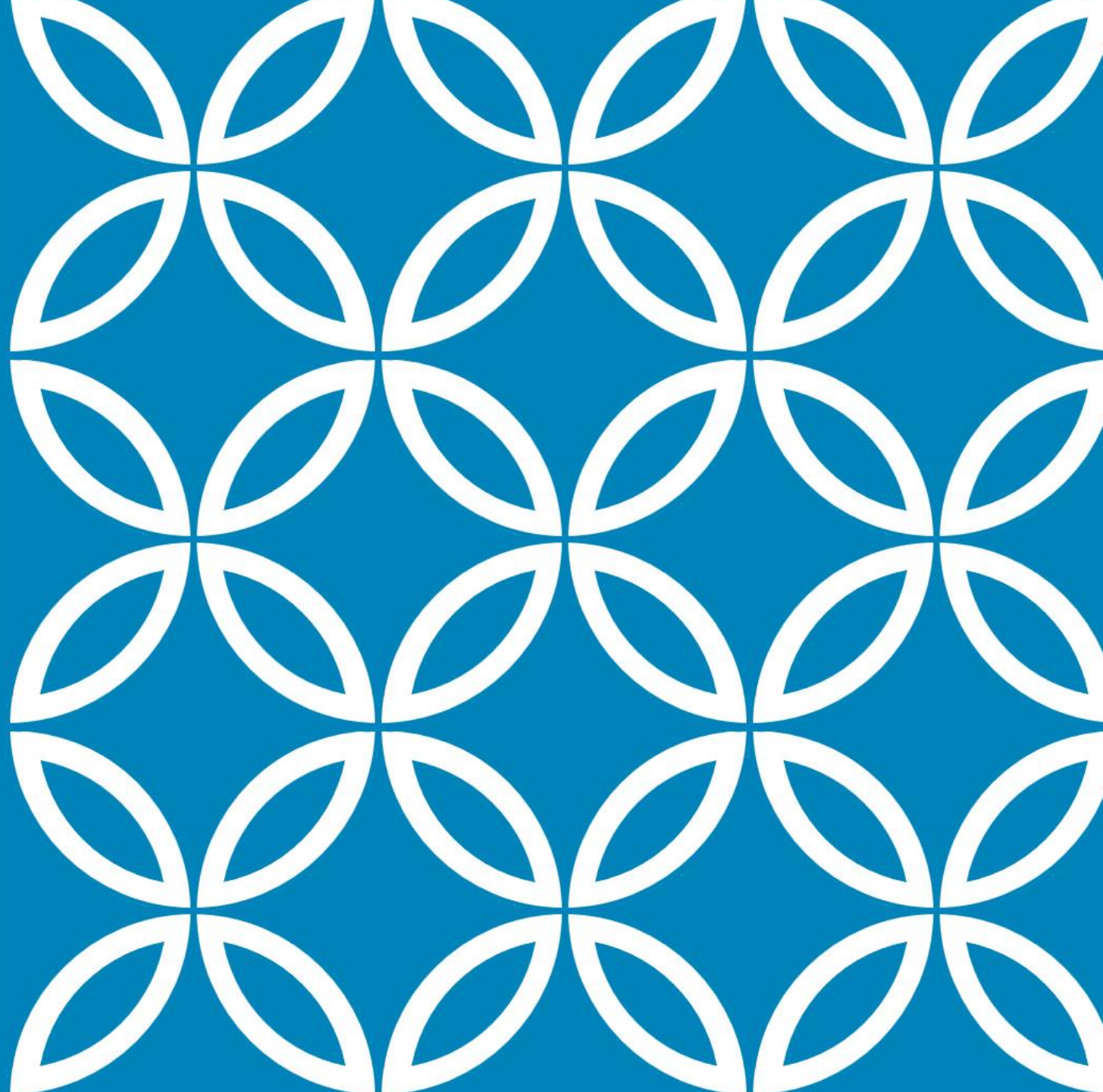


STRATEGY: A DRIVER FOR SUCCESS

Vicki McDonald
State Librarian and CEO
State Library of Queensland

**Design and Development of
Public Library Services
Patterns, Experience, Idea.
17-18 May 2022**





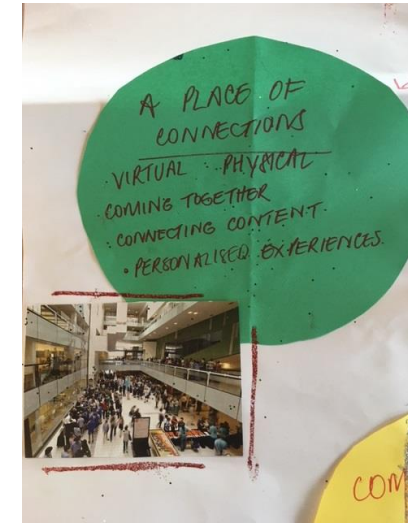
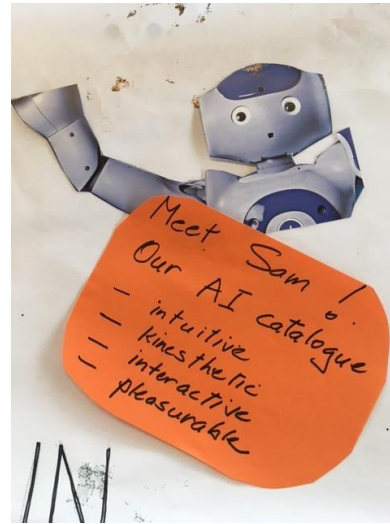
PURPOSE OF STRATEGIC PLANNING

Strategic planning is an ongoing organisational process that helps agencies (libraries) identify their **objectives**, the **strategies** they can implement to achieve them and the **performance indicators** to measure how well their outcomes achieved their objectives.

Source: Agency Planning Requirements (2022 planning period)

https://www.forgov.qld.gov.au/_data/assets/pdf_file/0023/183551/agency-planning-requirements.pdf







Inspiring
possibilities
through
knowledge,
stories and
creativity

OUR VISION

STATE LIBRARY OF QUEENSLAND
STRATEGIC PLAN 2021-2025

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.

HUMAN RIGHTS

We will respect, protect and promote human rights in our decision-making and actions.

OUR ENDURING VALUES



We provide free and equitable access



We share



We seek diverse voices



We belong to the community

STRATEGIC RISKS AND OPPORTUNITIES

We will manage our strategic risks and the impacts by:

- responding to the uncertainty of the COVID-19 context: continuing to be agile with service delivery.
- keeping pace with change: constantly transform to be relevant to all people in the different stages of their lives, and in response to changes in the community.
- collecting today what will be important tomorrow: build and preserve a comprehensive collection.
- curating and presenting in a way that is trusted and relevant: provide diverse perspectives and opportunities for discussion.
- attracting investment in a competitive fiscal environment: share compelling stories of impact.
- managing and storing our collections to appropriate standards: ensure collections are available for future generations.

We will embrace opportunities to maximise benefits for all Queenslanders through:

- our expertise and our collections: provide statewide access to content.
- our reputation for high-quality content and services: maintain our standing as a trusted organisation.
- our statewide reach: harness new technologies so our content is available to all and strengthen our relationship with local government.
- our trusted relationships with First Nations communities: celebrate unique knowledge and culture in culturally informed and respectful ways.

