there should be responsiveness to the needs of communities in regional and outer metropolitan areas;
- (c) respect for Aboriginal and Torres Strait Islander cultures should be affirmed;
- (d) children and young people should be supported in their understanding and use of library and informational services;
- (e) diverse audiences should be developed;
- (f) capabilities for life-long learning about library and informational services should be developed;
- (g) opportunities should be developed for international collaboration and for cultural exports, especially to the Asia-Pacific region;
- (h) content relevant to Queensland should be collected, preserved, promoted and made accessible.

This Strategic Plan is for the period 1 July 2011 to 30 June 2015. Further detail on the activities and performance measures for the first year of this Strategic Plan is available in the State Library's *Operational Plan 2011-12*.

Key reporting elements include:

Annual Reports

<http://www.slq.qld.gov.au/about/pub/corp>

Service Delivery Statements

<http://www.budget.qld.gov.au/budget-papers/bp5.shtml>