



STATE LIBRARY
VICTORIA
What's your story?

STATE LIBRARY VICTORIA

Diversity and social inclusion action plan 2017-20



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CEO message

In 1856 the Melbourne Public Library opened as a gathering place where all people were welcome and access to information was free. These principles remain at the heart of State Library Victoria today, and inform the way we plan for the future.

Guided by both the longstanding and emerging needs of the Victorian people, in 2016 we set our four-year strategic plan, detailing the vision, purpose and goals to guide us over the coming years.

Our approach to diversity and social inclusion is underpinned by our vision to be a library for all in a changing world, and by our goal to ensure there are no barriers for anyone wanting to access the Library's resources and services.

It is a time of profound change in our community with a growing population, an ever evolving demography, and many aspects of everyday life moving online. This *Diversity and social inclusion action plan 2017-20* sets a course for the Library in our work to increase participation and inclusion across all sectors of the community. The initiatives outlined will help us meet the challenges ahead, leading the way in library service delivery and – above all – continuing to serve the people of Victoria and the world.

Kate Torney
Chief Executive Officer

VISION

A library for all in a changing world

PURPOSE

Inspiring possibilities

We believe in the power of knowledge to change lives.

We encourage learning, exploration, imagination and creativity.

We open up possibilities for all Victorians.

We preserve and share the stories of Victoria and the world, so they can inform and inspire.

We provide innovative programs and spaces for wonder, contemplation and connection.

We are leaders in our industry and a partner of choice, striving to make a positive difference.

OUR GOALS

1. People at the heart

The needs of the people we serve are central to all that we do.

2. No barriers

We are accessible to everyone and welcoming to all.

3. Open and inviting

We surprise, delight and inform by sharing stories, collections, spaces and expertise.

4. A library for the future

We are agile, innovative and forward-thinking. We offer world-class library services today and are building strong foundations for tomorrow.

Introduction

The Library

State Library Victoria is at the heart of the cultural, economic and social life of Victoria's thriving and diverse community. We offer a full calendar of free exhibitions, events, talks, tours and children's programming as well as a collection of nearly 5 million books, manuscripts, serials, photographs, artworks, maps and ephemera. Every year more than 2 million people visit our site, while a further 4.2 million visit online. This makes us one of the busiest public libraries in Australia.

State Library Victoria's vision and mandate is to be a library for all – Victorians, as well as interstate and international visitors – in a changing world.

Our values

Innovation: We recognise and embrace new technologies, ideas and opportunities to improve, grow and develop as individuals and as industry leaders in a challenging environment.

Collaboration: We work together and with partners, sharing knowledge and resources to advance universal access to information.

Engagement: We work to understand, connect and meet the needs and expectations of our communities in the most appropriate ways.

Excellence: We provide an outstanding service at all times in a professional and ethical manner.

Respect: We strive to create an open and caring community by valuing and supporting individuals, and acknowledging the strength of diversity.

Our challenge

The Library's challenge is to continue supporting the changing needs and aspirations of all Victorians in the face of rapid and diverse population growth, disruptive technologies and structural dislocation.

The digital environment

The rise of the digital economy has seen many aspects of everyday life move online. This has created a barrier to access for those not connected to the online world, and has resulted in disadvantage and exclusion. Recent Australian research identifies that inequalities in digital access, affordability, skills and ability deepen the risk associated with social, economic and cultural disadvantage. People living with a disability, Indigenous Australians and those living in regional and remote communities are disproportionately vulnerable to digital exclusion.

Eliminating social exclusion in the digital sphere would ensure that all Victorians can contribute to, and participate equally in, more aspects of community life. Libraries are the most trusted, highly used institution in any community, offering access to information and technology, as well as a safe public space to interact beyond formal education structures. As such, they are uniquely positioned to support this social inclusion, enhancing the economic and social growth of Victoria and its citizens.

What is diversity and social inclusion?

Diversity is fundamental to human society – each individual's identity comprises a unique blend of characteristics, such as:

- age and generation
- cultural and linguistic background
- intellectual and physical ability
- gender
- socio-economic background
- level of education
- faith.

Diversity is recognised as 'a precious community asset ... that supports people to thrive and respond better to change in a complex, unpredictable world'.¹ But it is also closely linked to the discrimination, disadvantage and social exclusion of vulnerable groups.

