Library Services
Activity Management Plan
2021-2051

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Tasman District Council	Status:	Draft for Consultation for Approval
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Contents

1   Executive Summary

Tasman District Libraries provide a range of programmes and services to the community, promoting lifelong learning and the creative use of leisure.

1.1   What We Do

Through the library facilities and the library website, the following functions are undertaken:

a)   Collecting, curating and making available a range of materials in multiple formats to meet the community needs in relation to literacy, knowledge, information, creativity, research and study and for recreational or leisure activities.

b)   Enabling and supporting independent lifelong learning and the education aspirations of the community.

c)   Fostering the joy of reading and the development of literacy in all its forms, including digital literacy, through events, programmes, services and collections.

d)   Collecting, creating and conserving content relating to local community culture, identity and history.

e)   Providing access to materials in the collections of libraries or information repositories throughout New Zealand and the rest of the world.

f)   Providing freely accessible shared community spaces that encourage social interaction and community cohesion.

g)   Providing access to the digital world and the world at large through internet computers and access to Wi-Fi. Enabling members of the community to develop the appropriate skills and knowledge to be technologically competent and effective digital citizens.

h)   Creating community connections through outreach programmes to schools and community groups.

Council provides libraries in Richmond, Motueka, Tākaka and Murchison. The website adds to the library services provided in the physical locations. We also provide housebound library services, outreach services to schools and support for community libraries.

1.2   Why we do it

Libraries help develop an informed community whose members are literate and inspired. By providing a quality library service, we support the community's cultural, social, learning and leisure needs, while also providing an affordable collective resource that is greater than local families or individuals can afford.

Activity Goal
Quality services which enrich the life of the community by promoting lifelong learning and the creative use of leisure: • We provide access to information and leisure through a variety of media.   • We create social capital by providing safe public space for the community to use.   • We connect users to the world at large through the provision of printed and electronic resources.

1.3 Levels of Service

The Council aims to provide the following levels of service for the Library Service activity.

- The provision of access to a wide range of information relevant to the community's recreation and learning needs.

- The provision of safe, welcoming, attractive and accessible library facilities for customers to access library services.

For further detail, including measures and targets for the levels of service refer to Section 5.

1.4 Key Issues

The most important issues relating to the libraries activity, and how the Council is planning to respond are listed in Table 1~~Table 1~~ below.

Table 1: Key Issues

Key Issue	Response
Pressure on the Richmond Library due to population growth	The Council will undertake a feasibility study on options for expansion of the Richmond Library in 2025/2026. Expansion of the library building has been proposed for 2032/2033.
Changing preferences in library material	The Council plans to increase funding for electronic resources. Library staff will continue to monitor the demand for, and use of, the collections and the relative balance of the physical and electronic collections.
Changing use of and demand for library services due to an ageing population	Increase housebound and outreach services as well as programmes designed for older people with specific social or health needs. Ongoing assessment of relevance of the type of collections and programming provided by the library.

For further discussion of key issues, refer to Section 3.

1.5 Operational Programme

Library staff manage library services and programmes while maintenance and repairs of library buildings are managed by the Council's Property Services activity. Maintenance of the Library Management System and public internet services is managed through contractual arrangements with Kōtui/Aotearoa People's Network Kaharoa (APNK). Maintenance of other technology used in this activity is managed by library staff and Information Services staff that is contained within the Information Services function budgets.

The strategy for the next 10 years is to increase expenditure on electronic resources through until 2027. New expenditure is proposed for improvements to 'The Prow' website and replacement of the library's digital repository. Other operational expenditure will be maintained at current levels.

1.6   Capital Programme

Renewal expenditure includes annual funding for renewal of library collections, funding for replacement of RFID equipment on an eight-yearly cycle commencing in 2023/2024 and funding for the completion of the Motueka Library Redevelopment project in 2021/2022. Table 2Table 2 below shows the key capital expenditure in years 1-10.

Table 2: Key Capital Programme

Collection Renewal Years 1-10	RFID Replacement Year 3	Motueka Library Redevelopment Year 1
$2.9M	$190,000	$511,000

1.7   Key Changes

Key changes made since the 2018 AMP are included in Table 3Table 3 below.

Table 3: Key Changes

Key Change	Reason for Change
Expansion of Richmond Library building	A budget for the possible expansion of the Richmond Library has been provided for in 2032/2033.
RFID renewal costs	Replacement of the library's radio frequency identification technology (RFID) has been brought forward to 2023/2024. Replacement has been budgeted for on an 8-year cycle.

1.8   Key Risks, Uncertainties and Assumptions

There are factors outside of the Council's control that can change having an impact on the Council's ability to do what it planned. Sometimes the impact can be significant. There is always uncertainty in any planning process but the key to good quality planning is to make clear assumptions to help address this uncertainty. The Council will continue to utilise modern library technologies. There is potential for loss of information following a natural event, technology breakdown or security breach. Any loss of information could have a significant impact on library services. The Library Management System is managed and maintained by Kōtui/APNK. Kōtui/APNK have extensive backup and data recovery plans in place and undertake regular software upgrades to improve performance and protect the integrity of the database.

The National Library will continue to manage key technology systems used by the library. These include Library Management System software provided through the Kōtui consortium and public internet computers and Wi-Fi access provided through the APNK.

There will be increased delivery of digital services via the library website. There is the potential for loss of access to key electronic resources due to changes in suppliers. There is a low risk that access to key electronic resources will be lost due to changing supply conditions. The risk is reduced by using a range of suppliers and re-evaluating suppliers and resources annually.

2   Introduction

The purpose of this activity management plan is to outline and to summarise in one place, the Council's strategic management and long-term approach for the provision and maintenance of its Library Services activity.

2.1   Rationale for Council Involvement

Libraries support the community's cultural, social, learning and leisure needs. Libraries develop an informed community whose members are literate and inspired. Libraries also provide a collective resource that is greater than local families or individuals can afford. As such, the activity contributes to the well-being of the community.

2.2   Description of Assets and Services

The scope of the Library Services activity is to provide services to support the learning, information and recreational needs of the community.

We provide a range of programmes, services and resources for the community through the libraries in Richmond, Motueka, Tākaka and Murchison. We also provide some support for Community libraries in Wakefield, Tapawera, Māpua and Collingwood.

Library programmes support literacy and learning as well as providing opportunities for social engagement and interaction. Programmes provided include preschool, school holiday and reading programmes for children; book groups; author talks; craft workshops; technology training and special interest talks and workshops.

Services provided include a housebound service for those unable to visit the library due to age or ill health; information and research services; get well bags for children; assistance with and training in using technology; a community information service and outreach visits to schools and preschools.

The libraries in Richmond, Motueka, Tākaka and Murchison house a physical collection of approximately 140,000 items and the library website provides access to a range of resources in electronic format.

The Council's libraries are located at the following addresses:

Tasman District Library (Richmond Library)	280 Queen Street, Richmond
Motueka Public Library	12 Pah Street, Motueka
Tākaka Memorial Library	3 Junction Street, Tākaka
Murchison Service Centre/Library	90 Fairfax Street, Murchison

The Library Services activity has two key asset types: library collections and technology software and hardware. Library buildings are managed by the Property Services Activity and are included in the Property Services AMP.

2.2.1 Library Collections

Library collections is the term used to describe items in a variety of formats including printed books, DVDs, CDs, recorded books and magazines. There are 139,000 individual items in the library collections, these are catalogued and organised according to industry standards.

The library collections are held in the libraries in Richmond, Motueka, Tākaka and Murchison. Small loans of stock are regularly made to community libraries in Collingwood, Māpua, Tapawera and Wakefield. The loans are held at the community libraries for short-term periods of to six to nine months.

We also provide access to electronic databases, books and audio books in electronic format and streaming services. Access to these resources is procured through licensing agreements and they do not form part of the Library Services assets.

2.2.2 Technology

The technology used in the Library Services activity comprises physical hardware for staff use, physical hardware for customer use and licensed software.

The budget for Radio Frequency Identification hardware is contained within the Library Services budget. The budget for other computer hardware, software licenses and hardware maintenance costs is contained within the Information Services function.

Table 4 shows the type of technology assets used within the Library Services activity.

Table 4: Library Service technology assets

Asset	Asset Manager
Computer hardware for general office and staff use e.g. staff workstations. Computer hardware for public use e.g. library catalogue.	Information Services function.
Radio Frequency Identification technology for staff use and self-service kiosks for public use.	Library Services Activity.
Digitisation and recording equipment for public use.	Library Services Activity.
Computer hardware for public internet access e.g. computer workstations, laptops, printers, scanners, Wi-Fi access points.	Aotearoa People's Network Kaharoa (APNK). Supplied through a partnership agreement with the Library Services Activity.
Licensed software.	Information Services function, Library Services Activity and Kōtui/APNK.

3 Strategic Direction

Strategic direction provides overall guidance to the Council and involves specifying the organisation's objectives, developing policies and plans designed to achieve these objectives, and then allocating resources to implement the plans. The strategic direction for the Library Services activity is to maintain existing levels of service while responding to the changing needs of the community and to work in partnership with other libraries on shared priorities and objectives.

3.1 Our Goal

The activity goal provides context and a target for key themes and strategy within this document and is detailed in Table 5 below.

Table 5: Activity Goal

Activity Goal
We aim to provide quality services which enrich the life of the community by promoting lifelong learning and the creative use of leisure: • We provide access to information and leisure through a variety of media. • We create social capital by providing safe public space for the community to use. • We connect users to the world at large through the provision of printed and electronic resources.

3.2 Contribution to Community Outcomes

Table 6 summarises how the Library Services activity contributes to the achievement of the Council's Community Outcomes.

Table 6: Community Outcomes

Community Outcomes		How Our Activity Contributes to the Community Outcome	Potential Negative Effect
Social Well-Being	Our communities are healthy, safe, inclusive and resilient	The Council events, reserves and community facilities (including libraries), and the Richmond Aquatic Centre are organised, designed, and managed to ensure users' safety. They are inclusive, catering to the needs of our community and support specific social needs.	

Community Outcomes		How Our Activity Contributes to the Community Outcome	Potential Negative Effect
Social Well-Being	Our communities are healthy, safe, inclusive and resilient	The Council library events and facilities are organised, designed, and managed to ensure users' safety. They are inclusive, catering to the needs of our community and support specific social needs. Libraries provide safe spaces and equitable access to information for all in the community, enabling social interaction and community engagement.	There is a potential safety risk to users if the Council does not adequately maintain our facilities, or if they are damaged due to natural disasters. Poor maintenance or damage could result in users suffering from various injuries.
Social Well-Being	Our communities have access to a range of social, cultural, educational and recreational facilities and activities	Libraries provide resources and programmes that support educational, creative, cultural, social, recreational and business activities.	Ratepayers may find meeting all the activities requested by our community is unaffordable. This may lead to some level of community dissatisfaction.
Economic Well-Being	Our region is supported by an innovative and sustainable economy	Libraries provide educational resources and support learning for all age groups. Libraries also help people seeking employment through digital skills training programmes and assistance with making job applications and writing resumes.	
Economic Well-Being	Our infrastructure is efficient, resilient, cost effective and meets current and future needs	Community infrastructure (reserves and facilities, including libraries) is efficiently and effectively managed, meeting the ongoing needs of Tasman's communities.	Population growth could see an increase in costs for our libraries and other facilities. This would be in the form of more assets, and/or the renewal of plants and equipment.
Cultural Well-Being	Our communities have opportunities to celebrate and explore their heritage, identity and creativity	Libraries collect and preserve local heritage information and materials, and help people preserve their personal stories.	

Community Outcomes		How Our Activity Contributes to the Community Outcome	Potential Negative Effect
	Our Council provides leadership and fosters partnerships including with iwi, fosters a regional perspective, and encourages community engagement	We provide libraries and other facilities which enable community partnerships through working with schools, businesses, community groups and others who help with our activities. Our libraries provide safe spaces that enable social interaction and community engagement.	

3.3 Financial Strategy

The Financial Strategy outlines the Council's financial vision for the next 10 to 20 years and the impacts on rates, debt, levels of service and investments. It guides the Council's future funding decisions and, along with the Infrastructure Strategy, informs the capital and operational spending for the Long Term Plan 2021-2031.

Over the next 10 years, forecast rate income increases and debt levels are projected to be very near the Council's limits. The Council has had to work hard to prioritise and plan a work programme that addresses the most pressing key issues while staying within these limits. This means there is very little scope to add further work to the programme within the next five years.

3.4 Key Issues

The most important issues relating to the Library Services activity are shown in Table 7Table 7 below.

Table 7: Key issues relating to Library Services activity

Key Issue	Discussion
Pressure on the Richmond Library due to population growth	Visitor numbers to the Richmond Library have increased by 90% over the last 10 years. The building meets current needs, but expected growth in the Richmond area is likely to put increased pressure on the building over the next 10 years. If growth continues, it is likely that there will be inadequate space to cope with the increased demand.
	The Council will undertake a feasibility study on options for the expansion of the Richmond Library in 2025/2026.
	Expansion of the library building has been proposed for 2032/2033.

Key Issue	Discussion
Changing preferences in library material	Resources are increasingly available in digital format and the range of resources available in printed format is decreasing. There is also a trend towards greater use of streaming services for music and films. The number of library users accessing library services online is increasing rapidly and we need to purchase more digital materials to meet demand. We are also facing increased costs due to our growing population. Subscription charges for digital material is usually population based and Tasman's increasing population has resulted in increasing annual subscription costs. The Council will increase funding for electronic resources. Library staff will continue to monitor the demand for and use of the collections and the relative balance of the physical and electronic collections.
An increasing ageing population	The number of retired people is forecast to increase significantly in the next 15 years and this will result in changing use and demand for library services. We anticipate an increase in demand for housebound and outreach services as well as programmes designed for older people with specific social or health needs. By contrast, the proportion of young people as a percentage of the total population is predicted to decline significantly over time. Libraries have traditionally had a significant role in the development of children's literacy and library programming and the makeup of library collections reflect the emphasis placed on this role. A decreased demand for children's services coupled with increased demand for service to older users will require the Council to reassess the type of collections and programming provided by the library. The Council plans to increase housebound and outreach services as well as programmes designed for older people with specific social or health needs. Library staff will undertake ongoing assessment of the relevance of the type of collections and programming provided by the library.

3.5   Prioritisation

The Council provides many services on behalf of Tasman's residents and there is often competing demands for the Council's investment across and within these services. The Council needs to decide how much, and when, to invest in these services in a way that maintains affordability for customers and ratepayers.

There are multiple factors that affect the priority of individual projects or work streams. These include:

- The need to protect public health and safety.
- The need to conserve and enhance the natural environment.
- Statutory compliance.
- Meeting the needs of tomorrow's population.

- Readiness to implement works.

- Co-funding opportunities.

- Creating functional and attractive public places.

- Benefits and risks.

- District distribution.

- Strategic fit.

The Council has applied the following principles when developing its programme of works:

- To continue to meet its fiscal prudence, sustainability and environmental sustainability obligations.

- To keep the medium to long term in focus i.e. rather than being overly diverted by the shorter-term recovery from the Covid-19 pandemic.

- To understand the trade-off's or benefits across all of the well-being domains (social, environmental, economic and cultural).

- To capitalise on the economic environment (i.e. enhanced borrowing terms, and increased labour and skills availability).

- To make the most of the enhanced opportunities of Government funding, subsidies and other incentives to advance the community outcomes.

- To right size the Council's staffing and operational expenditure.

