



Queensland Public  
Libraries Association



**STRATEGIC PLAN  
2022-2024**

**Queensland Public Libraries Association is the peak representative body for public libraries in Queensland. QPLA liaises with key stakeholders and decision makers on current issues; coordinates professional development and networking opportunities for members; promotes the role and value of public libraries and facilitates cooperative projects at local, state and national levels**



## **OUR VISION**

A powerful network of valued, diverse and resilient public libraries for Queensland.

## **OUR MISSION**

QPLA's mission is to represent the interests of public libraries across the state through:

- Representation, advocacy and support that recognises the diversity of libraries within the state while also respecting their independence
- Collaboration, cooperation and sharing of ideas and information
- Recognition of achievements and showcasing best practice
- Professional Development and networking

## **OUR PURPOSE**

QPLA exists to leverage the scale, represent the diversity and strengthen the network of Queensland Public Libraries by:

- Providing representation, advocacy and support for members at local, state and national levels
- Creating and facilitating opportunities for public libraries and stakeholders to collaborate, co-operate and share information and ideas
- Championing the achievements of member libraries through recognition and awards programs and showcasing best practice
- Supporting Professional Development through coordination of conferences, workshops and networking events

## **OUR OBJECTIVES**

- Increased community and government awareness of the role and value of public libraries
- Proactive and innovative systems and processes
- Well-informed members of an active network
- Responsive, accountable governance and a sustainable association.

## **OUR STAKEHOLDERS**

- Member library services and councils
- Queensland public library users and the wider community
- State Library of Queensland
- Local Government Association Queensland, including Local Buy
- State Government
- Other public library and local government associations
- Australian Library and Information Association



**QPLA works collaboratively with the State Library of Queensland and other library associations to represent, advocate, recognise and progress public library services and develop strategic partnerships with state and federal governments, businesses, not-for-profits and other stakeholders.**

## **OPERATING ENVIRONMENT**

Queensland public libraries have evolved to be many things to many people. Their Councils are often financially challenged and this is reflected in an even greater requirement for libraries to present a strong value proposition. While budgets are under pressure public libraries are more popular than ever before, with more than two million registered library users in Queensland.

As placemakers, community hubs and technology trendsetters, Public libraries are strategically positioned to thrive in the new economy of Lifestyle and Liveability and the Smart City movement. To achieve their potential they need:

- Their role to be valued and understood in a 21 century context
- A modern voice that amplifies the already positive library brand
- Greater visibility of their positive impact within Councils and the community
- Continuing staff development in areas of leadership, digital capability, diversity of professional skills and remuneration that reflects the work performed.

Public libraries operate within the context of the new Vision for Queensland public libraries. Realising Our Potential; the ALIA Guidelines, Standards and Outcome Measures for Public libraries; the Queensland Guidelines and Standards for Public Libraries; as well as the legislative and policy framework relevant to local government.

## **QPLA ROLE**

The QPLA operates through an Executive Board and regional branch structure and is primarily funded by institutional membership fees.

The QPLA committee are experienced senior staff currently working in public libraries throughout Queensland. The committee has identified the challenges and opportunities of the current environment and reviewed the feed back from library staff and stakeholders gathered through the process to develop a new vision for Queensland public libraries. This has enabled the committee to review the Association's role in term of representation, advocacy and support; recognition, collaboration, cooperation and sharing. This has enabled the committee to review the Association's role in terms of representation, advocacy and support, recognition, collaboration, cooperation and sharing; and professional development and networking for leaders and staff. The committee also embraces good governance and sustainability of QPLA as an organisation.

## OPPORTUNITIES AND CHALLENGES

The opportunities and challenges for Queensland's public libraries include:

- The need to reinforce and strengthen our public library network, ensuring that OPLA membership covers the majority of the state's public libraries
- Diversity in public libraries – rural, regional and metropolitan
- Measuring and reporting on the impact of services in addition to usage and inputs.
- Maintaining an effective and productive relationship with the State Library of Queensland
- Creating membership benefits for Indigenous Knowledge Centres.
- Advocate on behalf of member libraries
- Continuous development of staff to ensure they are skilled for the future
- Workforce planning through Development of current and future library leaders, including succession planning
- Achieving the service levels identified in the extensive range of public library service guidelines and standards – at state and national levels
- Working in an environment characterised by increased expectations, technological change and constrained funding
- Exercising a modern social voice through library managed social media channels
- Leveraging public libraries extensive community reach through their physical spaces and online
- Increased agile service delivery such as pop up and other outreach activities
- Leveraging our strong alignment to the new Lifestyle and Liveability economy and the Smart City movement
- Library facilities which strengthen local identity and are fit for providing modern library experiences and place-making
- Variability in quality of ICT infrastructure across local government to support modern library operations and customer expectations
- Advocate for libraries in their work towards digital and social literacy
- Raise awareness of the modern library within the community
- Competitive salaries to attract and retain talented library staff and managers
- Ongoing cycle of review for Public Library Guidelines and Standards
- Vendors and Local Buy – ensuring expenditure of library budgets in the most efficient and effective way
- Collaboration with other library industry associations to represent, advocate, showcase and lobby on behalf of public libraries on matters of state and national significance
- Leveraging strategic partnerships with other bodies such as government at federal and state level, other areas of local government (education, cultural and community development), universities, industry vendors and other businesses, community groups and other organisations
- Contributing to Australian libraries' achievement of the UN 2030 Sustainable Development Goals
- Actively support activities under the IFLA–UNESCO Public Library Manifesto