A socially inclusive worldview places the responsibility on mainstream society to ensure equal access to participation in society for those vulnerable groups, so all members of society have equal opportunity.

The policy and legislative context

The Library's *Diversity and social inclusion action plan 2017-20* draws on global, national and state policy priorities and objectives, which are listed in full in Appendix 1.

The plan also draws on the Victorian Government's *Strategic framework to strengthen social cohesion and the resilience of its communities*. This framework is informed by the five-domain social inclusion model developed by the Scanlon Foundation and Monash University:

- belonging – shared values, identification and trust
- social justice and equity – equality of opportunity and trust in institutions
- participation – voluntary work, political and co-operative involvement
- acceptance and rejection, legitimacy – experience of discrimination, attitudes towards minorities and newcomers
- worth – life satisfaction and happiness, future expectations.

Under Victoria's *Disability Act 2006*, government agencies such as the Library are required to lodge and implement a Disability action plan outlining initiatives to break down barriers to employment, promote social inclusion and changes in cultural attitudes and practices. The Library's *Diversity and social inclusion action plan 2017-20* is intended to replace our previous *Disability action plan*, and it will continue to address the requirements outlined in Victoria's Disability Act.

The *Diversity and social inclusion action plan* aligns with the Library's four strategic goals:

- People at the heart
- No barriers
- Open and inviting
- A library for the future.

The plan

The Library's inaugural *Diversity and social inclusion action plan 2017–20* builds on our fundamental commitment to equitable access to information, and draws on our experiences and knowledge of delivering inclusive services to a community diverse in age, culture and ability. It outlines our approach to removing barriers to access, further opening up the opportunities available at the Library to our visitors.

Consultation

The plan is informed by community surveys, workshops and interviews, and ongoing audience research related to the Library's strategy review and the Vision 2020 redevelopment. The Library welcomes, and will continue to pursue, opportunities to hear and respond to the needs of our community.

The plan is concerned with the Library's priority audiences as identified in the 2016 *Strategic Plan*:

- Young learners
- People with a disability
- Aboriginal and Torres Strait Islanders
- Culturally and linguistically diverse (CALD) communities
- Victorians living in remote or regional areas.

Actions

The initiatives outlined in appendix 3 address:

- the built environment – notably the transformation of physical spaces under the Vision 2020 redevelopment
- communications
- service design and delivery
- workforce and employment practices
- community engagement.

Accountability

Progress will be monitored by the responsible senior managers, and outcomes and achievements will be published in the Library Board of Victoria's annual report. The plan is intended to be a living document and will be subject to annual review and renewal so it continues to reflect the changing service needs of our diverse community.

Initiatives

People with a disability

Barriers to access

One in five Australians, and more than one million Victorians, are living with some form of the wide range of physical and mental conditions we call disabilities. People living with a disability frequently experience barriers that impact their access to opportunities in education, employment, health and wellbeing.

The Library's existing services for people with a disability include individualised support; bookable courtesy wheelchairs; and a range of adaptive technologies, including audio loops for events and tours, which are available on request.

Accessible spaces

Our targeted research shows that improved access to, and within, the Library building is a critical priority for people with a disability.

These accessibility issues have been a major consideration in our planning for the Vision 2020 building redevelopment. The redevelopment includes:

- new ramp access on La Trobe Street
- adjustable desks and seating
- low kiosks and information desks for wheelchair access
- kiosks offering easily adjustable font size for low-vision visitors
- adaptive technologies such as zoomtext, JAWS (Job Access with Speech, screen-reader) software and Kurzweil readers, will be offered alongside general-use technology, so people with a disability no longer have to find a separate section of the library.

Accessible events

The Library is committed to further exploring and implementing improved access for community events, such as providing AUSLAN interpretation, programming autism-friendly sessions for young learners and families, and supplying Feelix kits for low-vision or blind children. The Library worked with Arts Access to provide disability awareness training for staff, and to conduct an assessment of the quality of our services – particularly in our galleries and gallery tours – from the perspective of people with lived experience of disability. This assessment will form the basis of improvements to accessibility in our exhibitions spaces.

An accessible workplace

State Library Victoria provides a workplace that actively welcomes and values the unique contributions of all people. The Library is an equal opportunity employer and acts in accordance with our obligations under the Victorian *Equal Opportunity Act 2010* and the Victorian Charter of Human Rights and Responsibilities. Disability awareness training for staff and volunteers is an ongoing priority.