The Council has taken all of the above into consideration in order to present a programme that is achievable and affordable. Generally, mandatory requirements such as statutory compliance take priority, and discretionary activities have been programmed second to this.

3.6 Tasman Climate Action Plan

In 2019, the Council adopted the 'Tasman Climate Action Plan' (Action Plan). The Action Plan is the Council's initial response to the urgent need to take action on climate change, to build climate resilience and reduce greenhouse gas emissions.

The Action Plan sets out goals, targets and actions relating to three key themes:

- Mitigation – how we can reduce greenhouse gas emissions from the Council's activities.

- Adaptation – ways we can respond to our changing environment, including positive opportunities.

- Leadership – how we can lead by example, advocate and encourage others to take action.

The following goals are the long-term aspirations of the Council. They represent the first step towards a cohesive package of activities that address climate change issues.

1. The Council contributes to New Zealand's efforts to reduce greenhouse gas emissions (including net carbon emissions).
2. Tasman District becomes more resilient to the impacts of climate change.
3. The Tasman Community is informed of climate change actions and options for response.
4. The Council shows clear leadership on climate change issues.

Goals will be measured against targets and achieved by implementing the actions set out in the Action Plan. Targets and actions of direct relevance to this activity are listed below. Several other actions are also relevant (e.g. those relating to information provision and leadership goals) - see the online version of the Action Plan for details: www.tasman.govt.nz/climate-change.

Table 8: Relevant targets and actions from the Tasman Climate Action Plan (2019)

Goal	Targets	Actions (short-term) 2019 - 2021	Actions (medium-term) 2021 - 2024	Actions (long-term) 2024+
1. The Council contributes to New Zealand's efforts to reduce greenhouse gas emissions (including net carbon emissions).	1(a) The Council's emissions* of methane reduce by 10% below 2017 levels by 2030 and 47% by 2050 or earlier. The Council's net emissions* of all other greenhouse gases reduce to zero by 2050. *from the Council's own activities. Targets are based on Zero Carbon Bill. If necessary, revise targets once enacted.	(ii) Identify and prioritise activities to reduce emissions from the Council offices (e.g. refrigeration emissions from air conditioning reduce in travel by holding virtual meetings, working from home etc.), the Council operations (e.g. methane from Eves Valley landfill) and the Council's vehicle fleets.	Implement emissions reduction programme.	Implement emissions reduction programme.
2. The Council contributes to New Zealand's efforts to reduce greenhouse gas emissions (including net carbon emissions).	1(a) The Council's emissions* of methane reduce by 10% below 2017 levels by 2030 and 47% by 2050 or earlier. The Council's net emissions* of all other greenhouse gases reduce to zero by 2050. *from the Council's own activities. Targets are based on Zero Carbon Bill. If necessary, revise targets once enacted.	(viii) Investigate energy efficient design and renewable energy options for the Council's buildings.	Implement energy efficiency and renewable energy generation actions (e.g. hydropower generation for Waimea Community Dam, solar panel installation on the Council's buildings etc.).	Monitor technology for improvements to energy efficiency and implement these where feasible.

In 2020, all lighting in the Richmond library was replaced with energy efficient LED lighting. Expected benefits are reduction in electricity consumption by an estimated 62,700 kWh/year and reduction of CO_2 emissions by an estimated 6.6 tonnes per year.

A new Motueka Library building is currently under construction and is scheduled to be completed in 2021/2022. The building design incorporates a number of sustainability features such as Photo Voltaic cells, 100% timber structure and energy efficient LED lighting and passive heating and cooling. The building will achieve Carbon Zero status.

4   Key Linkages

In preparing this AMP, we examined external national drivers that influence this activity including legislation, national policies, regulations, strategies, standards and guidelines. Local or internal drivers that influence the AMP include the Councils bylaws, polices, plans, strategies and standards.
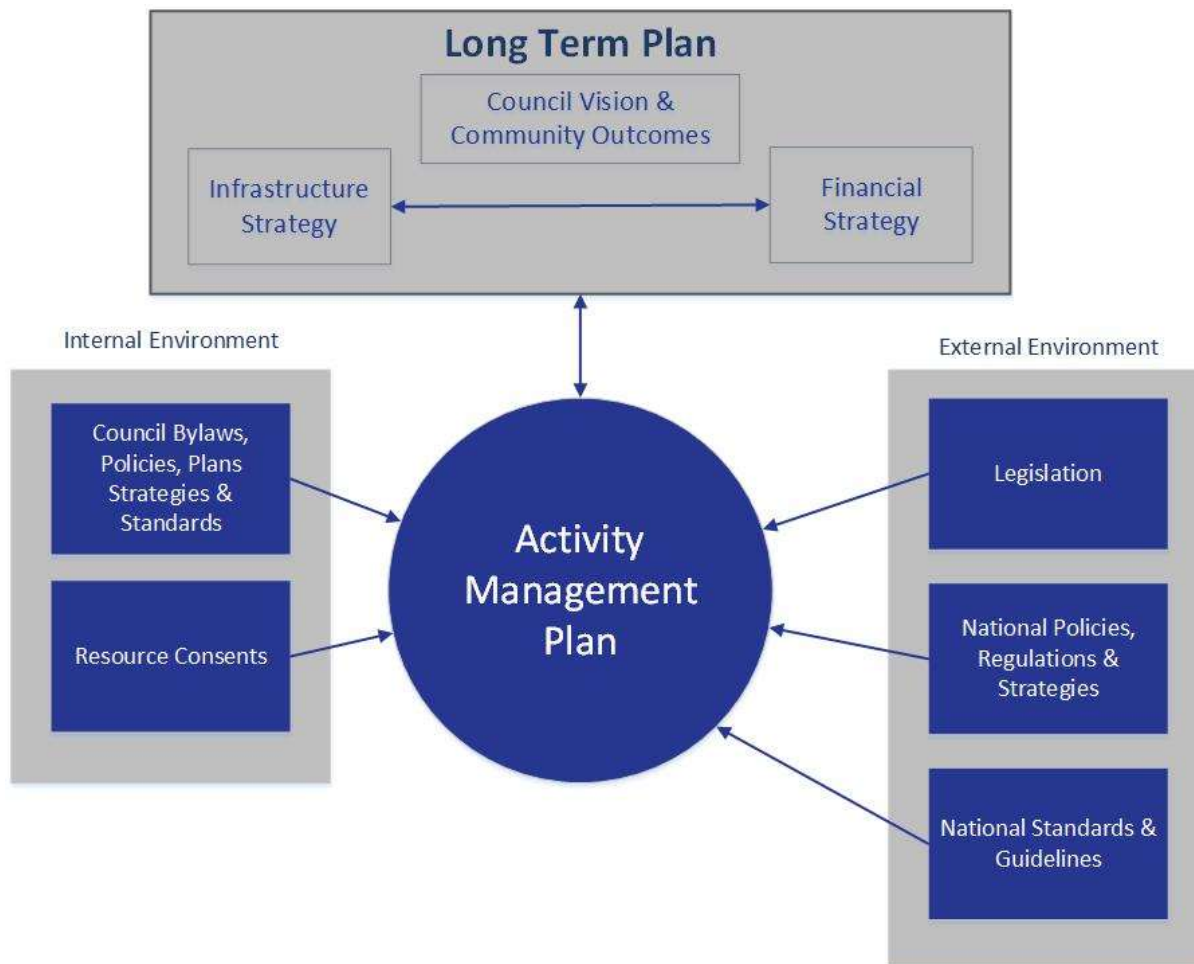
4.1   Overview

Figure 1: How the Library Services Activity relates to other documents

4.2   Key Legislation

Legislation is the mechanism that the government has to enact change. The Library Services activity is influenced by a number of Acts, but the key pieces of legislation are listed in Table 9 below. For the latest Act information, refer to http://www.legislation.govt.nz/.

Table 9: Legislative acts that influence the Library Services activity

Key Legislation	How it relates to Libraries Activity
Children's Act 2014	Specifies requirements for agencies to develop and implement child protection policies and safety checking for those working with children. Also details obligations regarding information sharing and reporting of concerns about vulnerable children.
Copyright Act 1994	Regulates the use, lending, copying and public performance of printed works, sound recordings, films and DVDs and media in digital format. Governs the lending of library materials, use of recordings and films in library programmes, the copying of library materials and the use of public internet services.
Copyright (New Technologies) Amendment Act 2008	
Copyright (Infringing File Sharing) Regulations 2011	
Films, Videos, and Publications Classification Act 1993	Provides the legal framework for New Zealand's classification system. The purpose of the classification system is to prevent harm to the New Zealand public by restricting the availability of publications containing harmful material. Restrictions may require some materials to be removed from library collections or to be made available with age restrictions.
Local Government Act 2002	Sets out the obligations of Councils and Council-Controlled Organisations in regard to public services, and controls their regulatory and enforcement powers.
	Section 10 outlines the purpose of local government, which includes meeting "the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses". Section 11A(e) outlines that libraries, museums, reserves, and other recreational facilities and community amenities are core services of local authorities. Other parts of the Act require Council to undertake various processes, reporting requirement, etc., relating to their activities.
National Library of New Zealand (Te Puna Mātauranga o Aotearoa) Act 2003	Provides for the preservation, protection, development, and accessibility of the collections of the National Library, including the Alexander Turnbull Library and specifies that the National Library also has a role in supplementing and furthering the work of other libraries in New Zealand. National Library collections are made available to the public through the interlibrary loan scheme and the National Library manages a number of library consortia and partnerships.
Health and Safety in Employment Act 2015	Relates to the health and safety of employees and other people at work or affected by the work of other people.
Privacy Act 2020	Stipulates how personal information can be collected and used, and people's rights to gain access to that information and ask for it to be corrected. Governs the use of library users' personal information and borrowing records.

Key Legislation	How it relates to Libraries Activity
Te Tiriti o Waitangi – Treaty of Waitangi	The Treaty of Waitangi is an agreement between Māori and the Crown. Under Section 4 of the Local Government Act 2002 local authorities are required to 'recognise and respect the Crown's responsibility to take appropriate account of the principles of the Treaty of Waitangi and to maintain and improve opportunities for Māori to contribute to local government decision-making processes'.

Table 10: Key Industry Standards and Guidelines that affect Library Services activity:

Standard	How it relates to the Library Services Activity
ISO 11620:2014 Library Performance Indicators	This standard establishes a set of performance indicators to be used by libraries and provides guidance on the collection and reporting of statistics.
ISO 2789:2016 Information and Documentation – International Library Statistics	This standard establishes a set of performance indicators to be used by libraries and provides guidance on the collection and reporting of statistics.
New Zealand Public Libraries Strategic Framework 2020-2025	The purpose of the framework is to provide a cohesive and consistent strategic direction within which all New Zealand public libraries can place themselves. Encourages councils to work with public libraries to explore options available at inter-regional and national levels.
MARC 21 (Machine-Readable Cataloguing version 21)	Industry standard for the cataloguing and organisation of library materials.
AACR2 (Anglo American Cataloguing Rules version 2)	Industry standard for the cataloguing and organisation of library materials.
RDA (Resource Description and Access)	Industry standard for the cataloguing and organisation of library materials.
DDC (Dewey Decimal Classification)	Industry standard for the cataloguing and organisation of library materials.

4.3 Key Planning, Policies and Strategies

This plan is a key component in the Council's strategic planning function. Among other things, this plan supports and justifies the financial forecasts and the objectives laid out in the LTP. It also provides a guide for the preparation of each Annual Plan and other forward work programmes. Table 11 describes the key Council plans and policies with linkages to the Library Services activity.

Table 11: The Council plans and policies affecting the Library Services AMP

Plans, Policies and Strategies	How it relates to the Library Services Activity
Long Term Plan (LTP)	The LTP is the Council's 10-year planning document. It sets out the broad strategic direction and priorities for the long-term development of the District; identifies the desired community outcomes; describes the activities the Council will undertake to support those outcomes; and outlines the means of measuring progress.
Activity Management Plans (AMPs)	AMPs describe the infrastructural assets and the activities undertaken by the Council and outline the financial, management and technical practices to ensure the assets are maintained and developed to meet the requirements of the community over the long term. AMPs focus on the service that is delivered as well as the planned maintenance and replacement of physical assets. The Library Services activity has links with the Property Services AMP.
Annual Plan	A detailed action plan on the Council's projects and finances for each financial year. The works identified in the AMP form the basis on which annual plans are prepared. With the adoption of the LTP, the Annual Plan mainly updates the budget and sources of funding for each of the years between the LTP.
Annual Report	The Annual Report identifies the prior year's achievements against Long Term Plan/Annual Plan targets.
Growth Supply and Demand Model	The Growth Supply and Demand Model predicts the population increases for the district over the coming 20+ years. These predictions influence the likely demand on the Council activities, infrastructure and services.
Significance and Engagement Policy	This policy informs and determines the relationship the Council and community share with regard to engagement.

5   Levels of Service

A key objective of this plan is to match the levels of service provided by the Library Services activity with the agreed expectations of our customers and their willingness to pay for that level of service. These levels of service provide the basis for the life cycle management strategies and work programmes identified in this plan.

5.1   Our Levels of Service

The Levels of Service are intended:

- To inform people of the proposed type and level of service to be offered (now and in the future).

- As a focus for the work required to deliver the agreed level of service.

- To enable people to assess suitability, affordability and equity of the services offered.

There are many factors that need to be considered when deciding what level of service, the Council will aim to provide. These factors include:

- The Council needs to aim to understand and meet the needs and expectations of the community.

- The services must be operated within the Council's policy and objectives as outlined in Section 1.

- The community must be able to fund the level of service provided.

Table 12: Levels of Service for the Library Services Activity

Level of Service (LoS)	How we meet the LoS
The provision of access to a wide range of information relevant to the community's recreation and learning needs.	The library provides materials in a range of formats. Library collections are managed to ensure they are current and relevant to the community's needs. For details on the management of the library collections see section 8.
The provision of safe, welcoming, attractive and accessible library facilities for customers to access library services	The Council provides library facilities in Motueka, Murchison, Richmond and Tākaka. Richmond library is open Monday-Sunday, Motueka and Tākaka libraries are open Monday – Saturday and Murchison Library is open Tuesday – Friday. The libraries are open for a combined total of 153.5 hours per week.

The Council intends to maintain the existing Levels of Service for the Library Services activity.

5.1.1   Performance Measures

The measure for the size of library buildings has been removed and the measure for the number of items held in library collections has been removed and replaced with a measure for the number of new or replacement items added to the library collections. The new performance measure provides a better indication of the currency of the library collections. The measure for visitor numbers is unchanged.