# Strategic Priorities

# REPRESENTATION, ADVOCACY & SUPPORT

## OBJECTIVE 1

Increased community and government awareness of the role, value and needs of public libraries through the provision of trusted and reliable representation, advocacy and support

## ACTIONS

1. President of QPLA, or their proxy, to attend SLQ Public Library Advisory Group meetings to represent the range of interests of Queensland Public Libraries. This includes updates to PLAG on matters related to Queensland public libraries and APLA.
2. QPLA representative nominated and involved in reviews of SLQ standards and guidelines, grant reviews, state-wide programs and visioning activities etc.
3. QPLA President, or their proxy, represents the interests of Queensland Public Libraries through involvement in the Australian Public Library Alliance (APLA) and associated initiatives.
4. Use QPLA and stakeholder communication channels to promote the role and value of Queensland public libraries and secure sustainable funding. This includes raising the profile of Queensland's public libraries within their community, local and state governments, stakeholders within the library industry and other relevant organisations in the corporate and not-for-profit sectors.
5. Inform State and Local government election candidates of the value of Public Libraries in Queensland.
6. Deliver annual QPLA Board introductory webinar with senior leaders/managers of public libraries and Indigenous Knowledge Centres to demonstrate value and benefits of QPLA membership.





# RECOGNITION

## OBJECTIVE 2

Recognition and promotion of outstanding achievements and innovation in public library services.

### ACTIONS

1. Coordinate the Queensland Local Government of the Year Award
2. Recognise excellence in Queensland public libraries by providing opportunities to highlight their achievements and innovative programs, for example, coordinate Poster session for the biennial conference which includes delegate voting for best poster.
3. Promote the achievements of Queensland public libraries through the QPLA website, social media, newsletter etc. and other media such as Public Libraries Connect; ALIA, APLA news etc.
4. Create a schedule for Enews to highlight achievements, news and opportunities across member councils



# COLLABORATION, CO-OPERATION & SHARING

## OBJECTIVE 3

OPLA and SLQ have a productive and collaborative relationship that works towards the common good and respects the independence and objectives of each organisation.

### ACTIONS

1. Engagement with SLQ through membership of PLAG and involvement in working groups and initiatives.

## OBJECTIVE 4

Leverage strategic relationships and partnerships with other organisations

### ACTIONS

1. Collaborate with other public library associations and third-party organisations through APLA and ALIA to develop the national vision and framework for public libraries, provide feedback, promote and or implement projects and initiatives that develop programs, products and services and advocate for libraries including sustainable funding. Examples include providing information to support reports and advocacy, communication using all parties' networks, support for national programs such as The Australian Reading Hour, Summer Reading Club, UN Sustainable Development Goals, collaboration with Australian Government agencies.
2. Build and strengthen strategic partnerships with LGAQ, (including Local Buy), state government departments, ALIA, APLA and other organisations and stakeholders.
3. Deliver the agreed terms of reference with APLA in the Memorandum of Collaboration
4. Actively engage with Indigenous Council's to provide support and collaboration with library staff
5. Deliver an annual 'project' with focus on relevant topic in library sphere eg sustainability, accessibility, that will inform and support the public library industry. Report on at biennial conference or professional development event
6. Explore opportunities to provide collaborative approach between councils to assist in delivery of key planning for libraries eg shared strategic planning, technology reviews
7. Provide an active and relevant website to share resources, information and strategic documents eg Strategic plans, Marketing plans



# PROFESSIONAL DEVELOPMENT & NETWORKING

## OBJECTIVE 5

Providing professional development and networking opportunities.

### ACTIONS

1. Organise and deliver the QPLA biennial conference in partnership with a local government.
2. Organise and deliver the QPLA biennial Professional Development Intensive in partnership with a local government.
3. Where appropriate, QPLA will consider supporting a limited number of bursaries, in conjunction with a selection process, to enable staff from QPLA member libraries to attend conferences and or PD events.
4. Review training options and provide recommendations/support for QPLA member libraires staff to participate
5. Develop annual 'Cheryl Haughton QPLA Scholarship' program for QPLA members  
Implement 2 x \$5000 annual scholarships to undertake research on specific topics relevant to public libraries – presentations to be undertaken by successful recipients at QPLA biennial Conference or PD Intensive.
6. Develop series of online lightning talks, held quarterly, to assist libraries in showcasing activities and achievements.



# GOOD GOVERNANCE & SUSTAINABLE ASSOCIATION

## OBJECTIVE 6

Build capacity to deliver the activities described in this strategic plan.

### ACTIONS

1. Identify within the budget funding for paid administrative, executive, accounting, research and report writing support.
2. Establish project and working groups as appropriate to support the objectives of the association, for example, to coordinate professional development, bursaries, input into reviews etc.
3. Review QPLA communication channels and actively manage to ensure information is current, distributed efficiently and the association is engaging with members and stakeholders.

## OBJECTIVE 7

Promote membership of the association

### ACTIONS

1. Implement initiatives to increase membership and enhance communication with members and stakeholders.

## OBJECTIVE 8

Maintain an efficient and effective organisation.

### ACTIONS

1. Review QPLA governance framework
2. Meet governance requirements identified in the QPLA Constitution
3. Implement efficiency initiatives identified and approved by the committee, for example to support event management, meetings, document management etc.
4. Meet requirements of MOU between Local Buy and QPLA
5. Review the MOU between Local Buy and QPLA
6. Develop Marketing Plan incorporating Enews, website, social media, and other marketing opportunities





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