Aboriginal and Torres Strait Islanders

Barriers to access

Victorian Aboriginal and Torres Strait Islanders are a growing population, of close to 50,000 people across the state. The members of this community face disproportionate and multiple layers of disadvantage, including shorter life expectancy, higher rates of infant mortality, poorer health, and lower levels of education and employment than non-Indigenous Australians. Around one-third of Aboriginal and

Torres Strait Islander Victorians are under the age of 15, and only 5.3 per cent are over 65 years of age.²

The Library and government

Victoria has adopted a whole-of-government approach to work with the Aboriginal community to address and reverse areas of disadvantage, focusing on self-determination.

As a public institution, State Library Victoria acknowledges the heritage and culture of Victoria's First Peoples.

National and State Libraries Australasia

The Library is a member of the National and State Libraries Australasia (NSLA) and commits to nationally and internationally recognised protocols to ensure that collections and services are accessible, appropriate and responsive to the needs and perspectives of Aboriginal and Torres Strait Islander peoples, see Appendix 2.

As a member of NSLA, the Library commits to promoting standards of excellence across the library and information sector, with a focus on:

- the right of Aboriginal and Torres Strait Islander peoples to be informed about collections that exist relating to them, their culture, language and heritage
- the right of Aboriginal and Torres Strait Islander peoples to determine use and access provisions for heritage materials that reflect Aboriginal and Torres Strait Islander history, culture, language and perspectives
- the inclusion of Aboriginal and Torres Strait Islander peoples in decision-making processes at all levels to achieve informed and appropriate directions and agendas across the library and information sector
- the development of strategies to increase

employment and retention of Aboriginal and Torres Strait Islander staff within the library and information sector

- the development of strategies to strengthen cultural competency across our workforce, including knowledge and awareness of issues for Aboriginal and Torres Strait Islander library users
- the development of strategies to return usable copies of collection material to cultural owners to support cultural and language maintenance or revitalisation.

Employment opportunities for Aboriginal and Torres Strait Islander Victorians

The Library employs a 0.6 FTE Koori Librarian whose role is supported by a 0.6 FTE Koori Officer – both positions are identified for Aboriginal and Torres Strait Islander applicants only. The primary role of the Koori Librarian is to guide the development of policy and practice for the implementation of the protocols endorsed in the NSLA position statement. The main policy development has been the introduction of the Cultural Permissions Program, which privileges Indigenous knowledge practices in the management of requests to use Indigenous collection material in publications and exhibitions. This ensures that Aboriginal and Torres Strait Islander peoples can determine the use of their cultural heritage held in the Library's collections.

Cultural heritage and the collection

From its early days as the first collecting institution in the new settlement of Port Phillip, State Library Victoria has been in a unique position to develop our holdings of books, photographs and other material relating to Aboriginal peoples. Beyond collecting, the Library has undertaken a number of initiatives

designed to promote understanding and recognition of the many forms Aboriginal cultural heritage takes. We have acted independently and in partnership with relevant festivals and organisations to deliver programming focusing on Indigenous art, culture, history and language.

Sharing research skills

In 2017 the Library successfully piloted a research skills program to meet the information needs of members of the Koori community. The program supported the exchange of expertise between Library staff and members of the Koori community to build capacity for independent research and enable our collections to inspire new research. There will also be an Indigenous Fellowship offered in 2018–19.

A culturally aware workplace

The Library provides Aboriginal cultural awareness training for staff to help build knowledge exchange and engagement, and will continue to over the next three years.

Young learners and families

Barriers to access

Literacy skills are increasingly important in today's knowledge society, but 12.6 per cent of Australians reach adulthood without the basic literacy skills required for everyday life.³ In low socio-economic and culturally and linguistically diverse communities the percentage is much higher.

In the early years, only 18 per cent of Australian 3-year-olds participate in early childhood education, compared with the OECD average of 70 per cent, ranking Australia 34 out of the 36 OECD countries. In addition to this, nearly

one in five Victorian children of pre-school age is 'vulnerable' and one in ten is 'at risk' in terms of language and cognitive skills. Research shows that without intervention, these barriers to educational achievement will continue to grow and have lasting effects on the child throughout their life.