The target for the number of new and replacement items is based on the number of new items which have been added over the last five years. Since 2018/19, we have included downloadable material (eBooks and eAudio) in our count of items added to the collections. Figure 2 shows the items added during the last five years.
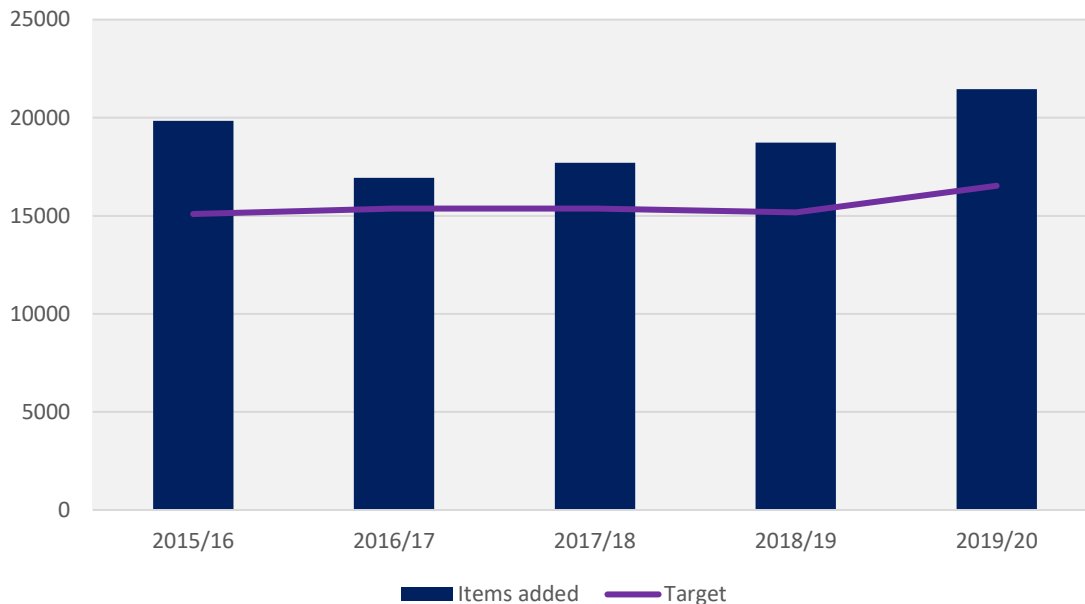

Figure 2: New and replacement items added

The target for visitor numbers is based on visitor numbers recorded over the last five years. Figure 3 shows that there has been a trend of annual increases to visitor numbers. Visitor numbers dropped in 2019/2020 due to the temporary closure of all libraries due to Covid-19.
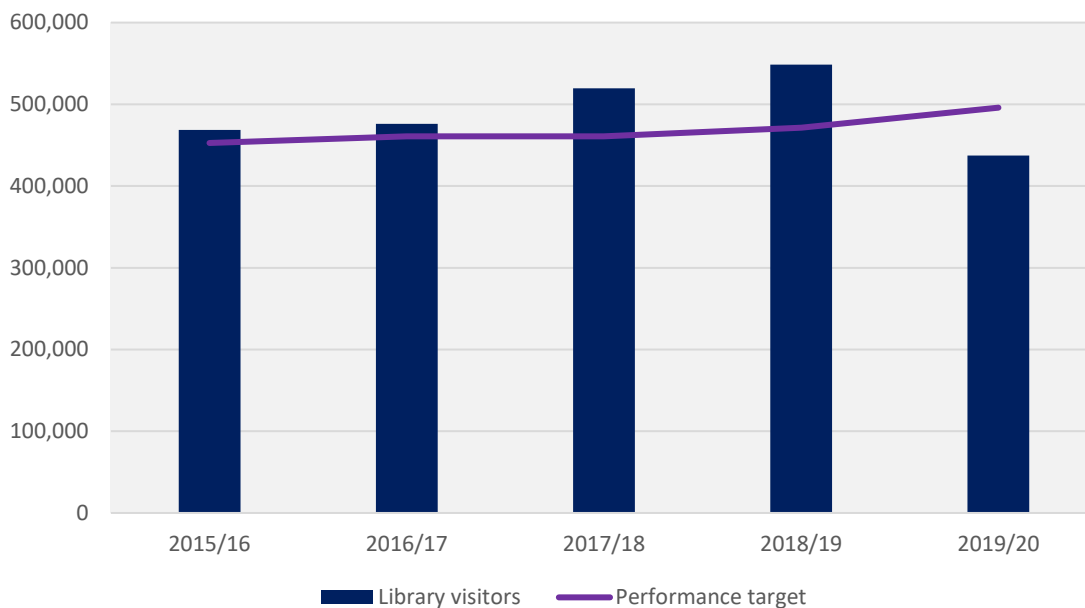

Figure 3: Library visitor numbers

Table 13: Levels of Service and Performance Measures for Library Services activity

Levels of Service	We Will Know We Are Meeting The Level Of Service If...	Current Performance	Future Performance Targets			
			Year 1 Target	**Year 2 Target**	**Year 3 Target**	**By Year 10**
			2021/2022	**2022/2023**	**2023/2024**	**2024 - 2031**
The provision of access to a wide range of information relevant to the community's recreation and learning needs.	The number of new and replacement lending/reference items added to the libraries collections is equivalent to at least 300 items per 1,000 residents. Measured using information available from the Library Management System software and from e-resource vendors.	New performance measure.	The number of new and replacement lending or reference items added to the libraries collections is equivalent to at least 300 items per 1,000 residents.	The number of new and replacement lending or reference items added to the libraries collections is equivalent to at least 300 items per 1,000 residents.	The number of new and replacement lending or reference items added to the libraries collections is equivalent to at least 300 items per 1,000 residents.	The number of new and replacement lending or reference items added to the libraries collections is equivalent to at least 300 items per 1,000 residents.

Levels of Service	We Will Know We Are Meeting The Level Of Service If...	Current Performance	Future Performance Targets			
			Year 1 Target	Year 2 Target	Year 3 Target	By Year 10
			2021/2022	2022/2023	2023/2024	2024 - 2031
The provision of access to a wide range of information relevant to the community's recreation and learning needs.	At least 85% of library users are fairly or very satisfied with the public libraries, as measured through the annual residents' survey.	Fully achieved 2019/2020: 91%. There was a high level of satisfaction from residents who have used the libraries. 75% of residents and 91% of users were satisfied or very satisfied with our public libraries and 5% or residents and 4% of users were not very satisfied. These results are consistent with the 2018/2019 result.	85% of library users are fairly or very satisfied with the public libraries.	85 % of library users are fairly or very satisfied with the public libraries.	85 % of library users are fairly or very satisfied with the public libraries.	85% of library users are fairly or very satisfied with the public libraries.

Levels of Service	We Will Know We Are Meeting The Level Of Service If...	Current Performance	Future Performance Targets			
			Year 1 Target	Year 2 Target	Year 3 Target	By Year 10
			2021/2022	2022/2023	2023/2024	2024 - 2031
The provision of safe, welcoming, attractive and accessible library facilities for customers to access library services.	The number of visits to our libraries is equivalent to at least 9 visits per resident per year. Visitor numbers will be recorded daily using data from door counters at the Richmond, Motueka and Tākaka libraries.	During 2019/2020: 7.9 visits to the library per resident. The target was not met due to library closures during Covid-19 restrictions. The number of visits for the eight months to the end of February 2020 equated to 6.7 visits per resident. The visitor numbers were on track to meet the target, had the libraries remained open.	The number of visits to the libraries is equivalent to at least 9 visits per resident.	The number of visits to the libraries is equivalent to at least 9 visits per resident.	The number of visits to our libraries is equivalent to at least 9 visits per resident per year.	The number of visits to our libraries is equivalent to at least 9 visits per resident per year.

6 Our Customers, Stakeholders and Iwi Partners

The Council engages and consults with iwi partners, customers, and stakeholders to gain an understanding of their needs, expectations and preferences. This enables the Council to provide outcomes that better meet the community's needs.

6.1 Iwi Partners

Māori are tangata whenua of Aotearoa / New Zealand. They have a long and rich association with Te Tauihu o te Waka-a-Māui (Te Tauihu) / the Top of the South Island. There are eight iwi that whakapapa and have Statutory Acknowledgements to places within Te Tauihu and Tasman District. They are represented by the following post settlement governance entities: Ngāti Apa ki te Rā Tō.

- Ngāti Koata Trust

- Te Rūnanga o Ngāti Kuia Trust

- Te Rūnanga a Rangitāne O Wairau

- Te Rūnanga o Ngāti Rārua

- Ngāti Tama ki te Waipounamu Trust

- Te Ātiawa o te Waka-a-Māui

- Te Rūnanga o Toa Rangatira

Tasman District also covers the northern-western part of the Ngāi Tahu takiwā (tribal area/territory). Murchison is within the Ngāi Tahu takiwā and Ngāti Waewae are the Papatipu Rūnanga on this northwestern side. Each iwi has their own unique history and association with places across Tasman District. These areas are not easily defined and do not match or stay entirely within the boundaries of Tasman District.

The Council staff aim to engage with iwi / Māori on matters that are of interest and importance to them. For the Council projects, extra care will be taken to consider and apply the principles of the Tiriti o Waitangi / Treaty of Waitangi. The Council acknowledge that it is important to agree the appropriate level of engagement with iwi / Māori at the outset of a project. This may range from informing through to opportunities for co-governance.

The Council expect iwi / Māori to have a strong interest in the planning and delivery of the Motueka Library redevelopment. Three iwi representatives have attended working group meetings and a Matakite walkover of the site at Decks Reserve has taken place. Recommendations from a cultural impact assessment by Tiakina Te Taiao have been implemented. The iwi representatives are assisting the project team with appropriate tikanga and cultural elements in the design of the library.

More information about iwi of Te Tauihu can be found on the Council's website at https://www.tasman.govt.nz/my-region/iwi/ and their own websites and social media channels.

6.2   Stakeholders

There are many individuals and organisations that have an interest in the management and / or operation of the Council's assets and services. The Council has a Significance and Engagement Policy designed to guide the expectations of the relationship between the Council and the Tasman community. The Council has made a promise to seek out opportunities to ensure the communities, and people it represents and provides services to, have the opportunity to:

- Be fully informed

- Provide reasonable time for those participating to come to a view

- Listen to what they have to say with an open mind

- Acknowledge what we have been told; and

- Inform contributors how their input influenced the decision that the Council made or is contemplating.

Engagement or consultation:

- Is about providing more than information or meeting a legal requirement

- Aids decision making

- Is about reaching a common understanding of issues

- Is about the quality of contact not the amount; and

- Is an opportunity for a fully informed community to contribute to decision-making.

The key stakeholders the Council consults with about the libraries activity are:

- Elected members (Community Board members)

- Residents and ratepayers

- Community associations

- Community and resident groups

- Schools and preschools

- Library customers.

6.1.1   Library Customers

The libraries are used by a wide range of individuals and groups. Table 14 summarises the main customer groups and the services they use.

Table 14: Library customer groups

Customer Groups	Main use of the libraries
Library members	Borrowing resources, internet services, research and information services, training courses, programmes and events, housebound service, social interaction

Customer Groups	Main use of the libraries
School and preschool groups	Borrowing resources, class visits, story reading, literacy programming
Job-seekers	Assistance with writing CVs and applying for jobs, digital literacy training
Community Groups	Meetings and programmes, community display spaces
Businesses	Research and information services
Students	Study resources, research and information services, internet service, study space
Residents (non-members)	Research and information service, internet service, social interaction
Non-residents	Local information, internet service

6.1.2   Library members

Full library membership is open to all residents and ratepayers in Tasman District, Nelson City and Marlborough District. Visitors to Tasman District are able to enroll as temporary members.

Membership numbers are based on active members who have used their library card during the previous 24 months. At 30 June 2020, active members totaled 21,157. Library membership figures are summarised in Figure 4 below.
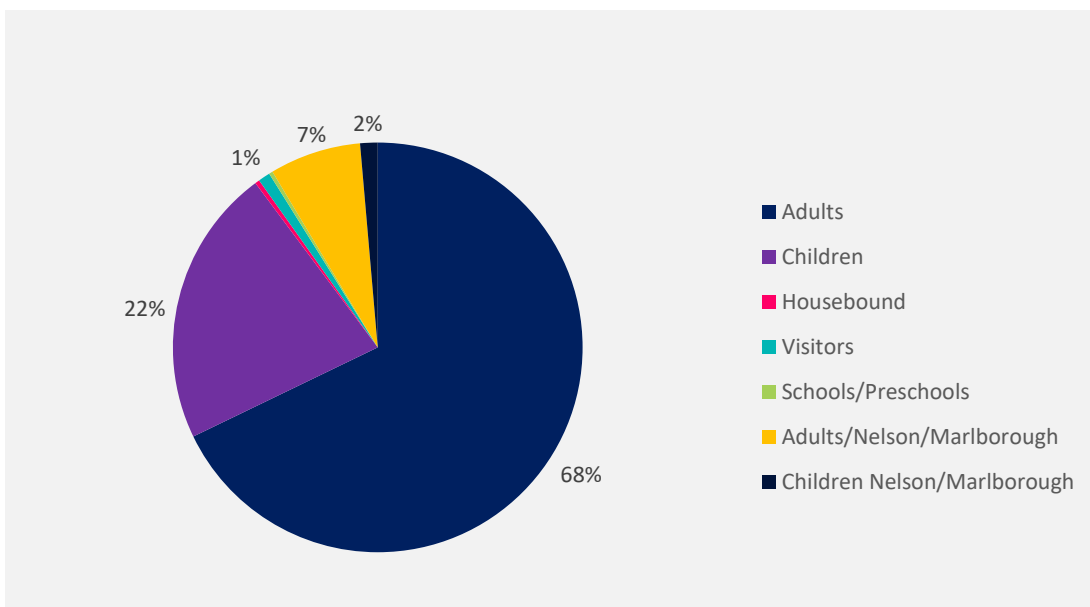

Figure 4: Active library members at 30 June 2020

6.3   Consultation

6.1.3   Purpose and Types of Consultation

The Council consults with the public to gain an understanding of customer expectations and preferences. This enables the Council to provide a level of service that better meets the community's needs.

The Council's knowledge of customer expectations and preferences is based on:

- Feedback from residents surveys

- Other customer/user surveys, such as Yardstick visitor measures

- Levels of service consultation on specific issues

- Feedback from staff customer contact

- Ongoing staff liaison with community organisations, user groups and individuals

- Public meetings

- Feedback from elected members, advisory groups and working parties

- Analysis of customer service requests and complaints

- Consultation via the Annual Plan and Long-Term Plan processes.

The Council commissions residents surveys on a regular basis to assess the levels of satisfaction with key services, including provision of community facilities, and the willingness across the community to pay to improve services. Other informal consultation is undertaken with community and stakeholder groups on an issue-by-issue basis, as required.

