

CORPORATE PLAN 2013–16





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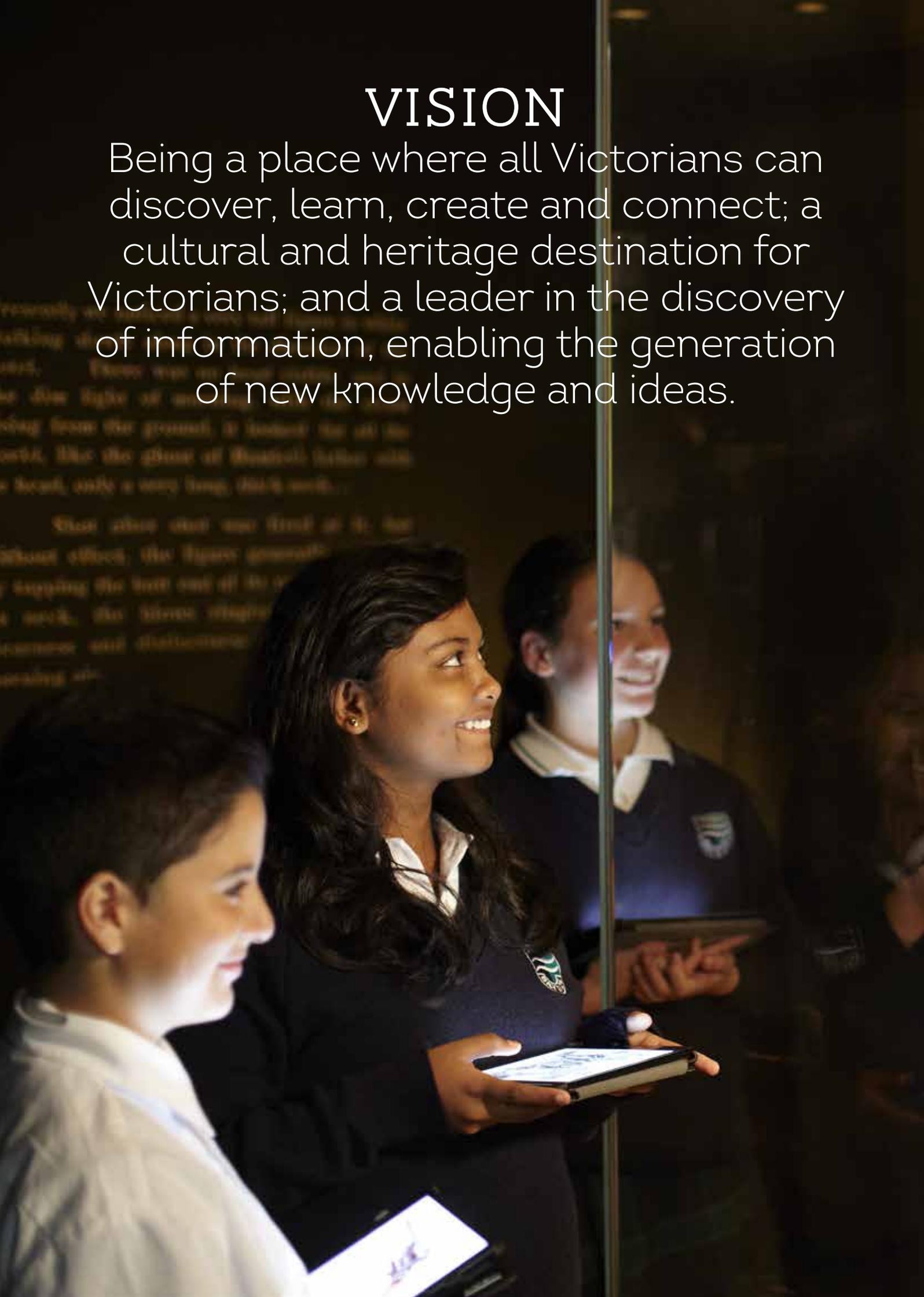
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VISION

Being a place where all Victorians can discover, learn, create and connect; a cultural and heritage destination for Victorians; and a leader in the discovery of information, enabling the generation of new knowledge and ideas.