Building literacy early

As a public institution, the State Library plays a central role in assisting Victorian children and their families nurture literacy skills and a love of reading. Building this foundation in children and young adults not only improves learning and employment outcomes, but also directly influences the creation of a vibrant, inclusive and prosperous Victoria. Embedding books and stories into daily life also builds general life skills, reflecting the world around us and helping us imagine better futures.

Space for literacy

The Library has seen an increase in demand for literacy programming across all age levels – from the early years, through the middle grades to young adulthood. In addition to continuing our delivery of outstanding programs, events and exhibitions for children and youth, as part of the Vision 2020 building redevelopment project we will construct a new dedicated children's learning centre – the Children's Quarter. This dedicated area, as well as revitalising programming, will increase the Library's engagement with young learners. The Children's Quarter will be linked to upgraded facilities essential for this age group, including a family room, new toilets and change rooms.

Culturally and linguistically diverse (CALD) communities

Barriers to access

Victoria is the most culturally and linguistically diverse state in Australia, with more than 260 languages and 135 different faiths represented in the Victorian community. More than a quarter of Victorians were born overseas, and nearly half were either born overseas or have at least one parent born overseas. Just under a third of Victorians speak a language other than English at home. This cultural and linguistic diversity is a great strength of our state, but members of CALD communities often don't enjoy equal access to information and opportunity.⁴

The Library's audience

Victoria's cultural diversity is reflected in the Library's visitor demographics as identified in the 2016 annual intercept survey: more than 60 per cent of our onsite visitors were born outside of Australia and over half speak a language other than English at home, with Mandarin and Cantonese at 24 per cent and 14 per cent respectively. Approximately 30 per cent of Library visitors are students, with international students making up 48 per cent of this cohort.

The Library and government

Victoria's commitment to multicultural communities, firmly establishing the principles and benefits of multiculturalism and identifying the need to reduce disadvantage, has been formalised in legislation including:

- *Multicultural Victoria Act 2011*
- *Victorian Charter of Human Rights and Responsibilities Act 2006*
- the recently released policy statement, *Victorian. And proud of it.*

Under the Multicultural Victoria Act, the Library is responsible for delivering and reporting on our efforts to provide equitable and responsive services, collections and programming to meet the needs and aspirations of Victoria's diverse communities.

Curation

We curate exhibitions and programs in collaboration with targeted communities, including from CALD backgrounds.

Consultation

Over the next three years we will work to gain a deeper understanding of the needs and aspirations of CALD audiences through research and community consultation, continuing to seek out new opportunities to celebrate and promote Victoria's cultural diversity.

Regional and outer metropolitan communities

Barriers to access

At the close of 2016 Victoria's population was over 6.2 million – we are the fastest growing state or territory in Australia. By 2031, this number is expected to reach 7.7 million, and by 2051, around 10 million. Melbourne is also the fastest growing of the capital cities, with the three fastest growing suburbs in Australia.⁵

The population of rural and regional Victoria is also increasing, but at a slower, uneven rate. These communities are dealing with a range of complex and disruptive issues, including increasing global competition, workforce restructuring and rapid technological change. In addition to this, within these communities

are those – such as the aged, people with a disability, non-English speaking communities and Torres Strait Islanders – experiencing entrenched socio-economic disadvantage and disenfranchisement, in part due to a lack of critical mass.

The Library and government

Under the *Regional statement: your voice, your region, your state* (2015), the Victorian Government has outlined the following key strategies to support regional planning and development:

- regional partnerships
- stronger links between local and state planning and policy decisions
- community engagement
- greater investment for jobs, education, communities and infrastructure.

State Library Victoria and Victoria's public libraries

Our collaborative relationship with Victoria's 275 public libraries allows us to connect with regional and outer metropolitan Victorians. Engaging with these communities, especially those with limited access to literary resources and events, has been a major focus, and will continue to be over the next three years.

Signature programs include:

- High Road to Reading program, with author visits to participating regional public libraries
- Family history presentations in libraries and historical centres across the state
- Victorian heats of the Australian poetry slam
- Touring exhibitions such as:
 - *Writing the war: personal stories from WWI* (2016–18)
 - *Story Island: an adventure in pictures* (2016–18)
 - *Self-made: zines and artist books* (2017–19).