6.1.4   Consultation Outcomes

The most recent surveys were undertaken in May 2020. This asked whether residents were satisfied with the libraries. The results from this survey is summarised in Figure 5 and Figure 6Figure 6.
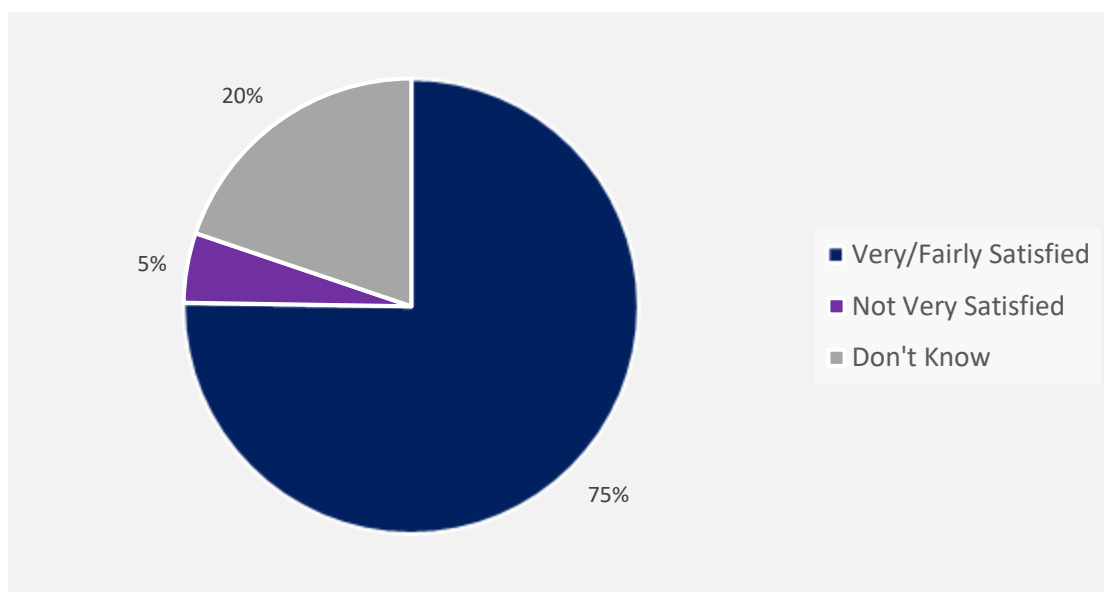

Figure 5: Residents Satisfaction with Public Libraries 2020

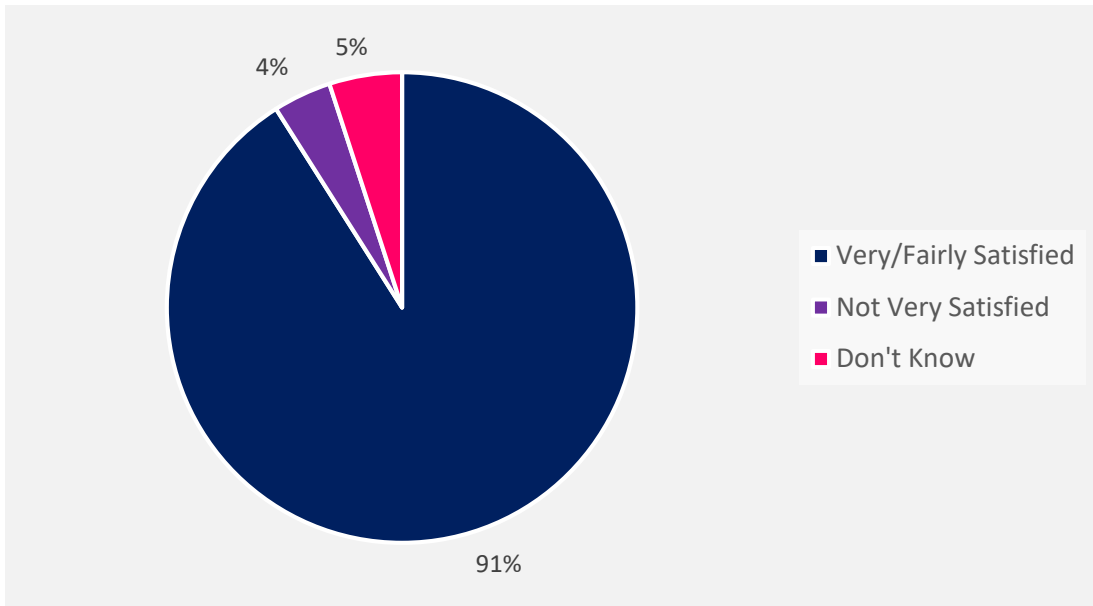LIBRARY SERVICES ACTIVITY MANAGEMENT PLAN

Figure 6: Users Satisfaction with Public Libraries 2020

There were 75 % of residents and 91% of users satisfied with the District's Library Services while 4% of users were not very satisfied and 5% were unable to comment. These results are consistent with those from previous surveys. Results are typical of similar surveys at other councils in New Zealand, where satisfaction with libraries is very high. The percentage not very satisfied is on par with the Peer Group Average.

Figure 7Figure 7 shows that overall user satisfaction levels with the library service has been maintained at a similar level since 2012.
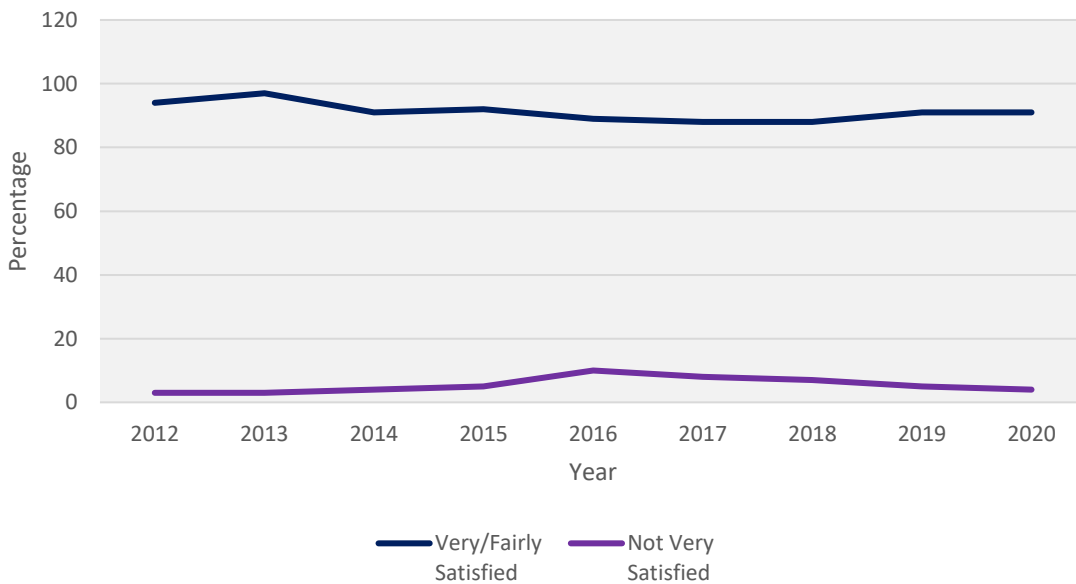

Figure 7: Users Satisfaction with Public Libraries

7 Current and Future Demand

The ability to predict future demand for services enables the Council to plan and identify the best way of meeting that demand. That may be through a combination of demand management and investing in improvements. This section provides an overview of key drivers of demand and what demand management measures the Council has planned to implement.

7.1 Factors Affecting Delivery and Demand for Activity

The Council recognises that future demands for Library services will be influenced by:

- Population growth and demographic change

- Technological change

- Changes in type of use of Library facilities

- Social changes.

The impact of these influencing factors on the demand for library services and the effect on the current scale and mode of delivery is included below.

7.1.1 Population Growth and Demographic Change

The rate of population growth anticipated in the District is likely to put pressure on existing library services. The projected increase in the older age group in the next 15 years is likely to have an impact on the type of library use. Retired people have more time to undertake community and leisure activities. In particular, it is likely that there will be increased demand for housebound and outreach services, large print and audio book collections. The increased number of retired people may also lead to an increase in the demand for library spaces for social interaction and programmes designed for this group with specific social or health needs.

By contrast, the proportion of young people as a percentage of the total population is predicted to decline significantly over time and this may result in a decline in demand for children's services. Libraries have traditionally had a significant role in the development of children's literacy and library programming and the makeup of library collections reflect the emphasis placed on this role.

A decreased demand for children's services coupled with increased demand for service to older users would require the Council to reassess the type of collections and programming provided by the library. Library staff will undertake ongoing assessment of the relevance of the type of collections and programming provided by the library.

7.1.2 Technological change

Ongoing changes in technology has contributed to a growing community expectation that services should be available on demand at any time that is convenient to the user. Consequently, there is an increasing demand for online services that can be accessed outside of library opening hours. We will respond to this demand by increasing the availability of electronic resources and increasing the range of services available through the library website.

The influence of technology in everyday life has created an expectation that libraries will provide access to computers and space for use of laptops and mobile devices and other technology which can be used for creativity, fun and learning. There is also demand for training courses and support for those who are new to using computers and electronic resources. The library will continue to provide public computing facilities and support and training courses for technology users. The delivery of technology support and training courses will be increased according to demand and the availability of staff resources. The library will continue to invest in technology that can be used in library programming, especially programming for children. We will also maintain and upgrade the resources available in Richmond Library's recording studio.

Changes in technology and particularly the growth in the availability and use of e-books have seen ongoing demand for material in digital formats. While the use of the library's physical collections has reduced over time as users choose more electronic resources, people are still expected to want free access to physical resources. We are responding to this demand by increasing the availability of material in digital formats. There has been some consequent reduction in the funding for the physical collections. However, international trends show that the growth in the use of e-books is slowing and that there is a resurgence in book publishing and the use of physical books. The Council will continue to reallocate funds from book budgets to electronic resources budgets until 2027 and will continue to monitor the use of the collections and the relative balance of the physical and electronic collections.

Increasingly libraries and cultural institutions digitise materials from their collections to both preserve the materials and make them more easily accessible by the public. In 2010, Tasman District Library established Kete Tasman, a digital repository of local heritage material. Kete Tasman contains material from library collections and donations from the community. To ensure that these digital materials remain accessible into the future we will need to keep the software platform up-to-date.

7.1.3   Changes in Type of Use of Library Facilities

As well as providing access to lending and reference materials, libraries are used as community hubs for learning, social engagement and interaction. Use of library spaces has evolved to include study, socialisation, meeting and relaxation as well as the more traditional reading and book related activities. Library buildings need to be flexible, adaptable spaces in order to accommodate the changing needs of the community.

It is considered that the Murchison and Tākaka libraries have sufficient space to meet demand for the next 10 years. Population growth in the Richmond area will likely put pressure on the Richmond Library building over the 10-20-year period. Funding for possible expansion of the Richmond Library has been included in this plan.

Through the LTP 2018-2028 capital funding was allocated for the expansion or rebuilding of the Motueka Library building. Construction of the new Motueka Library will be completed in 2021/2022. The new building will double the size of the library facilities in Motueka by and is expected to meet demand for the next 20-30 years.

7.1.4   Social Changes

The availability of online, self-directed study has led to an increased demand for access to information and education resources through the public library. Our response has been to increase the availability and range of electronic resources. Additional resources will also be purchased for the library's physical collections to satisfy demand.

The availability of information via the internet and social media means that many people no longer see the library as their primary source for information. However, trends are showing that an increasing number of people have concerns about the accuracy of the information available via these channels. Libraries will continue to have a role as a trusted source of information with staff skilled in finding and evaluating information.

For many people the availability of leisure time is decreasing due to reasons such as longer working hours or increased family commitments. At the same time, there are more options for ways to spend their leisure time. The library faces increasing competition from other providers of leisure activities.

Fluctuations in the number of unemployed people in our communities can have an impact on the demand for library services. In times of high unemployment library use typically increases, with a particular demand for assistance with job seeking activities such as writing CVs and digital skills training.

7.2   Assessing and Managing Demand

Demographic changes lead to changes in demand for different types of programmes and stock within the collections.

Changes to demand for library programmes is assessed using attendance statistics, customer feedback and our knowledge of trends in the community. Programmes cease or are changed and new programmes are added according to our assessment of the demand. The available staffing resources limit programming. Where possible we work with other community groups or individuals to assist us to deliver programmes and events. Participant numbers may be limited or restricted to particular demographic groups in order to manage demand.

Demand for library collections is assessed using information available from the Library Management System, Collection HQ collection management software and customer feedback. Adjustments to the makeup of the collections are made as part of the library's annual planning process. The strength of a library collection lies with its currency and relevance. Library collections need to be regularly refreshed with the addition of new stock, the removal of outdated stock and the replacement of worn or damaged stock. Item borrowing limits and loan periods are used as mechanisms to manage demand for library stock.

Changes to the demand for material in digital format is assessed using information available from e-resource vendors and customer feedback. Changes to online subscriptions are made as part of the library's annual review of subscriptions.

Through the LTP 2015-2025 capital expenditure on books was reduced by $4,500 each year from year 1-10 and the funds were reallocated to expenditure on electronic resources. With continued reduction in the book budgets, there is a risk that there will be insufficient funding to meet the demand for new material for our physical collections. From 2023/2024 additional funding for electronic resources will cease to be funded through reduction of the book budgets. We will continue to monitor the demand for and use of the collections and the relative balance of the physical and electronic collections.

7.2.1 Growth Model

Tasman District Council has developed a Growth Model to inform the Council planning to provide for growth with sufficient infrastructure and zoned land in the right location at the right time. The Growth Model is a District-wide, long term planning tool which is updated every three years to inform the Long Term Plan. The Model provides 30-year projections of new residential dwellings and new business properties, for 15 Settlement Areas and 5 Ward Remainder Areas.

The Long Term Plan (LTP) 2021-2031 assumes that Tasman District's population is projected to grow by almost 20,000 between 2021 and 2051. This is based on the medium scenario of updated population projections, which the Council commissioned in 2019 from Natalie Jackson Demographics Ltd.

The key demographic assumptions affecting future demand are:

- Ongoing population growth over the next 30 years with the rate of growth slowing over time.

- An ageing population, with population increases in residents aged 65 years and over.

- A decline in average household size, mainly due to the ageing population with an increasing number of people at older ages who are more likely to live in one or two person households.

- The overall population of Tasman is expected to increase by 7,700 residents between 2021 and 2031, to reach 64,300 (assuming the medium scenario). Most of the overall population growth will be driven by net migration gains (more people moving to Tasman District than leaving).

Under the medium scenario, all age groups in Tasman are projected to experience growth. However, the highest growth continues to be in the 65+ age group, whose proportion is projected to increase from 21% in 2018 to 34% in 2048. The ageing population is driving a change in the average household size, projected to decrease from 2.5 residents per household in 2018, to 2.4 in 2028 and 2.3 in 2038. The number of one-person households and couple-without-children households are projected to increase.

8   Lifecycle Management

Lifecycle cost is the total cost to the Council of an asset throughout its life including, creation, operations and maintenance, renewal, and disposal. The Council aims to manage its assets in a way that optimises the balance of these costs. This section summarises how the Council plans to manage each part of the lifecycle for this activity.

8.1   Asset Condition and Performance

The library collections are assessed for condition on an ongoing basis, selection and deselection processes ensure condition of the collections is maintained. Collection items are repaired as needed and new material is purchased to replace old, worn and outdated material.

Library buildings are maintained by the Property Services Activity. Overall, the condition of the Council's building portfolio is good and our buildings are generally fit for purpose. All buildings have been inspected for seismic safety and remedial actions have been implemented.

8.2   Operations and Maintenance

8.2.1   Key Maintenance and Operational Themes

As a response to the demand for more electronic resources, capital expenditure on books has been reduced each year since 2015/2016 and the funds have been reallocated to expenditure on electronic resources. Demand for electronic resources is still strong and additional funding is required in order to meet the demand. We will continue to reallocate funds from the book budgets to electronic resources until 2023/2024. Ongoing reallocation of funds after this date would risk the book budgets being insufficient to meet the demand for new and replacement books. We will continue to monitor the demand for and use of the collections and the relative balance of the physical and electronic collections.

There are no major changes foreseen in the way the Council's buildings will be managed over the next ten years. It is envisaged that the Council will continue to manage building operations in-house supported by local contractors and consultants.

8.2.2   Maintenance Contracts

Computer equipment and software used in the libraries activity is managed and maintained through a combination of the Council's staff from the Information Services function and Library Services activity, and external contracts held with the National Library of New Zealand and FE Technologies.

The Library's public internet service is provided by the National Library of New Zealand through Aotearoa People's Network Kaharoa (APNK). Support for the software and hardware is provided through APNK. The Council renewed their partnership agreement with APNK in 2019. The partnership agreement is due for renewal by 30 June 2025.

The Library Management System (LMS) is Symphony from SirsiDynix. The LMS software is provided by DIA through the Kōtui consortium. The maintenance of the LMS is provided through the National Library. The Council's contract with the National Library for membership of the Kōtui consortium is due for renewal in 2021.