ASPIRATIONS

The State Library of Victoria will be the centre of Victoria's creative, knowledge-based economy. As one of Victoria's key cultural institutions, we will contribute to our socially and culturally rich society to ensure that our state continues to be recognised as Australia's arts and cultural capital.

Over the next three years we will build our capabilities to deliver our vision for the Victorian community.

WE ASPIRE TO:

- ~ extend our reach into an increasingly diverse community
- ~ become the knowledge centre of Victoria through our collections, programs, services, events and debates
- ~ showcase Victoria's cultural history and splendour
- ~ open up the riches of the collection to a wide range of audiences
- ~ bring the world to Victoria
- ~ be a leader in digital library developments
- ~ increase the use of the building through reassessment and flexible building strategies
- ~ strengthen our support base through our Foundation, stakeholders and the wider community
- ~ develop a flexible, dynamic and collaborative organisational culture.



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.



FOREWORD

FROM THE CEO

The State Library of Victoria has helped position Victoria as a centre of creativity and knowledge. Unprecedented demand for library services demonstrates the Library's vital role in Victoria.

In 2012-13 we saw a record number of visitors walk through our doors, with over 1.6 million people visiting our physical space – an increase of over 5% from 2011-12. During that time there were also 3.2 million visits to the online site.

People visit us for many reasons. The Library's long-standing history, magnificent architecture and heritage collection resonates with Victorians – as do our exciting cultural and learning programs, exhibitions, events and debates. Visitors embrace the Library's role in enabling a love of learning and generation of new ideas. Victorians and tourists alike come to enjoy the building or to simply be inspired. We pride ourselves on being a place to discover, learn, create and connect.

Building on the work of the last 12 months, the *Corporate Plan 2013-16* (Corporate Plan) sets out an ambitious new direction to further Victoria's standing as an arts and cultural capital. The Corporate Plan responds to our community's needs and is proactive in identifying what the Library will achieve over the next three years.

Our building blocks of community engagement, collections and content, access, place and space, collaboration, people and capabilities, and sustainable financials and funding will enable us to achieve our overall vision and to effectively reach our goals. We will continue to review our progress against government benchmarks and our own measures, as well as best practice examples.



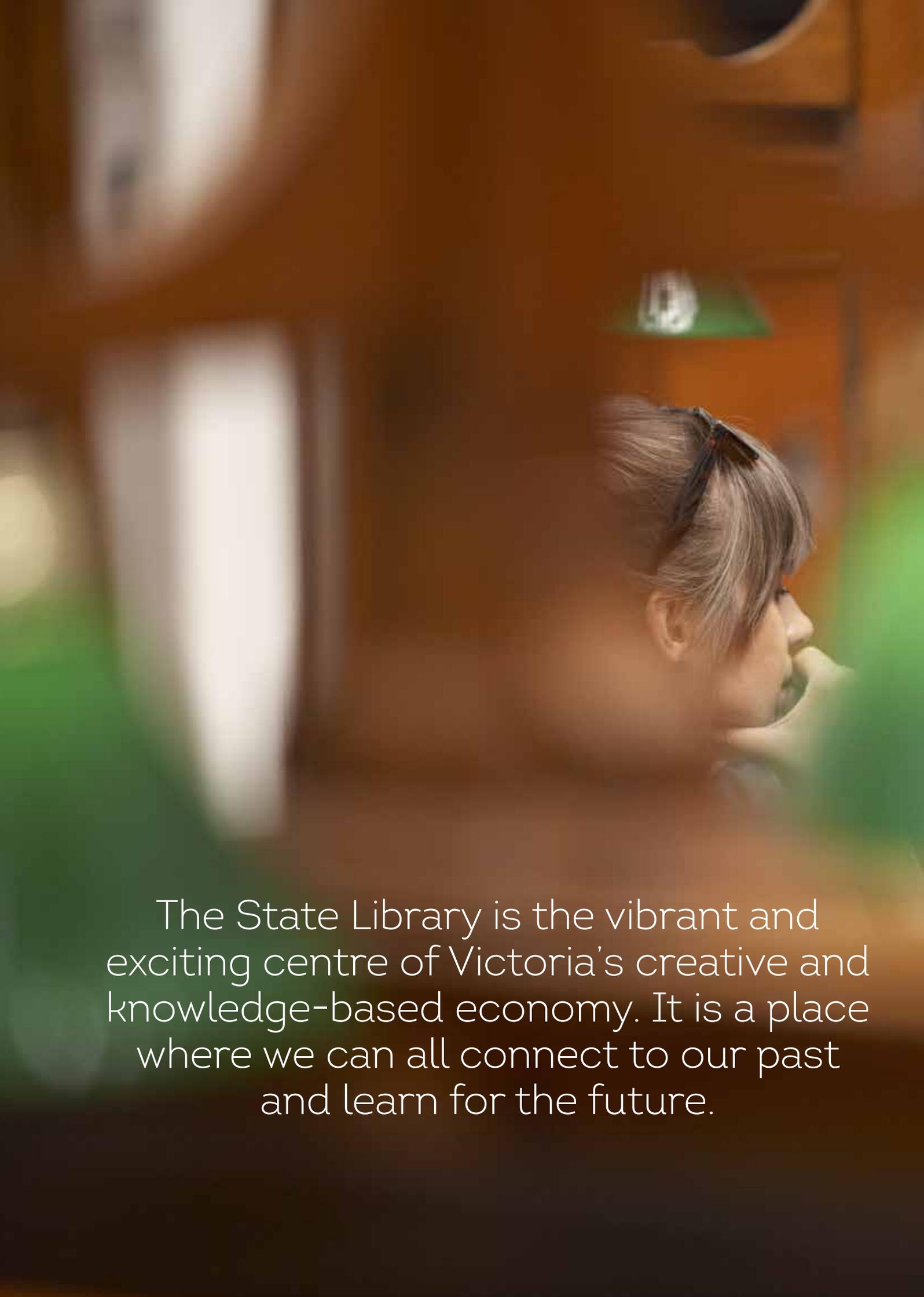
The Library will strengthen community engagement to reach out to:

