



STATE LIBRARY
VICTORIA

Strategic Plan 2022–2027

Extended by the Library Board of Victoria to 30 June 2027

ACKNOWLEDGMENT OF COUNTRY AND PEOPLE

State Library Victoria acknowledges the traditional lands of all the Victorian Aboriginal Clans and their cultural practices and knowledge systems.

We recognise that our collections hold traditional cultural knowledge belonging to Indigenous communities in Victoria and around the country. We support communities to protect the integrity of this information, gathered from their Ancestors in the colonial period.

We pay our respects to Elders, past and present, who have handed down these systems of practice to each new generation for millennia.





A LIBRARY FOR ALL IN A CHANGING WORLD

State Library Victoria is home to the State Collection – a place where each year millions are welcomed into a ‘great emporium of learning’, just as our founders envisaged a century and a half ago.

We opened our doors in 1856 as ‘the people’s university’ and every day since have strived to be a library for all in a changing world, where our community can gather to learn, discover, read, write, think, reflect, create, debate, inspire and engage with civil society. We are a place for everyone – culture lovers and knowledge seekers, students and scholars, creatives and entrepreneurs, frequent visitors and awe-inspired tourists alike.

Our collaboration with the public libraries network reaches all parts of Victoria and contributes to the continuing development of democratic society and a knowledge-based economy by enabling informed, empowered communities.

The idea of a public library, open to all, was radical in the mid-nineteenth century, when literacy and education were the preserve of the privileged few. Our founders believed that access to knowledge was critical for the development of a civil and prosperous society. As the Melbourne Public Library, we were the nation’s first free public library – indeed, one of the first in the world.

Today we remain just as committed to foundational ideals of universal education, social justice, freedom of expression, sustainable communities, economic growth and participative democracy.

With the marking of State Library Victoria’s 170th anniversary in 2026, our enduring importance to civil society is more evident than ever. To continue serving our community effectively, we must evolve with the rapidly changing world around us.

Our methods may change, but our mission remains the same.

With daily life increasingly transacted online, the paradox of modern life is that while the world seems to be getting smaller, often we feel further apart. Public discourse and knowledge-sharing is almost entirely digital and increasingly owned by private interests. The validity of information and truth is hotly contested, and our digital lives are hyper-local, targeted using the data we freely and often unwittingly share.

At State Library Victoria, we will be a leader in collecting and preserving content for public access and providing compelling digital experiences of our collection and services.

We will also ensure our communal, civic spaces are a vibrant hub of activity, anchored by free access to the collection and supported by the deep expertise we offer and our full program of exhibitions, debates and events.

We will ensure that all Victorians can see themselves included and reflected in the collection.

In particular, we acknowledge that the State Collection holds traditional cultural knowledge belonging to Indigenous communities in Victoria and around the country. We will support communities to protect the integrity of this information, gathered from their Ancestors in the colonial period.

We will be an active voice for learning, knowledge and culture. We believe in the power of knowledge to change lives and that access to and enjoyment of culture is a human right. Our vital work helps to reduce social and economic inequality by giving every Victorian the opportunity to shape their future.

And we will strive to do these things sustainably, in partnership with the communities we serve.



OUR ASPIRATION

Our ambitious agenda reflected in this Strategic Plan will see the State Library globally recognised as a major destination for stimulating cultural experiences, a trusted place for contemporary debates and community-driven collecting, and a gateway to leading-edge digital experiences that invite new and creative ways to use the collection.

Our plan is built around five strategies: to be a must-do destination, strengthen diverse communities, become an active voice for learning, knowledge and culture, create a compelling digital experience, and deliver innovative, sustainable operations.

These five strategies will ensure that by 2027 we will have activated the Library as a major destination for learning, creativity and culture. We will be recognised as one of the best libraries in the world. We will be known for our incredible collections and innovative ways of showcasing the stories of Victorians. Our curated program and magnificent spaces will entice new and existing audiences to the precinct.

We will enhance our digital experience so that it parallels the renewal of our physical buildings, to ensure that all Victorians – wherever they are – have equal access and

can creatively use the Library's collection, services and expertise.

Our plan focuses on actively listening to the voices of our community, ensuring that our collecting and programming is relevant and representative, and genuinely reflects the diverse life experiences of Victorians, providing different ways for people to connect, debate, explore ideas and be heard.