Digital connection

Our Vision 2020 redevelopment will equip the Library with the tools to connect digitally with audiences in regional Victoria and beyond, in real time. The Library is also working on a proposal to develop a statewide network of co-working entrepreneurial spaces in partnership with public libraries and Creative Victoria. Fourteen public library services in regional Victoria, Melbourne's outer growth corridors and in metropolitan Melbourne have expressed interest in joining as initial partners.

Appendix 1:

International, national and state commitments to equal rights

At the international level, a commitment to equal rights has been formalised in initiatives such as:

- Universal Declaration of Human Rights (1948)
- Declaration on the Rights of the Child (1989)
- Declaration on the Rights of People with Disabilities (2006)
- Declaration on the Rights of Indigenous Peoples (2007).

At the national level, a number of legislative and policy initiatives have been enacted to deliver equitable services to disadvantaged communities, including:

- *Australian Human Rights Commission Act 1986*
- *Disability Discrimination Act 1992*
- *Racial Hatred Act 1995*
- *Children, Youth and Families Act 2005*
- *Multicultural Australia – united, strong, successful – Australia’s Multicultural Statement 2017*
- *National Disability Insurance Scheme 2013*
- *National Disability Strategy 2010–20*
- *Indigenous Advancement Strategy 2016.*

At the state level the legal and policy framework to support social inclusion includes:

- *Charter of Human Rights and Responsibilities 2006*
- *Children, Youth and Families Act 2005*
- *Equal Opportunity Act 2010*
- *Multicultural Victoria Act 2011 and policy statement*
- *Victorian. And proud of it 2017*
- *Disability Act 2006*
- *Absolutely everyone: state disability plan 2017–20*
- *Racial and Religious Tolerance Act 2001*
- *Victorian Indigenous affairs framework*
- *Wirralung Ganai: our people – Aboriginal inclusion plan 2015–17.*

Appendix 2:

National and international protocols and policy frameworks

National and international protocols and policy frameworks include:

- The Aboriginal and Torres Strait Islander Library, Information and Resource Network (ATSILIRN): *Protocols for libraries, archives and information services*
- The United Nations Declaration on the rights of Indigenous Peoples.

Appendix 3

Table of initiatives

This action plan has been developed within the framework of the Library's 2016-20 strategic plan, with major activities and initiatives aligned with our four key goals:

1. People at the heart
2. No barriers
3. Open and inviting
4. A library for the future

GOAL 1. People at the heart – the needs of the people we serve are at the centre of all we do

OUTCOME: We are relevant and valued, driven by the needs of the community we serve

Strategic priorities	Key initiatives 2016-17	Key initiatives 2017-18	Key initiatives 2018-19	Key initiatives 2019-20	KPIs
<p>We develop a deeper understanding of community needs by investing in consultation, data gathering and ongoing analysis</p> <p>We collaborate with users and stakeholders to design our services and spaces</p>	Complete and analyse intercept survey (CM) and (selected) program survey data (SP, CP)	Complete and analyse intercept survey (CM) and (selected) program survey data (SP, CP)	Complete and analyse intercept survey (CM) and (selected) program survey data (SP, CP)	Complete and analyse intercept survey (CM) and (selected) program survey data (SP, CP)	Standard methodology and processes established to identify and respond to diverse community needs.
		Ongoing and inclusive audience research project to: build on existing baseline data, identify peak bodies to contribute information on the needs of diverse audiences, and recommend a framework that will enable ongoing collection and analysis of audience data (SP, CM)	Ongoing and inclusive audience research (SP, CM)	Ongoing and inclusive audience research (SP, CM)	Satisfaction with overall Library experience by target audience 2017-18 <15 percentage points 2018-19 <10 percentage points 2019-20 target +/- 5 percentage points
	Vision 2020 building redevelopment planning, consultation and co-design undertaken to meet the needs of diverse audiences	Vision 2020 building redevelopment – construction	Vision 2020 building redevelopment – construction	Vision 2020 building redevelopment – construction completed	100% of Vision 2020 redevelopment and refurbished spaces that meet requirements of Disability Discrimination Act and Building Code of Australia standards Accessibility maintained during the redevelopment

Key:

New initiative

Current activity

Abbreviations for responsible divisions and work groups: CDD – Collection Development & Discovery, CR – Collection Resources, CM – Communications & Marketing, CP – Community Programs, DE – Digital Experience, LS – Learning Services, PC – People & Culture, PL – Public Libraries, SDD – Service Delivery and Design, SP – Strategy & Planning, TS – Technology Services, SIWG – Social Inclusion Working Group.