FE Technologies maintains the library's RFID equipment under the terms of a five-year maintenance contract. The maintenance contract may be renewed when it expires in 2021. It is expected that the RFID equipment will have a maximum of eight years of useful life.

The Property Services Activity manages contracts applicable to library building maintenance including painting, electrical, fire alarm testing, fire protection, air conditioning, automatic door servicing, building maintenance, lock maintenance, closed circuit television cameras, lift maintenance and building compliance.

8.2.3   Forecast Operations and Maintenance Expenditure

The 10-year forecast for operations and maintenance is shown in Figure 8 below. Operating expenditure is offset by revenue from fees and charges and other income. General operating costs will progressively increase until 2026/2027 due to an increase in the funding for electronic resources. General operating expenditure excludes staffing costs.
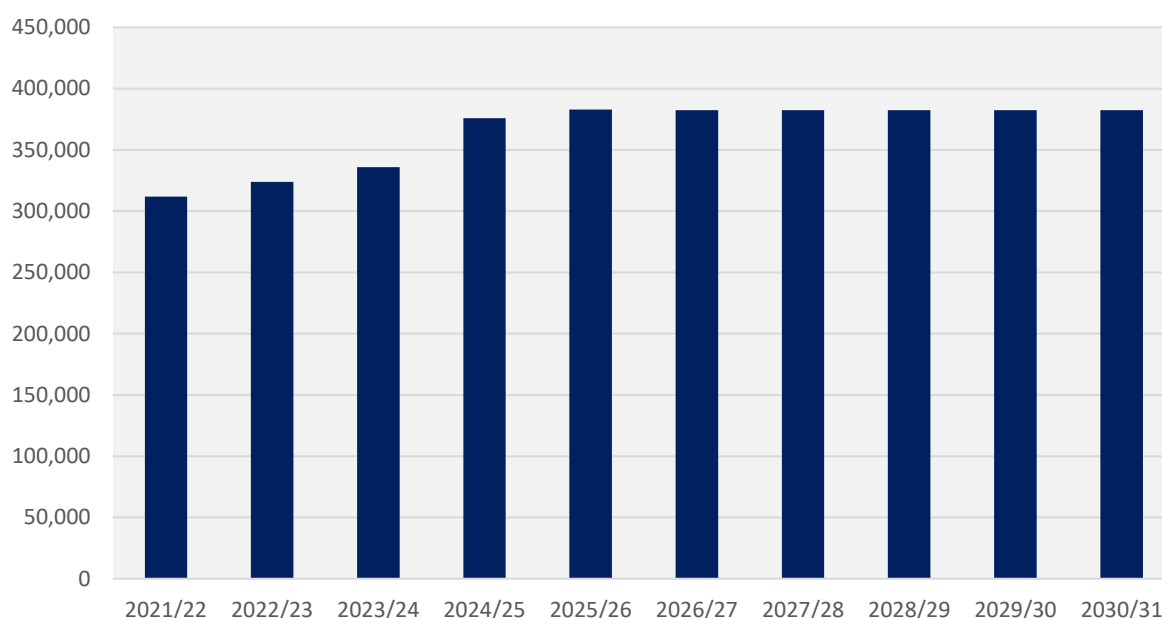
Figure 8: Forecast Annual Operations and Maintenance Expenditure 2021-2031

8.3   Asset Renewals and Replacements

Renewal expenditure is major work that does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original capacity. Work over and above restoring an asset to original capacity is new works expenditure.

8.3.1   Key Renewal Themes

Assets are considered for renewal as they near the end of their effective working life or where the cost of maintenance becomes uneconomical and when the risk of failure of assets is sufficiently high.

Renewal of library collections is undertaken to ensure that service standards are maintained and to ensure that the collections are kept up to date and relevant to meet the needs of users.

In addition to the replacement of assets due to age and wear and tear, a significant driver for the replacement of the library technology assets is to avoid obsolescence. The library's RFID equipment will need to be replaced before it has been superseded by new technology and is no longer able to be supported by technology vendors.

The Council offices and libraries are maintained to a standard that allows staff working in those facilities to be able to perform their functions in comfort with modern up-to-date features. The standards for New Zealand Public Libraries are used as a guide to identify space requirements for library renewals. Library statistics are maintained to compare current usage against previous years plus identifying demand factors. Other standards are those that relate to the Building Act and Resource Management Act.

8.3.2   Renewal Strategies for Library Collections

There is continual reassessment of the library collections for fitness for purpose. The library collections are assessed for condition on an ongoing basis, selection and deselection processes ensure condition of the collections is maintained. Funding for renewal of the library collections is allocated annually. New material is purchased to replace old, worn and outdated material and to ensure that the level of service for the provision of resources is maintained.

The library does not have a comprehensive Collection Management Policy, but library collections are managed according to industry collection management principles. Collection Management Principles from the Library and Information Association of New Zealand Standards 2004 state that:

- Resources should be provided to cover the widest possible range of subjects to meet the community's information, educational, recreational and cultural needs.

- Resources may be provided in any medium appropriate to the community being served. Print, audio-visual, and electronic formats should be represented. The focus should be on providing the best possible information in the most appropriate format.

- Resources should provide appropriate breadth and depth of coverage, include standard works and recent publications, and represent divergent viewpoints on all issues.

Stock is selected to reflect the reading tastes and information needs of the local community. By providing a combination of new and older titles in the different collections, the library should be able to cater for the majority of everyday demands from the community in terms of subject coverage and depth of treatment. Demand for more specialised materials is met through use of the New Zealand Inter-library loans service.

Items within the collections are reviewed regularly. For the collections to remain relevant and accessible, the review and re-assessment of resources is considered as important as selection. Collections are constantly under review with titles purchased and withdrawn.

8.3.3   Data used for Collection Management

The LMS contains data for all items in the library collections. Item records contain details of item location, the collection the item has been assigned to, purchase date, item cost and supplier. Circulation data is also collected for each item including the number of times an item has been issued, the frequency of issues and the last issue date.

Data from the Library Management System (LMS) on use of the collections and individual items within the collections as well as feedback and suggestions for purchase from library users is used to identify areas of demand and usage trends. The library also uses Collection HQ collection management software to identify demand and usage trends across the District. Collection HQ uses information exported from the LMS to create reports. Collection HQ allows us to set parameters and targets that reflect the library collection management policies. This information is used to make decisions on stock rotation and deselection.

Table 15Table 15 provides detail on the data reports generated from the LMS and CollectionHQ and how that information is used to make decisions about the library collections.

Table 15: Library data reports

Report	Source	How we use the report data
Holds per copy	LMS	Weekly report of items that have a ratio of more than 3 holds per copy held of a title. Used to make decisions regarding the purchase of additional copies of the title. Factors included in this decision are: • the length of current loans (is it a quick read and likely to turnover more frequently than the standard loan period) • whether the item is part of a series and likely to be popular for a longer timeframe • any local or New Zealand content that would increase the long-term popularity of the title. Holds per copy are monitored from week to week and any increase or decrease in the holds numbers helps inform purchasing decisions.
Search terms	LMS	Daily report of OPAC search terms used by our customers. The report lists terms that have not yet been added as 'prefill' search options, meaning that they are new terms for the database. The report shows subjects, authors and titles that our customers are searching. These are used to identify any gaps in the collection and to check that customers are finding results for their searches.
Grubby items	Collection HQ	Bi-monthly report of items that have been out a high number of times. The report assumes that these items are no longer in a suitable condition for lending. The report is used in conjunction with a physical assessment of the actual item. Items on the report may be deselected, replaced with a less used item from another branch or replaced with a new version. Criteria for this is based on author, subject area, availability of replacements and recent borrowing history. Reports are also are used for DVDs and Talking books where high issue figures can reflect possible damage to the disc therefore decreased quality of experience for our customers.

Report	Source	How we use the report data
Dead Items	Collection HQ	Bi-monthly report of items that have not been issued within a particular recent timeframe. The report is used in conjunction with information from the LMS about loan history and other copies of the same title. Outcomes for items on this list include; deselection, transfer to another branch, experimental transfer to another part of the collection.
Collection rebalance	Collection HQ	Bi-monthly report, which has a Rebalance Push and Rebalance Pull, feature. These reports are used to increase the use of collection items and ensure the collection size meets the needs of the library users at that branch.
		The PUSH report shows areas of the collection that are overstocked. Overstocked is based on the ratio of titles versus issues. The report suggests titles that can be pushed out to other branches. The report shows the branch that the items should be sent to.
		The PULL report shows areas of the collection that are understocked. This is where borrower demand is not being meet by the number of items on that topic or by that author. The report suggests titles from the wider district collection that should be pulled in to meet the borrower needs. It shows the branch that these titles should come from.
		Transfer performance reports can be run to assess the success of the rebalance. Success is based on the increased use of the titles at their new branch. These reports help inform any future push/pull report actions.

8.3.4   Deselection of items in Library Collections

Items are considered for deselection according to specified criteria including usage statistics, age, currency of information and physical condition. Items that are considered to still have a useful life may be transferred to other library branches to generate additional use. Items which are in poor condition but are still in demand will be considered for replacement. Heritage material is retained regardless of age and condition. Table 16Table 16 summarises deselection criteria.

Table 16: Deselection criteria

Collection Area	Deselection Criteria from reports	Other Deselection / Location transfer Criteria
Adult fiction	Issues – not issued for past two years Issues – total Series status and use Other copies in district	General condition Popularity of author

Collection Area	Deselection Criteria from reports	Other Deselection / Location transfer Criteria
Adult non-fiction	Issues – not issued for past five years Issues – total Other copies in district	Age and currency of information General condition Other titles on the same topic
Talking books	Issues – not issued for past two years Issues – total	General condition Popularity of author
Large Print	Issues – not issued for past two years Issues – total Other copies in district	General condition Popularity of author
Magazines	Weekly – held for six months Fortnightly – held for one year Monthly – held for two years Bi-Monthly – held for up to three years	Issues related to notable events, people or celebrations are kept for longer. For example Christmas editions.
DVD	Issues – not issued for past two years Issues – total Series status and use	General condition
Children's fiction	Issues – not issued for the past two years Issues – total issues exceed 80 - 100	General condition. Large number of issues may result in the item being in poor condition. Popularity of author Popularity of series
Children's non-fiction	Issues – not issued for past two years Issues – total	Age and currency of information General condition Other titles on the same topic
Children's picture books	Issues – not issued for the past two years Issues – less than five issues in previous 12 months	General condition

8.3.5 Other Renewals

Radio Frequency Identification Technology (RFID) provided by FE Technologies was installed in the libraries in 2016. The equipment is maintained by the vendor under the terms of a five-year maintenance contract. The maintenance contract may be renewed when it expires in 2021. It is expected that the RFID equipment will have a maximum of eight years of useful life. Funding for the replacement of RFID technology has been included in this plan.

Furniture and fittings are assessed for condition and fitness for purpose on a regular basis. Furniture used by the public is subject to a reasonable amount of wear-and-tear and needs to be replaced every 7-10 years. Library budgets include an annual allocation for furniture, fittings and office equipment.

8.3.6 Forecast Renewal Expenditure

Renewal expenditure includes annual funding for renewal of library collections and replacement of furniture and fittings. Expenditure peaks in 2021/2022 with the completion of the Motueka Library redevelopment project and in 2023/2024 with the replacement of RFID equipment.
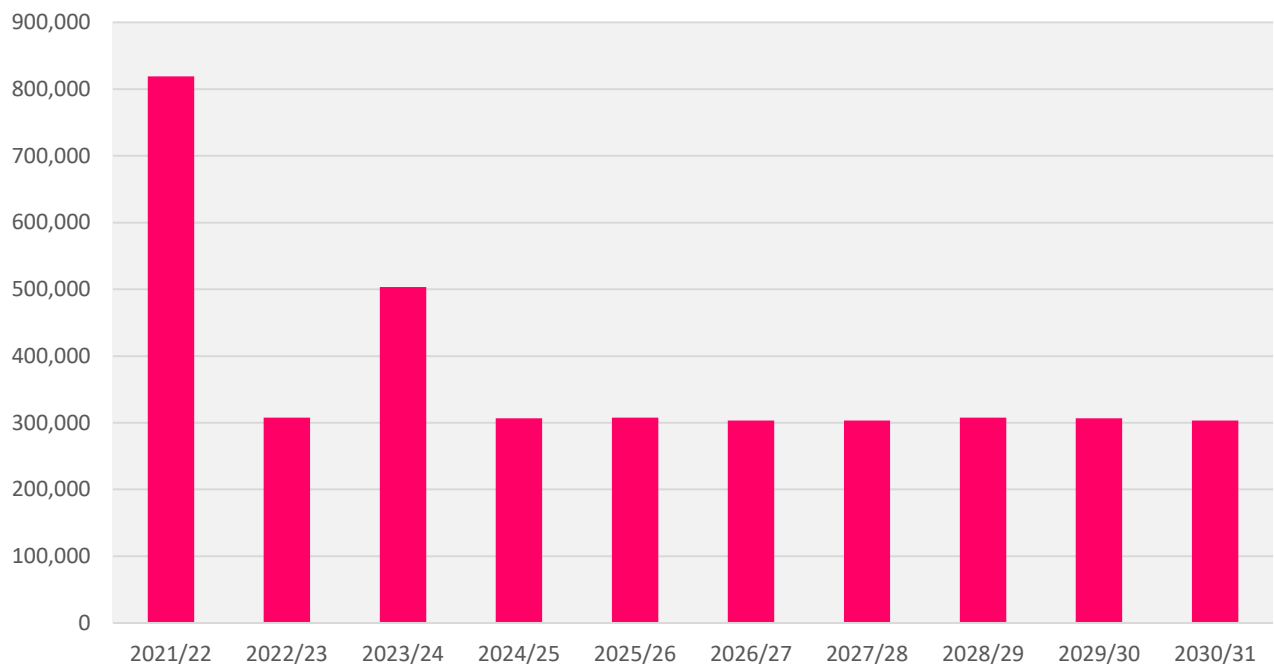

Figure 9: Forecast Annual Renewal Expenditure 2021-2031

8.4   Capital Expenditure

No new capital expenditure is forecast for the library services activity for the 2021-2031 period.

9   Financials

The Council has planned a prudent financial approach to managing its assets and services. This section provides a summary of the total value of the activity and the investment that the Council has planned to make over the next 20 years.

9.1   Funding Policy, Fees and Charges

The Council considers that library activities benefit the public and contribute significantly to community outcomes and would be difficult or costly to charge to users. Therefore, the activity is predominantly funded through the general rate. The Council also considers that there are wide community benefits from ensuring only minimal charges are imposed on library fees, so not all costs are recovered through fees.