- ~ new library users
- ~ young learners and their families
- ~ creatives
- ~ users in outer metropolitan and regional areas
- ~ culturally diverse (CALD) communities.

We will also invest in our digital capabilities to ensure we can meet the needs of Victorians as well as interstate and international tourists. Our building blocks can only be realised through effective investment in technology and continual innovation and training in the digital space.

Over the next three years we aim to build a community empowered with the information and tools to help position Victoria as a world-class creative, knowledge-based economy. I am confident that we can achieve our goals through the skills and enthusiasm of the Board, staff and our many stakeholders. I look forward to the opportunities and challenges ahead.

Sue Roberts
Chief Executive Officer and State Librarian

A woman with short brown hair and a black headband is shown in profile, looking at a book. The background is a blurred library interior with wooden shelves and green plants. The text is overlaid on the bottom half of the image.

The State Library is the vibrant and exciting centre of Victoria's creative and knowledge-based economy. It is a place where we can all connect to our past and learn for the future.





POLICY CONTEXT

The Library contributes to the enrichment of the cultural, educational, social and economic life of the people of Victoria. We are committed to providing access to information and learning for everyone in the community and achieve this by developing a responsive range of facilities and services. From assistive technology and multilingual platforms, to digital literacy training and offsite programming, we adapt to changing needs so we can continue to build capability for all Victorians. We embrace this responsibility with pride and enthusiasm. Our vision, values, building blocks and measures are tied to the Victorian government's key priorities.

Securing Victoria's economy

Our Corporate Plan contributes to the government's action plan to secure Victoria's economic future. The Library is a vital part of Victoria's arts and cultural landscape and our Corporate Plan aims to position Victoria as the Australian capital of the knowledge economy. Our building blocks promote learning, engagement and creation of content. We will support creatives with fellowships and encourage collaboration.

Data Vic Access Policy

Through our extensive digitisation program we will provide more access to information and content. This program will encourage the generation of new content and ideas across a globalised audience as well as deeper engagement with our cultural heritage.

Towards Victoria as a learning community

In preparing our Corporate Plan, we have taken into account how we can best support children and young people from all cultures. We will continue to partner with schools and other service providers to engage meaningfully with students inside and outside the classroom. Our work will contribute to a more cohesive society, improved health, and reduced crime and welfare reliance.

Cultural Diversity Action Plan 2012–20

We will engage directly with people of all cultural backgrounds from metropolitan and regional areas. We will improve our service delivery to CALD communities and continue to implement the *Cultural Diversity Action Plan* over the next three years.