State Library of Queensland is committed to the Queensland Government's objectives for the community – Unite and Recover. State Library:

- backs 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.
- contributes to **growing our regions** through a partnership with local government to enable a thriving network of 320+ public libraries and Indigenous Knowledge Centres.
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Objective 1
TRUSTED
CONTENT

Collect, preserve and provide access to trusted content

Objective 2
SHARED
EXPERIENCES

Grow our audience through rewarding experiences

Objective 3
FUTURE-FOCUSSED
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 life-long 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

Number of additions to the collection
Use of content

Visits onsite and online
Number of new members
Visits to public libraries

Customer satisfaction with State Library visitor services, information services, collections and programs
Average cost per visit

SUSTAINABLE DEVELOPMENT GOALS

The UN SDGs provide a shared global framework of development priorities. State Library references three of the goals that provide a guide on how our work and impact align with this global movement to pursue inclusive, equitable and safe communities.



SDG 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

- dedicated staff who support early literacy and lifelong learning.
- access to information and research for students statewide.
- inclusive spaces where cost is not a barrier to new knowledge.



SDG 10. Reduce inequality within and among communities

- welcoming and safe spaces that make learning accessible to all, including marginalised groups.
- equitable access to information and programs that support social, political and economic inclusion.



SDG 11. Make cities and human settlements inclusive, safe, resilient and sustainable

- trusted institution devoted to promoting cultural inclusion and understanding.
- documentation and preservation of cultural heritage for future generations.

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The purpose of strategic planning is to:

- describe the vision (strategic direction) of the agency

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- identify the agency's purpose

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The purpose of strategic planning is to:

- demonstrate how the agency (library) objectives will contribute to the achievement of the whole-of-Government direction

Supports government policies:

Unite and Recover

Creative Together: A 10 year roadmap for arts, culture and creativity in Queensland

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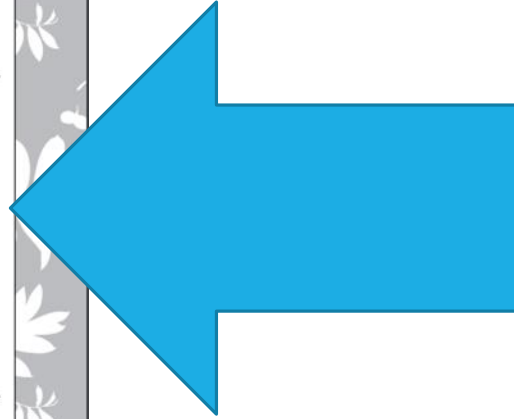
The purpose of strategic planning is to:

- identify key strategic risks and opportunities for the agency

Strategic risks and impacts

Opportunities and benefits

Objective 1 TRUSTED CONTENT <i>Collect, preserve and provide access to trusted content</i>	Objective 2 SHARED EXPERIENCES <i>Grow our audience through rewarding experiences</i>	Objective 3 FUTURE-FOCUSSED PEOPLE AND PROCESSES <i>Enable continuous improvement and innovation</i>
STRATEGIES		
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 life-long learning opportunities Advocate for public libraries and partner with local government to enable a thriving network of public libraries and Indigenous Knowledge Centres 	<ul style="list-style-type: none"> 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		
<ul style="list-style-type: none"> Number of additions to the collection Use of content 	<ul style="list-style-type: none"> Visits onsite and online Number of new members Visits to public libraries 	<ul style="list-style-type: none"> Customer satisfaction with State Library visitor services, information services, collections and programs Average cost per visit
 <p>The UN SDGs provide a shared global framework of development priorities. State Library references three of the goals that provide a guide on how our work and impact align with this global movement to pursue inclusive, equitable and safe communities.</p>		
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The purpose of strategic planning is to:

- describe strategies to make the agency's vision a reality

Strategies are aligned to the three objectives of





- *Trusted Content*
- *Shared Experiences*
- *Future-focussed people and processes*

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- determine how the objectives will be measured (performance indicators)

Performance indicators for each objective

- Number of additions to the collection*
- Use of content*
- Visits onsite and online v*
- Visits to public libraries*
- Customer satisfaction*
- Average cost per visit*



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THANK YOU!

Vicki McDonald
State Librarian and CEO
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