The Library Services activity is currently funded through a combination of the following sources:

- Fees and charges
- General rates
- Reserve Financial Contributions (for capital expenditure)
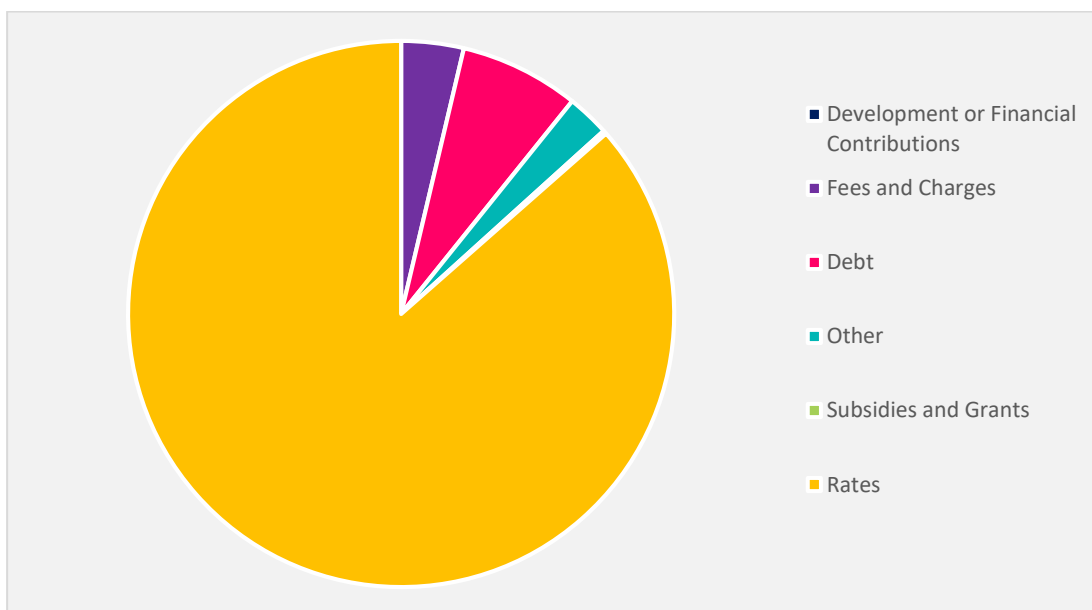- Debt
- Other.

Figure 10: Funding sources for the Library Services activity

9.1.1   Schedule of Fees and Charges

Fees and charges are set at a level to recover some of operating costs associated with the Library Services activity. The schedule of fees and charges is published on the Council's website and reassessed every year.

9.2   Asset Valuation

Library buildings are valued every three years as part of the Council's revaluation of land and building assets. At the end of each year cost price movement since the last valuation is assessed and if there is thought to be any significant movement then a revaluation is sought earlier than the three-year interval. Historic asset valuation reports are held by the Council.

Library books, furniture and fittings, computers and equipment are not currently periodically revalued. The value of library books is based on a revaluation undertaken in 1999, plus the value of new stock added, less depreciation. Donated books are assigned a value based on current replacement cost, less an allowance for age and condition. Additions are valued at cost less depreciation. The value of library books as at June 2020 was $1,070,000.

9.3   Depreciation

Library buildings are valued every three years as part of the Council's revaluation of land and building assets. Depreciation rates for the Council buildings vary and depend on figures set by the valuer for each individual property as part of their revaluation process.

Library book depreciation rates use a 10-year life for Adult books, 5-year life for Children's books and 2-year life for CDs and DVDs. Furniture and fittings, computers and equipment are depreciated using a 5-year useful life.

9.4   Financial Summary

9.4.1   Total Expenditure

The total expenditure needs for the Library Services activity for the first 10 years is summarised below.
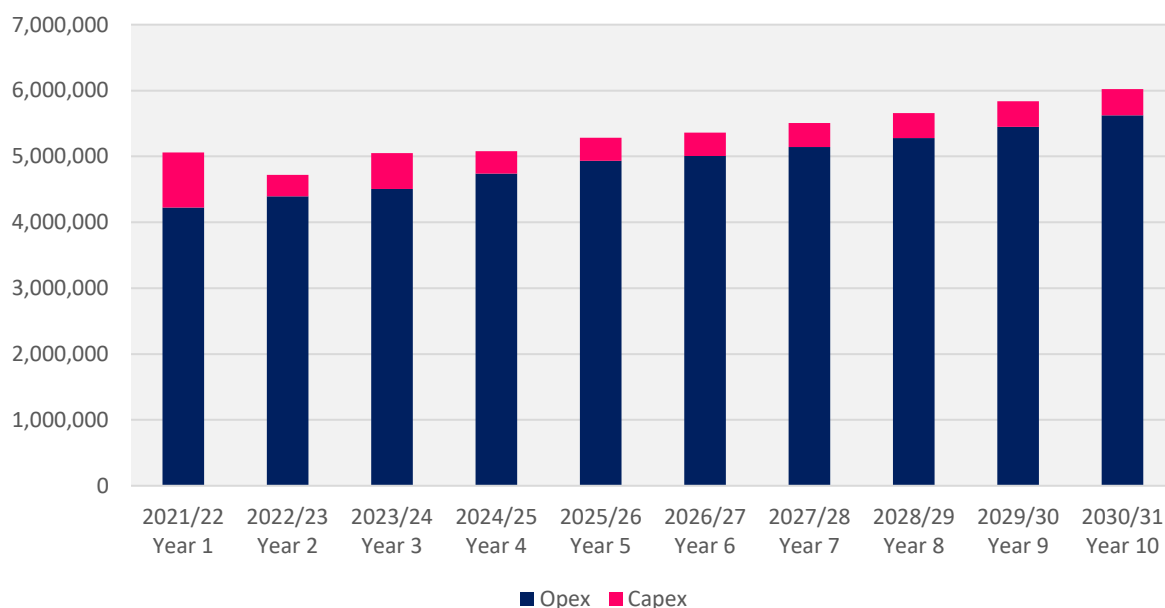
Figure 11: Total annual expenditure for the Library Services years 1-10

9.4.2   Total Income

The estimated total income for the Library Services activity is summarised below.
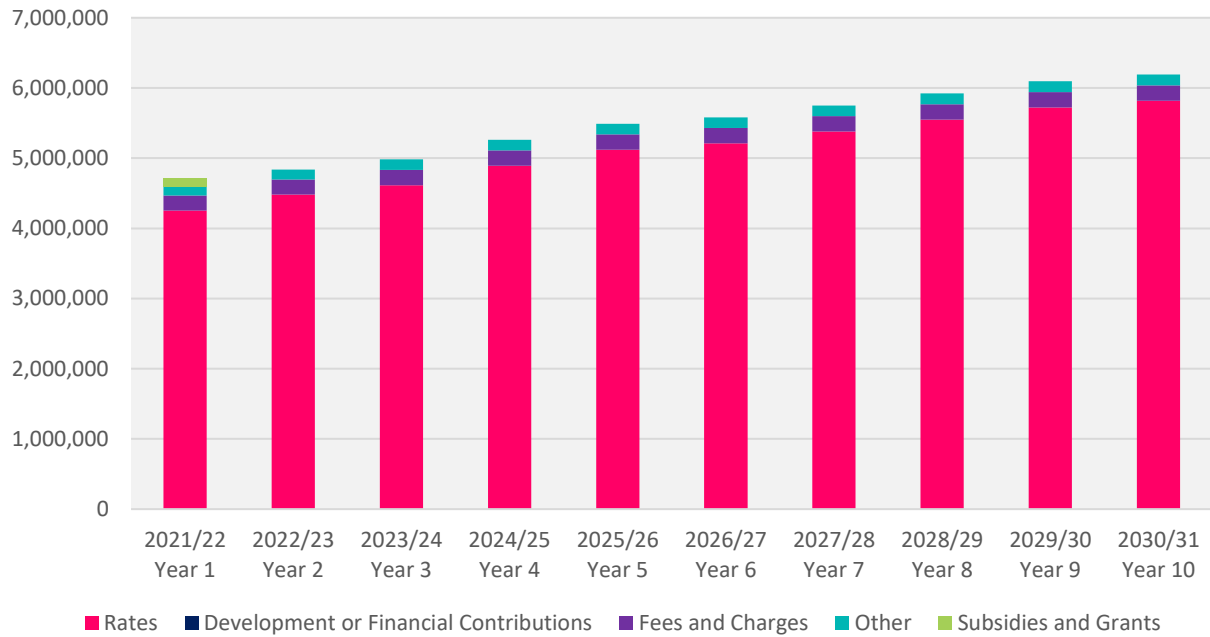
Figure 12: Total annual income for the Library Services activity years 1-10

9.4.3   Operational Expenditure

The estimated operational costs include the purchase of library resources such as magazines and electronic resources. General operating costs will progressively increase due to an increase in the funding for electronic resources.
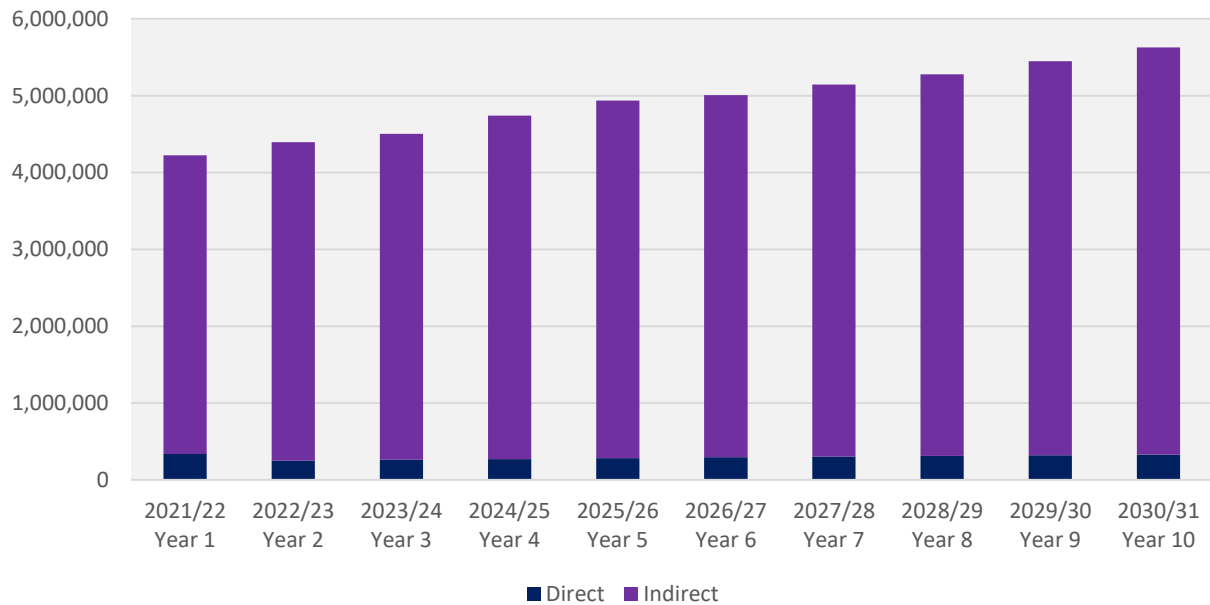
Figure 13: Total operating expenditure for the Library Services activity years 1-10

9.4.4   Capital Expenditure

Estimated capital expenditure includes annual renewal of library collections, completion of the redevelopment of the Motueka Library in 2021/2022 and replacement of RFID equipment in 2023/2024.

Figure 14: Total capital expenditure for the Library Services activity years 1-10

10 Environment and Sustainability

Sustainability means that we effectively balance the needs of present and future communities. From an asset management perspective, sustainability is critical, as many assets have a long lifespan and must be 'future-proofed'. The Council has a responsibility to manage this activity in way that suppor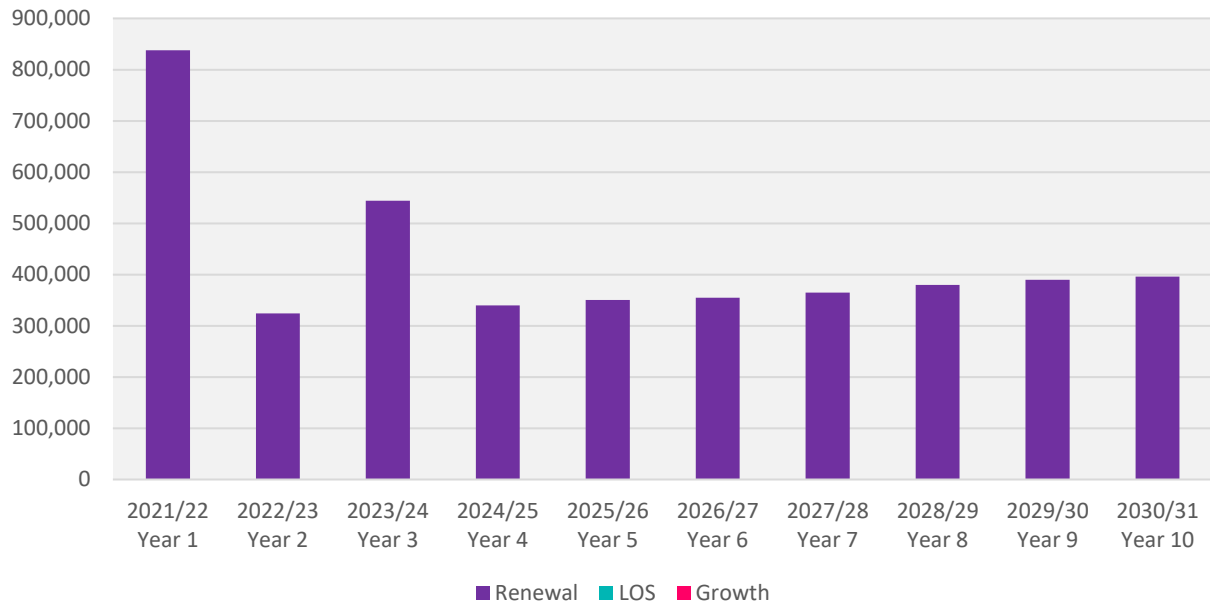ts the environmental, social, cultural and economic well-being of current and future generations. This section focuses on social, cultural and environmental sustainability.

The Local Government Act 2002 requires local authorities to take a sustainable development approach while conducting their business, promoting the social, economic, environmental and cultural well-being of current and future communities.

Sustainable development is a fundamental philosophy that is embraced in the Council's Vision, Mission and Objectives, and is reflected in the Council's community outcomes. The levels of service and the performance measures that flow from these inherently incorporate the achievement of sustainable outcomes.

10.1 Negative Effects

There are no significant negative effects from the Library Services activity. The only negative effect is the cost to ratepayers associated with delivering the activities. Table 17 summarises the negative effects and mitigation measures.

Table 17: Negative Effects

Effect	Description	Mitigation Measures
The main negative effect from this activity is the cost to ratepayers associated with delivering the activity.	A negative impact from ongoing population growth and resulting asset growth and renewals is the increasing operations and maintenance cost of the Council's libraries.	Staff regularly review the way they deliver the Library Services activity to ensure it is delivered cost effectively. Partnerships with other libraries and organisations reduce some operational and resource costs.
Potential risk of injury to library users.	There is a potential safety risk to users if the Council does not adequately maintain our facilities, or if they are damaged due to natural disasters. Poor maintenance or damage could result in users suffering from various injuries.	Council has regular maintenance programmes in place for its buildings.

10.2 Positive Effects

The most significant positive effects from this activity are the social, cultural and learning opportunities available to residents from the library services and facilities.

Table 18: Positive Effects

Effect	Description
Improved learning and literacy outcomes	Libraries provide resources and programmes that support educational, creative, cultural, social, recreational and business activities. Library resources are available to all in the community to support life-long learning and recreation. Education and training programmes and assistance for schools and school-aged children supports learning and the development of literacy. Reading programmes, the encouragement of reading and support for new readers of all ages helps to develop a literate, knowledge-based society. These functions contribute to social, cultural and economic well-being.
Access to the online world	Access to PCs and Wi-Fi through the Partnership with Aotearoa People's Network Kaharoa (APNK) enables members of the community to develop skills and knowledge to be technologically competent.
Provision of community spaces	Libraries provide safe spaces and equitable access to information for all in the community, enabling social interaction and community engagement. Freely accessible shared community spaces encourage social interaction and community cohesion. The provision of community spaces has a positive effect on social well-being.
Supporting employment	The provision of facilities for members of the community to undertake job searching and to prepare job applications helps support employment. The provision of online and print information supports the development of skills and knowledge to improve employability. These functions contribute to social and economic well-being.
Supporting culture and heritage	Libraries collect and preserve local heritage information and materials, and help people preserve their personal stories. These functions support cultural well-being.
Developing community partnerships	Our libraries work with a range of Government and community groups. Developing these partnerships enables greater access to opportunities and information for members of our communities.