OUR FUNCTIONS

The State Library of Victoria is a government institution. We are empowered by the *Libraries Act 1988* (the Act) to maintain, preserve and develop the State's collection of library material, including a comprehensive collection relating to Victoria and the people of Victoria.

The Act enables us to capture and preserve Victoria's cultural heritage by requiring a publisher to deposit a copy of every new publication published in Victoria (Legal Deposit). This mechanism ensures that we can build new knowledge and content to share with all Victorians.

Other functions include:

- ~ ensuring library material is available to individuals and groups
- ~ ensuring the availability of library services and facilities
- ~ arranging the publication and sale of reproductions of library material
- ~ overseeing exhibitions of library material
- ~ developing partnerships with other libraries and organisations to promote access to library and information services and resources
- ~ promoting high standards in library and information services delivery
- ~ providing advice regarding libraries and related organisations.

Our Corporate Plan reflects our legislative functions in broad and modern ways, enabling us to position ourselves as a centre of creativity and knowledge.

OPERATING ENVIRONMENT AND FINANCIAL STATEMENT

Through our Corporate Plan we aim to confront challenges and embrace opportunities that exist in our current operating environment to ensure a sustainable future.

Arts and culture

An increasing focus on culture, collaboration and knowledge at state and national levels provides the Library with more opportunities to strengthen our status as a centre of creativity and knowledge in Victoria.

The Library will be a leader in the discovery of knowledge and ideas through collaborations, partnerships and creative fellowships. We will enable the generation of new content through increased access to our collections. We will encourage increased access to arts and culture, and participation by first-time users. The Library will continue to offer cultural and educational programs aimed at engaging with our unique audiences.





Our community

Victoria's population is now more than 5.3 million and concentrated in metropolitan Melbourne and regional cities. Our rapid population growth, particularly in outer metropolitan and regional areas, presents a number of challenges. Our response is to reach out to new users, reduce barriers to access, and provide services and programs that are tailored to their particular needs. As a leader in the Public Libraries Victoria Network, we will collaborate with other public libraries and encourage services appropriate to different audience groups.

Young learners and families

The Library will continue to offer broader educational experiences to children and young people. In outer metropolitan areas, 50% of growth is in Casey, Cardinia, Hume, Melton, Whittlesea and Wyndham, with children aged 17 and under representing 27% of these local populations. We will address the growing needs of families and young learners by extending our reach to these communities through partnerships inside and outside schools, as well as new online programs. We will encourage young people to develop the skills they need to participate in a global society through continued education and evoking a lifelong interest in learning.

Culturally diverse communities

More than 26% of Victorians are born overseas and more than 23% of Victorians speak a language other than English at home. We have over 200 nationalities in our state and we practise over 135 different faiths. Through increased partnerships we will develop culturally sensitive services to meet the specific needs of these audiences. We will break down barriers to make it easier for our culturally diverse communities to use and access the Library. We will encourage these communities to access tailored services and programs, and to participate in arts and culture.



Emerging technologies

Rapid changes in technology present multiple challenges for the Library. While new technologies are continually emerging, audiences are also changing the way they use technology to create, share and connect. These challenges provide exciting opportunities for us to be a leader in the delivery of library services.

Our revised digital strategy will drive innovation, focusing on mobile technologies and online learning. We will broaden our reach in ways that better meet audience needs and expectations. We will partner with universities and other organisations, and leverage these partnerships to offer a robust online experience and encourage the creation and delivery of fresh content.

Financial

We will operate with increased agility and concentrate on areas that will make the most impact on the Victorian community. We will continue to focus on managing the costs of service provision with a more refined approach to governance, accountability and transparency. Our investments will provide the most benefit to Library users and to the Victorian economy. Our Corporate Plan targets appropriate collaborative, philanthropic and commercial opportunities to diversify the funding base.

Through our ambitious strategic directions we will help to ensure Victoria retains its standing nationally and globally as the most liveable state and a culturally rich tourist destination.