GOAL 2. No barriers – we are accessible to everyone and welcoming to all

OUTCOME: We are a world leader in access, engagement and diversity in library services and programs. The Library's spaces and facilities are accessible for diverse audiences.

Strategic priorities	Key initiatives 2016-17	Key initiatives 2017-18	Key initiatives 2018-19	Key initiatives 2019-20	KPIs
The Library will work to remove or reduce barriers to accessing our spaces, collections, services and programs both onsite and online	Review accessibility of exhibition spaces (CP)	Evaluate and implement accessibility recommendations for exhibitions (CP)	Evaluate and implement accessibility recommendations for exhibitions (CP)	Evaluate and implement accessibility recommendations for exhibition spaces (CP)	Improved % of audience with a disability satisfied with accessibility of exhibitions
	Design and trial accessibility survey to identify service needs and improvements (SDD, DE)	Maintain assistive technologies (SDD, DE, TSD)	Review assistive technologies and consult with users to identify service needs and improvements (SDD, TSD, DE) Review accessibility requirements for corporate website (DE)	Vision 2020 recommended accessibility technologies and services implemented Implement accessibility of corporate website to government standards (DE)	Improved % of audience with a disability satisfied with assistive technologies and service provision Government accessibility standards met
	Communications in LOTE to support CALD access to specific programming or services – provided in Chinese and Farsi (CM) Promotion to regional audiences, via Melbourne Now (CM)	Develop communications strategy for diverse audiences, including key information about services and Vision 2020 provided in accessible formats, priority languages and multiple formats (CM, S&P, SDD, DE)	Implement communications strategy for diverse audiences, including key information about services and Vision 2020 provided in accessible formats, priority languages and multiple formats (CM)	Implement communications strategy for diverse audiences, including key information about services and Vision 2020 provided in accessible formats, priority languages and multiple formats (CM)	Communications made available in top five community languages
	Introduce multilingual printing capability to support LOTE communities (SDD, TSD)	Maintain existing LOTE technology requirements (DE, CDD, TS)	Review LOTE technology requirements (DE, CDD, TS)	Implement LOTE technology requirements (DE, CDD, TS)	
		Multilingual printing	Multilingual printing	Multilingual printing	
	Review volunteers program (LS, SDD, PC)	Prioritise opportunities to recruit volunteers from target audiences (LS, SDD, PC)	Prioritise opportunities to recruit volunteers from target audiences (LS, SDD, PC)	Prioritise opportunities to recruit volunteers from target audiences (LS, SDD, PC)	Increase the proportion of volunteers representing target audiences to 23%
	Develop and implement Child Safe Standards (PC)	Maintain Child Safe Standards (PC)	Maintain Child Safe Standards (PC)	Maintain Child Safe Standards (PC)	Child Safe Standards met

Key:

New initiative

Current activity

Abbreviations for responsible divisions and work groups: CDD – Collection Development & Discovery, CR – Collection Resources, CM – Communications & Marketing, CP – Community Programs, DE – Digital Experience, LS – Learning Services, PC – People & Culture, PL – Public Libraries, SDD – Service Delivery and Design, SP – Strategy & Planning, TS – Technology Services, SIWG – Social Inclusion Working Group.

