

# STATE LIBRARY OF QUEENSLAND STRATEGIC PLAN 2022-26

## VISION

Inspiring possibilities through knowledge, stories and creativity

## PURPOSE

Founded in 1896, State Library of Queensland is the leading reference and research library in Queensland. State Library is responsible for collecting and preserving a comprehensive collection of Queensland's cultural and documentary heritage, providing free access to information for all Queenslanders, and for the advancement of public libraries across the state.

State Library is committed to the Queensland Government's objectives for the community — **Unite and Recover:**



**backing our frontline services** by delivering world-class reference and information services, documenting and making accessible Queensland's history and stories, and delivering engaging learning experiences



**growing our regions** through a partnership with local government to enable a thriving network of 320+ public libraries and Indigenous Knowledge Centres



**investing in skills** by providing all Queenslanders with free access to online learning and skills development resources, and career development opportunities for Queensland's writers.

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

- **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 local places and global digital spaces** — enabling statewide access to collections and integrating rich digital experiences into programs, learning initiatives and exhibitions
- **drive social change across the state** — delivering programs that encourage discussion, debate and lifelong learning to increase awareness, understanding and tolerance across Queensland
- **strengthen Queensland 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 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.

## 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.

**Objective 1**  
**TRUSTED  
CONTENT**

*Collect, preserve and provide access to trusted content*

**Objective 2**  
**SHARED  
EXPERIENCES**

*Grow our audience through rewarding experience*

**Objective 3**  
**FUTURE-FOCUSED  
PEOPLE AND PROCESSES**

*Enable continuous improvement and innovation*

**STRATEGIES**

Intentionally collect a trusted record of Queensland  
Seek and share diverse stories  
Encourage and collaborate on research to deepen knowledge  
Engage with people as seekers and creators  
Preserve the collection for future generations

Improve access, so it's easier to find and use information  
Empower our clients to create, participate and learn  
Scale services to reach new audiences  
Deliver and promote lifelong learning opportunities  
Advocate for public libraries and partner with local government to enable a thriving network of public libraries and Indigenous Knowledge Centres

A culturally diverse workforce, with different skillsets, experiences and thinking styles  
Share, understand, and challenge our own and others' work so we continue to transform  
Evaluate our services and share compelling stories of impact  
Attract investment and partnerships

**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

Overall visitor satisfaction with services and programs  
Average cost per visit

**OUR ENDURING VALUES**



We provide free and equitable access



We share



We seek diverse voices



We belong to the community

State Library respects, protects and promotes **human rights** in our decision-making and actions.

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.

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

**2022-23:**  
\$70,283,000

**2023-24:**  
\$71,569,000

**2024-25:**  
\$72,802,000