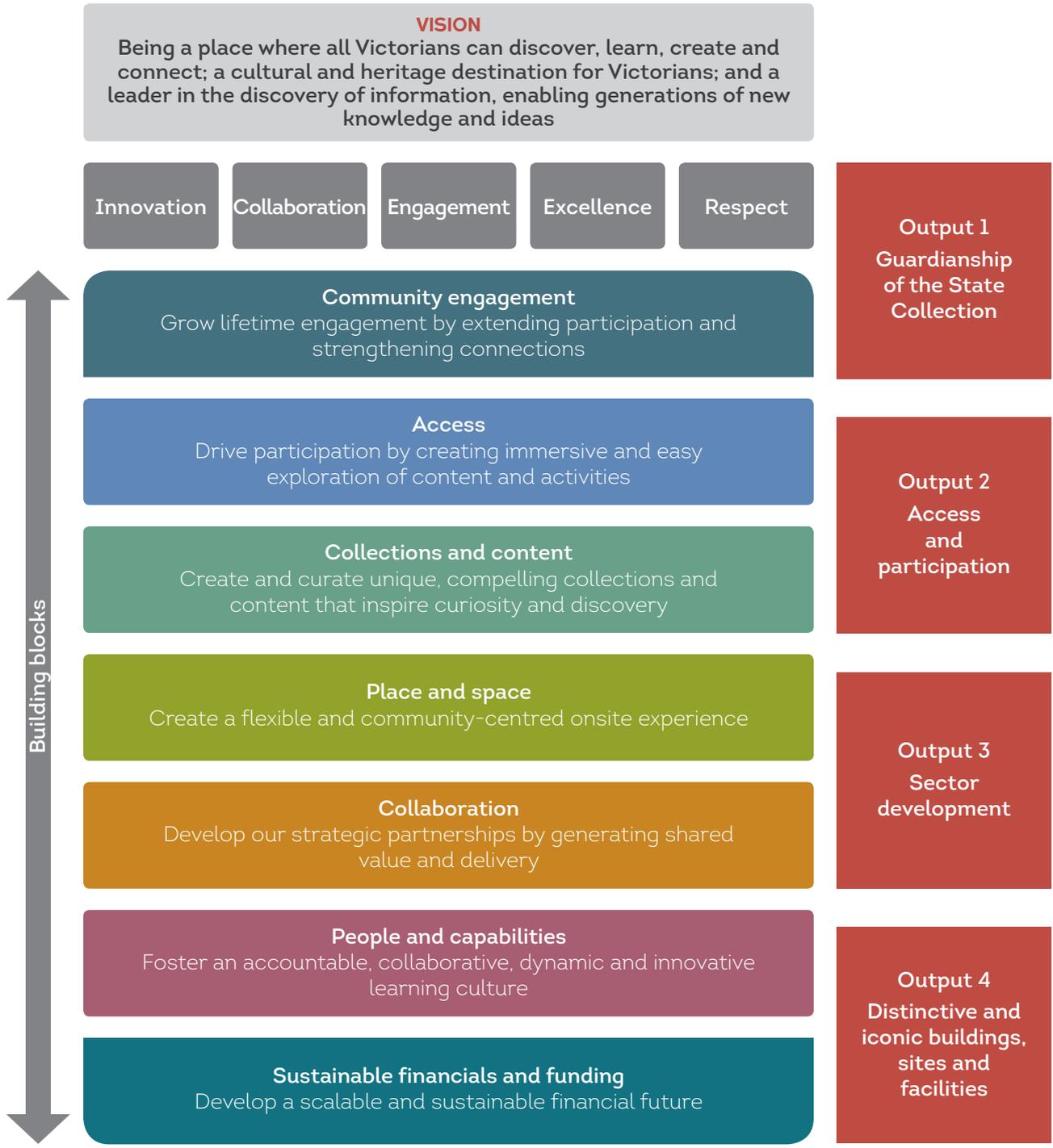
STATEMENT OF PURPOSE

To inspire all Victorians throughout their lives to connect with their past and learn for their future.

The Corporate Plan is a high-level road map within the context of our five-year vision and strategic direction for the Library. It sets out the context, governance, building blocks and measures for the Library over the next three years. Our annual plans outline specific goals and metrics by which we can track our progress. All plans are supported by our robust reporting and evaluation framework.

How we will achieve our vision

Our Corporate Plan is based on seven building blocks. These building blocks will enable us to achieve our overall vision and specific measures. They are both aspirational and practical to ensure we can measure our success and record our achievements.