Strategic priorities	Key initiatives 2016-17	Key initiatives 2017-18	Key initiatives 2018-19	Key initiatives 2019-20	KPIs
<p>The Library prioritises culturally diverse communities and people from disadvantaged communities across four focus areas:</p> <ul style="list-style-type: none"> • early literacy • students and schools • digital literacy • universal access. 	<p>Develop exhibitions-based programming to cater for young learners and families</p> <p>Create collection-based online educational materials for the ergo website</p> <p>Deliver core programs for schools, children and families (LS, SDD, CP)</p>	<p>Redevelop youth literature website, insideadog (LS, DE)</p> <p>Deliver programming to support disadvantaged schools:</p> <ul style="list-style-type: none"> • Research Launch Pad • Story Camp • Code Camp (LS, SDD) 	<p>Early literacy and digital literacy programs provided to target audiences (LS, SDD)</p>	<p>Early literacy and digital literacy programs provided to target audiences (LS, SDD)</p> <p>Completion of Children's and Create quarters (Vision 2020)</p>	<p>Grow annual attendance at young learner programs by 50%</p> <p>Attract more than 120,000 visitors in 2019-20</p>
	<p>Develop and trial an Indigenous Community Research Program (LS, SDD)</p>	<p>Deliver Indigenous Community Research Program (LS, SDD)</p>	<p>Indigenous Community Research Program (LS, SDD)</p> <p>Indigenous Research Fellowship (LS, SDD, CDD, CP)</p> <p>Establish an Indigenous Collections Policy (LS, SDD, CDD, CP)</p>	<p>Indigenous Community Research Program (LS, SDD)</p> <p>Indigenous Research Fellowship (LS, SDD, CP)</p> <p>Establish an Indigenous Custodial Advisory Group (LS, SDD, CDD, CP)</p>	<p>Improved % satisfaction of Aboriginal and Torres Strait Islanders</p>
<p>We extend our reach by strengthening our digital and regional delivery</p>	<p>Delivery of Indigenous Collections and Services are managed in accordance with national and international protocols, particularly the Cultural Permissions Program (CDD)</p>	<p>Delivery of Indigenous Collections and Services are managed in accordance with national and international protocols, particularly the Cultural Permissions Program (CDD)</p>	<p>Delivery of Indigenous Collections and Services are managed in accordance with national and international protocols, particularly the Cultural Permissions Program (CDD)</p>	<p>Delivery of Indigenous Collections and Services are managed in accordance with national and international protocols, particularly the Cultural Permissions Program (CDD)</p>	<p>Protocols are in place</p>
	<p>Deliver the early literacy program, 1000 books before school in partnership with public libraries (PL)</p> <p>Deliver the Adult Literacy Innovation Program in public libraries (PL)</p>	<p>Deliver the early literacy program, 1000 books before school in partnership with public libraries (PL)</p> <p>Deliver the Adult Literacy and Innovation Program in public libraries (PL)</p>	<p>Support public libraries to develop and deliver early and adult literacy programs and services (PL)</p>	<p>Support public libraries to develop and deliver early and adult literacy programs and services (PL)</p>	<p>Growth in participation – families and younger learners: 50,000 registrations for children in 1000 Books Before School.</p> <p>Growth in participation of disadvantaged audiences</p>
	<p>Deliver programs to regional Victoria:</p> <ul style="list-style-type: none"> • <i>Writing the war</i> exhibition • <i>Story Island</i> exhibition • High Road to Reading touring author program • Reading Matters touring program • Clunes Booktown Festival • Young Researcher Fellowship • Australian Poetry Slam (PL, CP) 	<p>Develop and deliver regional tours exhibitions and programming:</p> <ul style="list-style-type: none"> • <i>Writing the war</i> • Touring exhibition – <i>Self-made</i> – to public libraries around the state (PL, CP) 	<p>Develop and deliver regional tours exhibitions and programming:</p> <ul style="list-style-type: none"> • Reading Matters touring program • Touring exhibition – <i>Self-made</i> – to public libraries around the state (PL, CP) 	<p>Develop and deliver regional tours exhibitions and programming</p> <ul style="list-style-type: none"> • Touring exhibition – <i>Self-made</i> – to public libraries around the state (PL, CP) 	<p>Visit 14 regional areas per year</p>

GOAL 3: Open and inviting – we surprise, delight and inform by sharing stories, collections, spaces and expertise