We are committed to prioritising the self-representation and self-determination of Indigenous Victorian Aboriginal communities, and this commitment will be woven into everything we do. By developing strong and enduring partnerships with these communities, we will honour Indigenous Victorian Aboriginal people's knowledge, practice, protocols and cultural authority. It is critical that these communities see themselves represented in the Library and benefit from this. Also important is providing an opportunity for non-Aboriginal people to listen, learn and reflect.

We will ensure that we are efficient, capable and sustainable, delivering an enriched State Library to those who come after us.

Strategic Plan extension

The Library Board of Victoria has extended this Strategic Plan to 30 June 2027. The extension provides strategic continuity while State Library Victoria develops its next Strategic Plan. During the extension period, the Library remains committed to the vision, mission, strategies and priorities set out in this plan, together with the updated measures identified for 2027.



MISSION

We are Victoria's library of record, home to the State Collection, free to access and open to all. We enrich the cultural, educational, social and economic lives of all Victorians.



VISION

The community recognises State Library Victoria as the trusted and dynamic cultural custodian of the rich heritage of Victoria, ensuring access for all to:

- » better understand our past
- » inform our present, and
- » inspire our future.



VALUES

Innovation

Collaboration

Engagement

Excellence

Respect



OUR STRATEGIES



Become a must-do destination

Goal //

The Library precinct is a vibrant hub of activity, showcasing the collection, profiling expertise and maximising the use of our world-class spaces. We have inspired new audiences, visitors, scholars and tourists to engage with the Library through our celebrated curated programs and deep expertise.



Strengthen diverse communities

Goal //

Victoria's diverse communities are strengthened through their connection with the Library, seeing genuine relevance and representation in our collecting, and valuing their engagement with our collection, exhibitions, programs and staff.



Become an active community voice for learning, knowledge and culture

Goal //

We are a leader in learning, knowledge and culture. The Victorian community actively engages with the Library as a trusted place to explore current issues, provoking questions, learning and debate.



Deliver innovative and sustainable operations

Goal //

We are innovative and sustainable in delivering the programs and services that our community needs. Our people are central to our success. We invest in a skilled, diverse and engaged workforce, equipped with the right tools and infrastructure, supported by a sustainable funding base and additional revenue that maximises community impact.



Create a compelling digital experience

Goal //

The Library's rich collection is accessible to all through a compelling digital experience, inspiring visitors to respond in creative and thoughtful ways.

We aspire to be globally recognised as a major destination for stimulating cultural experiences, a trusted place for contemporary debates and community-driven collecting, and a gateway to leading-edge digital experiences that invite new and creative ways to use the collection.

KEY RESULTS AMENDED TO 30 JUNE 2027

- » 1 million new visitors
- » 3 million onsite visits
- » 4.7 million digital engagements
- » 7.7 million overall visits
- » Double the share of collection budget for diverse communities
- » 3% of online sessions from regional Victoria
- » 90% visitor satisfaction in onsite or online experience



Become a must-do destination

- » 1 million new visitors per annum
- » 90% of visitors are satisfied with their onsite experience
- » 90% of spaces and services meet daily capacity targets



Strengthen diverse communities

- » Increase the number of Victorians who agree that the Library is a place for all Victorians
- » Increase representation in the collection of First Nations, diverse and regional Victorian communities by:
 - » Increasing the number of collection items that represent diverse communities
 - » Fundraising of at least \$150k per annum to support and maintain collection items that represent diverse communities



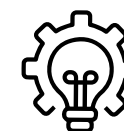
Become an active community voice for learning, knowledge and culture

- » Increase the number of Victorians who agree that the Library actively promotes learning, knowledge and culture
- » Maintain the number of conversations and debates that explore current issues
- » 9 in 10 program attendees feel they learnt something or are better informed



Create a compelling digital experience

- » 4.7 million website sessions per annum
- » 4 million digital engagements with the collection per annum
- » 3% of online user sessions originating from regional Victoria
- » 90% of visitors are satisfied with their online experience



Deliver innovative and sustainable operations

- » Increase staff engagement to at least 80%
- » Maintain growth in non-government revenue
- » The Library's digital maturity rating is at least 6 out of 10





This edition incorporates the extension of the Strategic Plan to 30 June 2027 and related updates approved by the Library Board of Victoria. It supersedes the September 2022 edition.

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CREATIVE
VICTORIA