OUR BUILDING BLOCKS



Community engagement

Grow lifetime engagement by extending participation and strengthening connections

What we will do

- ~ Position the Library as the place for information, learning and debate
- ~ Utilise our audience knowledge to deliver relevant and targeted programs and services that foster ongoing participation
- ~ Drive growth of engagement in priority segments.

How we will know

- ~ Our impact is extended into an increasingly diverse community
- ~ We are seen as the cultural and knowledge centre of Victoria through our collections, programs, events and debates
- ~ We bring the world to Victoria.

Measure: We will host over 5.2 million visitors onsite over the next three years.

Community consultation

In late 2012 the Library, for the first time, consulted with the community to help inform our strategic directions. We consulted with over 1340 Victorians, including users and non-users, metropolitan, regional and culturally diverse communities as well as 150 primary school students. We were overwhelmed by how much Victorians love and value the Library. Individuals and service providers generously offered their time and insights to help us work out ways we can make the most impact, reduce barriers and address particular needs. Our Corporate Plan is flexible and responsive as a result. This community consultation is the first of many more to come.



Access

Drive participation by creating immersive and easy exploration of content and activities

What we will do

- ~ Develop a flexible and responsive customer experience (digital, physical, customer service, service delivery)
- ~ Drive increased usage and customer lifecycle engagement
- ~ Strengthen the connection between our communities and collections
- ~ Improve search and discovery experience.

How we will know

- ~ Our community experience an excellent in-person and online library service
- ~ Increasing numbers of Victorians access and use the Library's collections, services and programs
- ~ We are regarded as a leader in digital library developments.

Measure: We will increase online visitation by 22% over the next three years.



Collections and content

Create and curate unique, compelling collections and content that inspire curiosity and discovery

What we will do

- ~ Focus collection development on priority areas (subject and format)
- ~ Develop a storage management strategy to ensure future growth and accessibility
- ~ Enable content creation and production.

How we will know

- ~ We are known as a centre of creativity and knowledge through our collections and content
- ~ The riches of our collections are opened up to a wide range of audiences
- ~ Our collections are used to create new knowledge
- ~ Our communities create their own content.

Measure: Over the next three years we will add 100,000 items to the collection that explore and celebrate our heritage.



Place and space

Create a flexible and community-centred onsite experience

What we will do

- ~ Revise the building strategy in light of the strategic direction and community engagement priorities
- ~ Develop and implement short-term building priorities
- ~ Secure support and funding to deliver the medium- and long-term building strategy.

How we will know

- ~ We maximise the iconic asset of our building
- ~ We are known as the cultural and knowledge centre of Victoria through our collections, programs, events and debates
- ~ Our impact is extended into an increasingly diverse community
- ~ We provide an inspiring onsite experience.

Measure: We will continue to deliver excellent facilities and services, satisfying over 90% of our visitors.



Collaboration

Develop our strategic partnerships by generating shared value and delivery

What we will do

- ~ Develop a partnership model that values our brand and leverages our relationships
- ~ Extend our brand value, reach and offering through partnerships that directly support our strategy.

How we will know

- ~ We have a strong support base through the Foundation, stakeholders and the wider community
- ~ Our strategic partnerships contribute to a significant range of our goals and aspirations
- ~ We create programs in partnership with key organisations.



People and capabilities

Foster an accountable, collaborative, dynamic and innovative learning culture

What we will do

- ~ Ensure structure and roles are aligned to deliver the strategy
- ~ Create opportunities to build staff skills and capabilities
- ~ Foster a high-performing team empowered to deliver on our strategy.

How we will know

- ~ Our organisational culture is flexible, dynamic and collaborative
- ~ We are an employer of choice
- ~ We are a recognised leader in the arts, culture and education sectors
- ~ Our collective capabilities deliver high performance
- ~ We are regarded as a thought leader in the library context.



Sustainable financials and funding

Develop a scalable and sustainable financial future

What we will do

- ~ Diversify and grow our revenue streams
- ~ Develop a proactive and integrated development framework
- ~ Ensure efficient and effective use of our resources to drive strategic objectives.

How we will know

- ~ Through the Foundation, stakeholders and wider community we have a strong support base
- ~ Our diverse revenue base secures our financial future
- ~ We maximise our unique assets
- ~ We operate more efficiently and effectively.