OUTCOME: We reach more people in more ways than ever before

Strategic priorities	Key initiatives 2016-17	Key initiatives 2017-18	Key initiatives 2018-19	Key initiatives 2019-20	KPIs
We introduce new ways to discover, share and use our collections through technology and expertise that supports access and engagement	Develop and deliver new orientation tours for international students (LS)	Develop and deliver new school holiday program (LS) Programs and exhibitions developed and delivered by or in partnership to meet the needs of diverse audiences (CP, LS, SDD) Install screen lounge in Dome Gallery Level 4 (CP, TSD) Develop and deliver new program model – e.g. streaming technology to support programming (CP, TSD)	Programs and exhibitions developed and delivered by or in partnership to meet the needs of diverse audiences (CP, LS, SDD) Install screen lounge in Dome Gallery Level 4 (CP, TSD) Scope new browsing collection (including digital formats) for families and young learners (CR, LS) Develop and deliver new program model – e.g. streaming technology to support programming (CP, TSD)	Programs and exhibitions developed and delivered by or in partnership meet the needs of diverse audiences (CP, LS, SDD) Scope new browsing collection (including digital formats) for families and young learners (CR, LS) Develop and deliver new program model (CP)	Growth in audience participation – CALD, young learners, regional, disadvantaged communities
	Collection digitisation program provides access to content 'anywhere, anytime' facilitates re-use and creativity (CD)	Collection digitisation program provides access to content 'anywhere, anytime' facilitates re-use and creativity. (CD) Digital Fellowship (CP, DE)	Collection digitisation program provides access to content 'anywhere, anytime' facilitates re-use and creativity (CD) Digital Fellowship (CP, DE)	Collection digitisation program provides access to content 'anywhere, anytime' facilitates re-use and creativity (CD) Digital Fellowship (CP, DE)	Growth in numbers of collections digitised for online access 2017-18 target 22,000 2018-19 target 25,000 2019-20 target 25,000 Increased use of digitised collections
	Kindergarten IT Program technical streaming trial (DE in partnership with Department of Education and Training)	Implement regular streaming of Storytime to kindergartens across Victoria via SLV YouTube channel (DE)			Growth in audience participation – CALD, young learners, regional, disadvantaged communities

Key:
New initiative
Current activity

Abbreviations for responsible divisions and work groups: CD – Collection Digitisation, CDD – Collection Development & Discovery, CR – Collection Resources, CM – Communications & Marketing, CP – Community Programs, DE – Digital Experience, LS – Learning Services, PC – People & Culture, PL – Public Libraries, SDD – Service Delivery and Design, SP – Strategy & Planning, TS – Technology Services, SIWG – Social Inclusion Working Group.

GOAL 4. A library for the future – we are agile, innovative and forward-thinking. We offer world class library services today and are building strong foundations for tomorrow.

OUTCOME: We are a recognised world leader in libraries, programs and partnerships

Strategic priorities	Key initiatives 2016-17	Key initiatives 2017-18	Key initiatives 2018-19	Key initiatives 2019-20	KPIs
<p>We build our skills and embrace change. We learn from others and we share what we learn.</p> <p>We are a partner of choice, contributing to Victoria's social, economic and cultural growth.</p>	Conduct a workforce diversity audit (PC)	Workforce planning and recruitment to support employment of CALD and people of all abilities (PC)	Workforce planning and recruitment to support employment of CALD and people of all abilities (PC)	Workforce planning and recruitment to support employment of CALD and people of all abilities (PC)	Double number of staff representing target audiences 2019-20 target 6%
	Deliver staff training for working with diverse audiences – Aboriginal and cultural awareness training, disability awareness training (PC)	Disability awareness training for FOH staff and volunteers (SDD, PC)	Review and recommend staff training needs for working with diverse audiences (SDD, PC)	Implement recommendations for staff training needs (SDD, PC)	Numbers of staff, volunteers completing training
	Australian Learning Lecture (LS)				Deliver Australian Learning Lecture
	<p>JumpStart online training in digital literacy for public library staff (PL)</p> <p>Professional development for public library staff providing early years literacy service to children with special needs and those from diverse backgrounds (PL)</p>	<p>Biennial Pierre Gorman Award supporting development of innovative services to people with disabilities in public libraries (PL)</p> <p>JumpStart online training in digital literacy for public library staff (PL)</p>		Biennial Pierre Gorman Award supporting development of innovative services to people with disabilities in public libraries (PL)	<p>New services in public libraries for people with disabilities</p> <p>Numbers of library staff participating in training programs</p>

Key:

New initiative

Current activity

Abbreviations for responsible divisions and work groups: CDD – Collection Development & Discovery, CR – Collection Resources, CM – Communications & Marketing, CP – Community Programs, DE – Digital Experience, LS – Learning Services, PC – People & Culture, PL – Public Libraries, SDD – Service Delivery and Design, SP – Strategy & Planning, TS – Technology Services, SIWG – Social Inclusion Working Group.



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