11 Risk Management and Assumptions

This AMP and the financial forecasts within it have been developed from information that has varying degrees of completeness and accuracy. In order to make decisions in the face of these uncertainties, assumptions have to be made. This section documents the uncertainties and assumptions that the Council considers could have a significant effect on the financial forecasts, and discusses the potential risks that this creates.

11.1 Our Approach to Risk Management

A risk is any event that has the potential to impact on the achievement of the Council's objectives. The potential impact of a risk is measured by a combination of the likelihood of the risk occurring, and the magnitude of its consequences on objectives if it does. The Council has adopted both a Risk Management Policy that aligns with the Australian/New Zealand Standard AS/NZ ISO 31000:2009, and a Risk Management Framework, which provides guidance and tools to apply to ensure a consistent approach to analysing and managing risks across the organisation. All risks described and managed in this Activity Management Plan comply with the principles and requirements of the policy and framework.

11.2 Activity Risks and Mitigation Measures

The key risks relevant to the Library Services activity are summarised below.

Table 19: Key Risks

Risk Event	Mitigation Measures
Loss of information due to failure of externally provided IT network following natural event, technology breakdown or security breach	Current: • Electronic backups • Information systems security • Library Management System (LMS) provider Business Continuity Planning and security systems in place
Earthquake causes significant damage to library buildings	Current: • Seismic assessment completed for library buildings between 2015-2017, upgrades undertaken as appropriate • Business Continuity Planning (BCP) • Building warrants of fitness are in place • Buildings maintained and managed in accordance with the Council's Dangerous, Insanitary and Affected Buildings Policy • Emergency evacuation systems and plans
Power failure impacts on the ability to deliver library services	Current • Manual systems in place for LMS, some limited services would be available • Property Services Activity could consider retrofitting facilities to allow for generator connectivity

11.3   Assumptions and Uncertainties

This AMP and the financial forecasts within it have been developed from information that has varying degrees of completeness and accuracy. In order to make decisions in the face of these uncertainties, assumptions have to be made.

Table 20 documents the uncertainties and assumptions that the Council considers could have a significant effect on the financial forecasts, and discusses the potential risks that this creates.

Table 20: Generic Assumptions and Uncertainties

Type	Uncertainties	Assumption	Discussion
Financial	Unless stated it can be unclear whether financial figures include inflation or not, as well as whether GST has been included or not.	That all expenditure has been stated in 1 July 2020 dollar values and no allowance has been made for inflation and all financial projections exclude GST unless specifically stated.	The LTP will incorporate inflation factors. This could have a significant impact on the affordability of each activity if inflation is higher than allowed for. The Council is using the best information practically available from Business and Economic Research Limited (BERL) to reduce this risk.
Asset Data Knowledge	The Council has inspection and data collection regimes in place for assets. These regimes do not allow for entire network coverage at all times. The Council's aim is to strike the right balance between adequate knowledge and what is practical.	That the Council has adequate knowledge of the assets and their condition so that planned renewal works will allow the Council to meet the proposed levels of service.	There are several areas where the Council needs to improve its knowledge and assessments, but there is a low risk that the improved knowledge will cause a significant change to the level of expenditure required.

Type	Uncertainties	Assumption	Discussion
Growth Forecasts	Growth forecasts are inherently uncertain and involve many assumptions. The Council commissioned population projections for the LTP 2021-2031 as the basis for its growth planning. However, growth will vary depending on actual birth and death rates, as well as net migration.	That the district will grow or decline as forecast in the Council's Growth Model. The overall population of Tasman is expected to increase by 7,700 residents between 2021 and 2031, to reach 64,300. The District will experience ongoing population growth over the next 30 years but the rate of growth will slow over time. Based on these assumptions, the Council is planning a further 4,300 dwellings and 160 new commercial or industrial buildings will be required by 2031.	Growth forecasts are used to determine infrastructure capacity and when that capacity will be required. If actual growth varies significantly from what was projected, it could have a moderate impact on the Council's plans. If growth is higher than forecast, additional infrastructure may be required quicker than anticipated. If growth is lower, The Council may be able to defer the delivery of new or additional infrastructure.
Legislation Changes	Often Central Government changes legislation to respond to emerging national issues and opportunities. It is difficult to predict what changes there will be to legislation and their implications for the Council.	The Council assumes that it will be affected by changes to Government legislation. However, as the nature of these changes is not known, no financial provision has been made for them except where noted elsewhere in the LTP 2021-2031 forecasting assumptions.	The risk of major changes that impact the Council is moderate. If major changes occur, it is likely to have an impact on the required expenditure. The Council has not planned expenditure to specifically mitigate this risk. It may be necessary for the Council to reprioritise planned work to respond to future legislation.

In addition to the general assumptions above, the Council needs to make assumptions that are specific to the Library Services activity; these are discussed further in Table below.

Table 21: Library Services Assumptions and Uncertainties

Assumption Type	Assumption	Discussion
Library technologies	That the Council will continue to utilise modern library technologies.	There is potential for loss of information following a natural event, technology breakdown or security breach. Any loss of information could have a significant impact on library services.
	The National Library will continue to manage key technology systems used by the library	Key technology systems managed by the National Library include Library Management System (LMS) software provided through the Kōtui consortium and public internet computers and Wi-Fi access provided through the Aotearoa People's Network Kaharoa (APNK). The LMS is fully funded through annual consortium fees and APNK is majority funded by the National Library.
		There is a low risk that the National Library will withdraw from providing these services. If the National Library withdraws from these services or the contracts with Kōtui and APNK are not renewed when they fall due, the Council will need to fully fund these services. LMS support and upgrade costs and APNK membership costs will continue to reside with the Council's Information Services budgets.
Digital service delivery	That there will be increased delivery of digital services via the library website.	Trends in technology for library and information services indicate an increase in the scope and range of digital services that will be provided by libraries in the short to medium term.
		There is a low risk that access to key electronic resources will be lost due to changing supply conditions. The risk is reduced by using a range of suppliers and re-evaluating suppliers and resources annually.
		It is anticipated that there will be increased digitisation of material in the library's heritage collections and of material owned by members of the public.

12 Asset Management Processes and Practices

Good quality data and asset management processes are the heart of effective planning. This section outlines our approach to asset management, our processes, and provides an overview of our data management systems and strategies that underpins this activity.

12.1   Appropriate Practice Levels

The Office of the Auditor General (OAG) has chosen to use the International Infrastructure Management Manual (IIMM) as the benchmark against which New Zealand councils measure their activity management practices. There are five maturity levels in the IIMM; Aware, Basic, Core, Intermediate and Advanced. The IIMM sets out what the requirements are for each level against each area of the activity management system.

In 2017, the Council reviewed its Activity Management Policy and adopted an updated version. The Policy sets out the Council's activity management objectives and appropriate levels of practice. For the Library Services activity, the Council has determined that the appropriate level of practice is Core.

12.2   Service Delivery Review

In 2014, Section 17A was inserted into the Local Government Act, which requires the Council to review the cost effectiveness of its current arrangements for providing local infrastructure, services, and regulatory functions at regular intervals. Reviews must be undertaken when service levels are significantly changed, before current contracts expire, and in any case not more than six years after the last review.

Table 22 below summarises the reviews that have been completed to date and when the next review is required for this activity.

Table 22: Summary of Review

Scope of Review	Summary of Review	Review Date	Next Review
Library Services	An initial review found that governance and funding of library services by Tasman District Council with delivery by the Council staff is the preferred option as there are no viable alternatives for the provision of Library services. Staff recommended that a full s.17A review not be undertaken at this time.	May 2017	2022

At the time of the initial review, the Council determined that it would not review the current provision of Library services because:

- The activity is not self-sufficient with some key administration tasks being undertaken by other Council sections, e.g. payroll, accounting, IT. Separation from the Council could result in increased administration and IT costs.

- Library services are complex to deliver, require specialist skills, facilities and equipment and are not cost recoverable.

- There is little incentive for the private sector to take over the operation of a service that is not cost recoverable and any move towards cost recovery would result in reduced levels of service.

- Community groups who may have an interest in taking over running the library service will not have the specialist skills and financial resources required to deliver the appropriate levels of service.

- Tasman District Libraries already shares a range of services with other libraries, which reduces the cost of the service. There are limited opportunities for sharing further services.

In addition to the s.17A review, the Council reviews how it procures and delivers its Library services at the time of renewing individual agreements with suppliers. These reviews include consideration of the cost and value of the individual services and products and the potential for cost savings by using alternative suppliers.

12.3   Asset Management Systems and Data

The Council has a variety of systems and tools that support effective operation and maintenance, record asset data, and enable that data to be analysed to support optimised life-cycle management. There is a continual push to incorporate all asset data into the core asset management systems where possible; where not possible, attempts are made to integrate or link systems so that they can be easily accessed. Systems relevant to the Library Services Activity are detailed below in Figure 14.
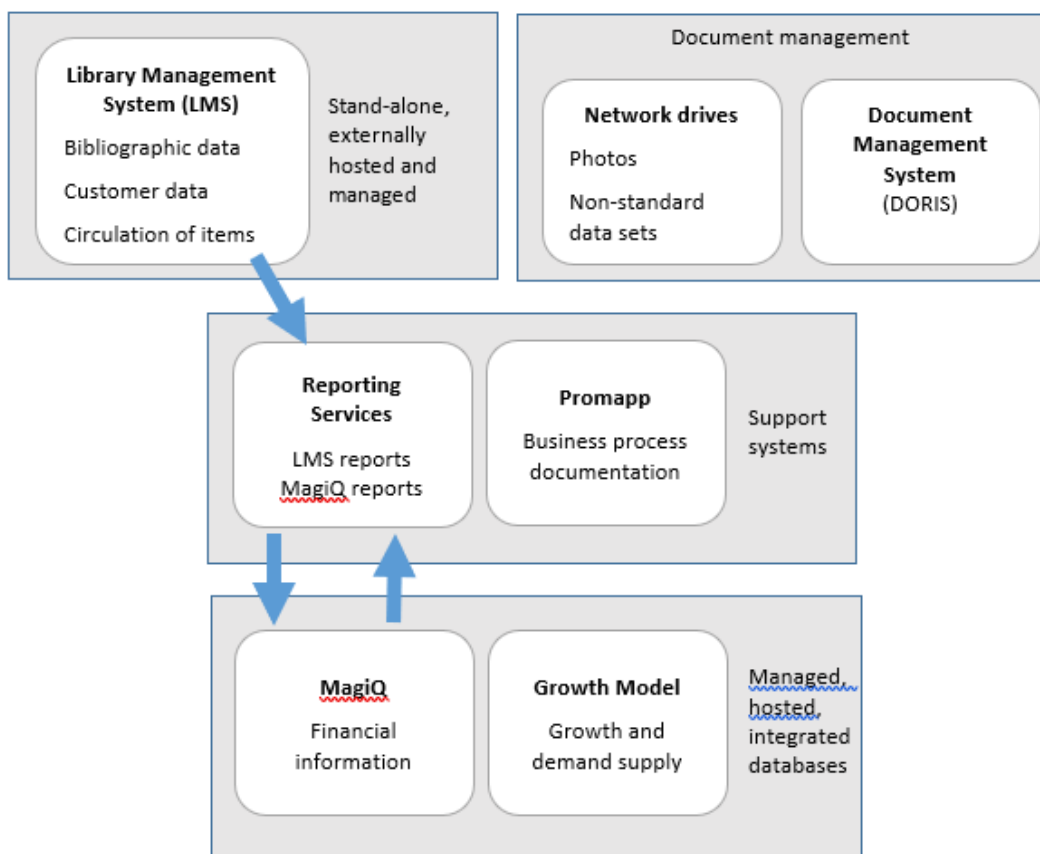
Figure 15: Data Types and Information Systems

The major system used by the Library Service activity is Symphony, which is a specialised Library Management System. Symphony holds a database of all items in the library collections. The asset information currently records base details relating to:

- Date item added to the collections

- Purchase cost of item

- Item use

- Attribute details about item

- Location of item, including details of borrower who has the item on loan.

Table 23 summarises the various data types, data source and how they are managed within the Council. It also provides a grading on data accuracy and completeness where appropriate.

Table 23: Data types and sources

Data Type	Information System	Management Strategy	Data Accuracy	Data Completeness
Asset Description	Library Management System (LMS)	The LMS contains bibliographic records, item records and user records. The LMS is maintained by Kōtui/APNK	2	2
Asset valuation	Finance Spreadsheet	Assets are valued regularly	2	2
Document Management System	DORIS	Documents relating to the Council activities are stored on the Council's Document management system (DORIS)	2	2
Financial information	MagiQ	The Council's corporate financial system is MagiQ, a specialist supplier of integrated financial, regulatory and administration systems for Local Government. MagiQ is used for financial tracking of budgets.	N/A	N/A
Growth and Demand Supply	Growth Model	A series of linked processes that underpin the Council's long term planning, by predicting expected development areas, revenues and costs, and estimating income for the long term.	2	
Photos	Network drives / DORIS	Electronic photos of assets and activities are mainly stored on the Council's network drives and in DORIS	N/A	N/A
Processes and documentation	Promapp	Promapp is process management software that provides a central online repository where the Council's process diagrams and documentation is stored.	2	3
Reports	Library Management System (LMS)	Reports provide information on collection numbers, location, age and usage of items.	2	2

LIBRARY SERVICES ACTIVITY MANAGEMENT PLAN

Table 24: Data Accuracy and Completeness Grades

Grade	Description	% Accurate
1	Accurate	100
2	Minor Inaccuracies	+/- 5
3	50 % Estimated	+/- 20
4	Significant Data Estimated	+/- 30
5	All Data Estimated	+/- 40

Grade	Description	% Complete
1	Complete	100
2	Minor Gaps	90 – 99
3	Major Gaps	60 – 90
4	Significant Gaps	20 – 60
5	Limited Data Available	0 – 20

12.4   Quality Management

The Council has not implemented a formal Quality Management system across the organisation. Quality is ensured by audits, checks and reviews that are managed on a case-by-case basis. Table 25 outlines quality management approaches that support the Council's asset management processes and systems.

Table 25: Quality Management Approaches

Activity	Description
Process documentation	This is being phased in across the Council with the implementation of Promapp. Over time, business units are capturing organisational knowledge in an area accessible to all staff, to ensure business continuity and consistency. Detailed documentation, forms and templates can be linked to each activity in a process. Processes are shown in flowchart or swim lane format, and can be shared with external parties.
Quality Management systems	Tasman District Council does not have a formal Quality Management system across the Council; quality is ensured by audits and checks that are managed in individual teams. Quality checks are done at many stages throughout the Asset Management process.
Planning	The planning process is formalised across the Council, with internal reviews and the Council approval stages. Following completion of the AMPs, a peer review is done. From that, a comprehensive Improvement Plan is drawn up. Actions are discussed at regular meetings and progress noted. These will be incorporated into the following round of AMPs.
Asset data integrity	Monthly reports are run to ensure data accuracy and completeness. Data is compared with previous monthly and yearly results; any anomalies are identified and corrected at this time.
Levels of Service	Key performance indicators are reported annually to the Operations Committee and included in the annual report, which is audited by the Office of the Auditor General.
Reports to the	All reports that are presented to the Council are reviewed and approved by the

Activity	Description
Council	Community Development Manager and the Senior Management Team.

12.5   Critical Assets

Knowing what is most important is fundamental to managing risk well. By knowing this, the Council can invest where it is needed and can tailor this investment at the right level. This will avoid overinvesting in assets that have little consequence of failure, and will ensure assets that have a high consequence of failure are well managed and maintained.

Critical assets for the Library Services activity are summarised below.

Table 26: Critical Assets for the Library Service Activity

Critical Asset	Risk Management Strategy
The Richmond Library building at 280 Queen Street. The Richmond Library fulfills a number of management functions for the district's library network.	Maintain and ensure compliance with up-to-date Health and Safety Plans for all staff and contractors and manage the contractor's response to new health and safety issues. Monitor the condition of the plant on a regular basis and maintain compliance with relevant quality standards. That a regular maintenance programme is maintained. Monitor potential hazards on a regular basis, and to take appropriate action to reduce possible risks by eliminating, mitigating or isolating the hazard as soon as any potential hazard is identified. Monitor the structural aspects of the complex and ensure that it is maintained in a safe and sound condition.
The Library Management System (LMS). The LMS is used to maintain records of library collections, borrower records and records the circulation of library materials. The LMS is managed and maintained by Kōtui/APNK. Kōtui/APNK have extensive backup and data recovery plans in place and undertake regular software upgrades to improve performance and protect the integrity of the database.	Comply with requirements for software and hardware upgrades Ensure backup manual and offline systems for the circulation of library materials are in place

13 Improvement Planning

The AMPs have been developed as a tool to help the Council manage their assets, deliver the levels of service and identify the expenditure and funding requirements of the activity. Continuous improvements are necessary to ensure the Council continues to achieve the appropriate (and desired) level of activity management practice; delivering services in the most sustainable way while meeting the community's needs.

13.1 Assessment of our Activity Management Practices

Establishment of a robust, continuous improvement process ensures the Council is making the most effective use of resources to achieve an appropriate level of asset management practice. The continuous improvement process includes:

- Identification of improvements
- Prioritisation of improvements
- Establishment of an improvement programme
- Delivery of improvements
- On-going review and monitoring of the programme.

The development of this AMP has been based on existing levels of service and asset management practices, the best available information and knowledge of Libraries staff. The AMP is a living document that is relevant and integral to daily asset management practice. To ensure the plan remains useful and relevant, it will be subject to ongoing monitoring, review and updating to improve its quality and the accuracy of the asset information and financial projections.

An AMP project team developed the updated AMP template and provided oversight of the AMP processes for all Council activities. The Library AMP was developed and reviewed for consistency as part of this process. The AMP template was updated to incorporate recent Local Government Act changes. The AMP template developed and used by the Council has allowed clear, concise presentation of information in a logical manner.

13.2 Peer Reviews

In early 2018, the Council engaged Waugh Infrastructure Management Ltd to undertake a peer review on the consultation version of this activity management plan. The peer review included the following analysis:

- Review of the AMP against general industry practice as observed by Waugh Infrastructure in the past 12 months.
- Review and commentary on the adequacy of the AMP structure against current industry practice and requirements, as set out in IIMM 2015, ISO 55000.
- Analysis of AMP individual section strengths and emphasis, including analysis of overall AMP 'message' verses issues identified.
- Overview analysis of AMP status against appropriate asset management practice levels adopted in the Council's Activity Management Policy (summary not detail).

- Analysis of the AMP against Local Government Act 2002 amendment requirements, both 2012, and 2014 – identification of any issues or 'misses'.

- Provide review comments of AMP strengths and weaknesses identified, with commentary on any suggested priority changes to be completed before LTP 2018.

It is important to note that the peer review only considered what was included in the consultation version of this activity management plan. There are aspects of the Council's asset management processes that are not discussed in this activity management plan and are therefore not incorporated into the scoring.

The overall findings of the Peer Review were that the Library Services AMP provides good, clear and concise representation of assets, focus areas and key issues and that overall the AMP gives good confidence about the information supporting the libraries activity budget projections. The review found that the AMP provides a well-defined 10-year plan, including individual cost centres, enabling a good understanding of the financial, operational, renewal and capital costs.

The overall compliance status of the 2018-2028 Library Services AMP is shown below in Figure 16.

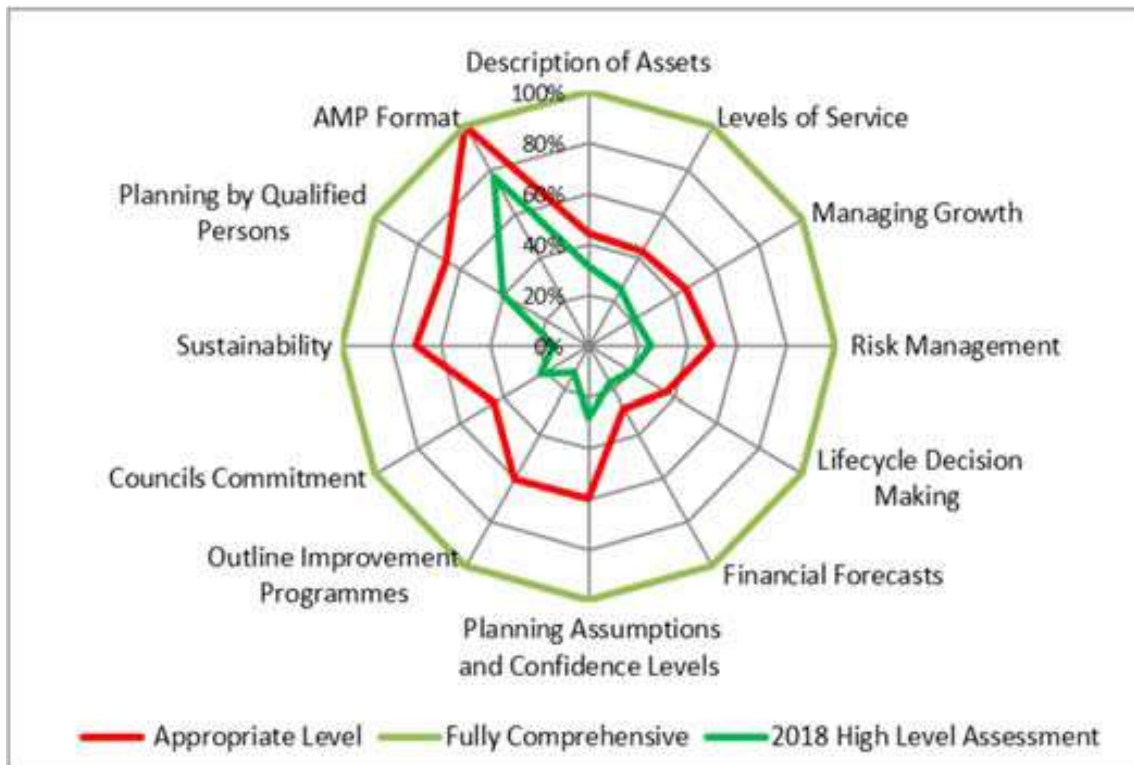Figure 16: 2018 Peer Review Library Services AMP Compliance Status Summary

13.3   Improvement Plan

The Council staff have reviewed and prioritised the feedback received in the peer review report. Improvements have been ranked and included in the Improvement Plan.

13.3.1 Summary of Planned Improvements

A list of the planned improvement items for this activity is provided in Table 27 below.

Table 27: Improvement Plan for Library Services AMP

Improvement Item	Further Information	Priority	Status	Expected Completion Date	Person Responsible	Cost / Resource Type
Improve information on collection management processes	Provide detail on how data from collection management systems is used to make asset decisions. Provide detail on existing practices.	High	Additional information included in 2021-2031 AMP.	December 2020 (completed)	Glennis Coote	Staff time
Improve information on Library Management System	Provide detail on data collected and how data is used, including usage trends.	High	Additional information included in 2021-2031 AMP.	December 2020 (completed)	Glennis Coote	Staff time
Improve levels of service information	Use graphical demonstration of visitor number and targets and suggest including opening hours as a basic measure of availability and access to library services.	Medium	Additional information included in 2021-2031 AMP.	December 2020 (completed)	Glennis Coote	Staff time
Enhance information on Customers and Stakeholders	Provide data on membership, demographics and various customer groups using library services.	Medium	Additional information included in 2021-2031 AMP.	December 2020 (completed)	Glennis Coote	Staff time

Improvement Item	Further Information	Priority	Status	Expected Completion Date	Person Responsible	Cost / Resource Type
Critical Assets	Provide information on critical assets for the Library Service.	Medium	Information included in 2021-2031 AMP.	December 2020 (completed)	Glennis Coote	Staff time
Review risks	Review key risks and risk scores following the adoption of the Council's amended Risk Management framework. Suggest including loss of power and linkage to the Council's Earthquake Prone, dangerous and Insanitary Buildings Policy.	Medium	Updated information included in 2021-2031 AMP.	December 2020 (completed)	Glennis Coote	Staff time
Refine data information	Refine data types and information systems tables. These can be improved by stating confidence ratings based on quantity, attributes, cost, life, condition, performance. Also, include diagram of asset and data relationships.	Low	Updated information included in 2021-2031 AMP.	December 2020 (completed)	Glennis Coote	Staff time

Improvement Item	Further Information	Priority	Status	Expected Completion Date	Person Responsible	Cost / Resource Type
Asset valuation information	The asset valuation information should include valuation of hardware and software used by staff and library customers.	Low	Not started.	December 2021	Glennis Coote / Finance team / IS team	Staff time
Improve sustainability information	Provide further detail about sustainability and consider further actions that could be taken to improve sustainability.	Low	Additional information included in 2021-2031 AMP.	December 2020 (completed)	Glennis Coote	Staff time

Appendix A: Operating Budget

ID	Name	Description	Total Budget 2021-51	Financial Year Budget ($)										Total Budget	
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031-41	2041-51
1300220308	Feasibility Studies	Feasibility Studies	0	0	0	0	0	0	0	0	0	0	0	0	0
13012203	The Prow Website	Review of The Prow website	12,000	4,000	4,000	4,000	0	0	0	0	0	0	0	0	0
1301240601	District Libraries - Periodicals /Newspapers	Magazines and newspapers	820,700	26,500	27,000	27,400	27,400	27,400	27,400	27,400	27,400	27,400	27,400	274,000	274,000
1301240602	Children's Periodicals	Children's magazines	68,900	2,250	2,250	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	23,000	23,000
13012505	Library Electricity	Wakefield Library electricity	6,600	220	220	220	220	220	220	220	220	220	220	2,200	2,200
13012517	District Operations - Sundry	Minor equipment, programming, sundry expenses	570,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000	190,000	190,000
1301251701	District Libraries - Fundraising Purchases	Purchases related to fundraising activities	45,000	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	15,000	15,000
1301251702	District Libraries - Electronic Information	Online databases and streaming services	1,737,500	22,500	50,000	52,500	55,000	57,500	60,000	60,000	60,000	60,000	60,000	600,000	600,000
1301251703	District Libraries - Digital Content	E-books and E-audio	1,657,500	44,000	46,500	49,000	51,500	54,000	56,500	56,500	56,500	56,500	56,500	565,000	565,000
1301251704	District Libraries - Catalogue Costs	Outsourced cataloguing of library collections	300,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000	100,000
1301251706	District Libraries - Digital Archive	Digital Archive software and hosting fees	360,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	120,000	120,000
13012526	Library Secondment Funding Project		125,000	125,000	0	0	0	0	0	0	0	0	0	0	0
13022505	Richmond Library - Electricity	Electricity	765,000	25,500	25,500	25,500	25,500	25,500	25,500	25,500	25,500	25,500	25,500	255,000	255,000
13022512	RICHMOND LIBRARY - PUBLICITY	Publicity and advertising	30,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000	10,000
13022517	RICHMOND LIBRARY - SUNDRY	Minor equipment, programming, sundry expenses	105,000	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	35,000	35,000
1302251701	Richmond Library - CH/YA Programmes	Children's and teens programming	54,000	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	18,000	18,000
13032505	Motueka Library - Electricity	Electricity	300,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000	100,000
13032512	Motueka Library - Publicity	Publicity and advertising	30,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000	10,000
13032517	Motueka Library - Sundry	Minor equipment, programming, sundry expenses	30,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000	10,000
13032526	Motueka Library - CH/YA Programmes	Children's and teens programming	45,000	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	15,000	15,000
13042505	Tākaka LIBRARY - ELECTRICITY	Electricity	174,000	5,800	5,800	5,800	5,800	5,800	5,800	5,800	5,800	5,800	5,800	58,000	58,000
13042512	Tākaka Library - Publicity	Publicity and advertising	48,000	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	16,000	16,000
13042517	Tākaka LIBRARY - SUNDRY	Minor equipment, programming, sundry expenses	33,000	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	11,000	11,000
13042526	Tākaka Library - CH/YA Programmes	Children's and teens programming	28,500	950	950	950	950	950	950	950	950	950	950	9,500	9,500
13052512	Murchison Library - Publicity	Publicity and advertising	3,000	100	100	100	100	100	100	100	100	100	100	1,000	1,000
13052517	MURCHISON LIBRARY - SUNDRY	Minor equipment, programming, sundry expenses	9,000	300	300	300	300	300	300	300	300	300	300	3,000	3,000
13062517	Link Libraries - Miscellaneous	Community libraries sundry expenses	30,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000	10,000
13072203	Tapawera Library Contribution	Contribution to Tapawera School/Community Library	240,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	80,000	80,000

Appendix B: Capital Budget

ID	Name	Description	Project Driver %			Total Budget	Financial Year Budget ($)											Total Budget	
			Growth	Inc LOS	Renewals	2021-51	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031-41	2041-51
13016102	Furniture and Fittings	Replacement of furniture and fittings	0	0	100	378,000	12,000	12,000	12,000	15,000	12,000	12,000	12,000	12,000	15,000	12,000	126,000	126,000
13016106	District Library Buildings	Minor building maintenance	0	0	100	40,000	0	0	10,000	0	0	0	0	0	0	0	20,000	10,000
1301610801	Adult Collections	Library books	0	0	100	5,777,500	195,000	192,500	192,500	192,500	192,500	192,500	192,500	192,500	192,500	192,500	1,925,000	1,925,000
1301610805	Children's Collections	Library books	0	0	100	2,131,000	72,000	71,000	71,000	71,000	71,000	71,000	71,000	71,000	71,000	71,000	710,000	710,000
1301610808	AV Collections	DVDs, Talking books	0	0	100	840,500	28,500	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	280,000	280,000
13016109	Office Equipment	Replacement of equipment	0	0	100	40,000	0	4,000	0	0	4,000	0	0	4,000	0	0	16,000	12,000
1301610901	RFID Technology	Replacement of RFID technology	0	0	100	802,000	0	0	190,000	0	0	0	0	0	0	0	408,000	204,000
13026106R	Richmond Library Building	Extension of Richmond Library building	0	100	0	6,000,000	0	0	0	0	0	0	0	0	0	0	6,000,000	0
13036106	Motueka Library Building	Redevelopment of Motueka Library building	0	0	100	511,500	511,500	0	0	0	0	0	0	0	0	0	0	0

LIBRARY SERVICES ACTIVITY MANAGEMENT PLAN