



Library Services Activity Management Plan

2012-2022

GROUP NAME : Community Services

Activity: Libraries

What we do

Tasman District libraries provide quality services to the community, promoting lifelong learning and creative use of leisure. The libraries provide access to information and leisure as well as space for our communities to interact. Access to information is in a variety of formats including books, electronic databases and other media. An information service is available during all opening hours with qualified staff to help users find the information they are seeking. Children’s services include a variety of activities in all the libraries. Outreach services to the homebound as well as to preschools, and other organisations are provided by the libraries. Service is to all residents of the District through libraries in Richmond, Motueka, Takaka and Murchison. Electronic resources are provided via the Council Libraries website and in the libraries. Council provides support for Link libraries that provide limited book stock only. These operate in Wakefield, Tapawera, Mapua and Collingwood.

Why we do it

The Council is required by the Local Government Act and by community expectation to promote the wellbeing of the community. Libraries develop an informed community whose members are literate and inspired. The Tasman District Council’s public library services and facilities provide a collective resource that is greater than local families or individuals can afford.

Contribution to Community Outcomes

| Community Outcomes | How Our Activity Contributes to the Community Outcome |
|--|---|
| Our vibrant community is safe, well, enjoys an excellent quality of life and supports those with special needs | TDC libraries provide safe space for our community to interact. Libraries provide resources which enrich quality of life for all. |
| Our community understands regional history, heritage and culture | TDC libraries collect and preserve local heritage materials. TDC libraries are involved in regional history/heritage projects which increase access to local historical/cultural information and materials. |
| Our diverse community enjoys access to a range of spiritual, cultural, social, educational and recreational services | TDC libraries provide access to a wide range of materials in a variety of formats to support the recreational, educational, cultural, social, and business needs of the community. |
| Our participatory community contributes to District decision making and development | TDC libraries are open to all in the community and freely provide unbiased access to all information; as such libraries are an integral part of a strong democracy at local and national levels. |

Our goal

The library services activity goal is 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.

Key Issues

The next ten years will be a time of transition for the Library. Resources will increasingly be available in electronic format and the range of resources available in printed format is likely to decrease. Community expectation will be that a wide range and large number of electronic resources are available through the Library. At the same time many in the community will expect the library to continue to offer traditional book-based library services. The demand for the Library to offer training in the use of electronic resources is likely to increase.

Opportunities for the library are likely to be:

- Maximising collaboration within the public library sector (especially neighbouring districts), with other library sectors and with outside agencies and organisations.
- Using technology to provide more services for our customers.
- Using technology to maximise staff resources

Challenges for the library are likely to be:

- There is a growing number of library users. The population of Tasman District is expected to increase from 47,974 to 54,672 by 2031 and use of the library is expected to increase further as the population increases.
- Increasing funding levels to achieve set goals
- Complying with the Library and Information Association New Zealand Aotearoa (LIANZA) Standards as the population increases, eg. Increase in Motueka Library's floor space is needed to meet 100% of the LIANZA standard. The library will need to increase by 617m² to allow for population growth through to 2031.
- The number of retired people is forecast to increase from 7,700 to 15,200 by 2031 and this may increase demand for council services.

| Levels of service (we provide) | We will know we are meeting the level of service if... (performance measure) | Current performance | Future performance | | | Future performance (targets) in Years 4 - 10 |
|---|--|---|--|--|--|--|
| | | | Year 1 | Year 2 | Year 3 | |
| Access to information and leisure sources that satisfy the needs of the community, delivered within the libraries and through outreach programming. | TDC collections compare favourably when measured against the LIANZA standard for library book stocks. Stock numbers will be measured quarterly using information available for the Library Management System software. | Book stocks are currently at 81% of the LIANZA standard. | Book stocks achieve 82% of the LIANZA standard | Book stocks achieve 84% of the LIANZA standard | Book stocks achieve 85% of the LIANZA standard | The book budget will be funded at a level which will ensure that the target of 85% of the LIANZA standard for book stocks is maintained. |
| | Tasman District residents are fairly or very satisfied with the public libraries, as measured through the annual residents' survey. | 82% of Tasman residents are fairly or very satisfied with the public libraries | 83% of Tasman residents are fairly or very satisfied with the public libraries | 84% of Tasman residents are fairly or very satisfied with the public libraries | 85% of Tasman residents are fairly or very satisfied with the public libraries | 85% of Tasman residents are fairly or very satisfied with the public libraries. |
| Access to a variety of information, leisure, social resources and services to support those with special needs via the libraries in Richmond, Motueka, Takaka and Murchison | TDC library buildings provide adequate spaces to enable the delivery of quality library services as measured against the LIANZA standard. | The Richmond and Takaka libraries floor areas currently meet the LIANZA standard. The Murchison floor area is currently 75% of the LIANZA standard. | The Richmond, Takaka and Murchison libraries floor areas are maintained at current the current size. | The Richmond, Takaka and Murchison libraries floor areas are maintained at current the current size. | The Richmond, Takaka and Murchison libraries floor areas are maintained at current the current size. | The Richmond, Takaka and Murchison Libraries floor areas are maintained at the current size. |

| | | | | | | |
|--|--|--|--|--|---|---|
| | | <p>The Motueka Library floor area is currently around 50% of the LIANZA standard. The library will need to increase by 617m² to allow for population growth through to 2031</p> | <p>Motueka Library floor area does not meet the LIANZA standard.</p> | <p>Council will redevelop the Motueka Library to achieve 100% of the LIANZA standard. Work will commence in 2013</p> | <p>The Motueka Library floor area meets 100% of the LIANZA standard</p> | <p>The Motueka Library floor area is maintained at the size reached following the building redevelopment.</p> |
|--|--|--|--|--|---|---|

Major Activities

First three years –

- Continued growth of collections to reach 85% of New Zealand standard
- Growth of digital collections and the introduction of e-books and e-audio. Digital collections will also include digital newspapers and electronic databases. It is expected that e-books and e-audio will be the main areas of growth.
- New Services years 1–3 to include: Maori non-fiction collection, increased digital collections, premium lending collection, installation of self-issue points.
- Increase in programming and outreach from libraries
- Growth of services in line with population driven demand
- Evolution of the website as the 5th branch. Continue to improve the quality and range of services which can be accessed through the website
- Phased introduction of Radio Frequency Identification (RFID) technology. RFID tags will be attached to all items in the libraries collections. As well as increasing staff productivity and customer self-service RFID will provide for improved stock security and stock-tracking.
- Redevelopment of the Motueka Library
- Completion of project to digitise the libraries' heritage artefacts and documents.

Following seven years –

- Continuing increase in digitally available services.
- Growth of services in line with population driven demand.
- Increase in programming and outreach from libraries.

Population growth and the increase in the number of retired people will increase demand for library services. In order to manage the growing demand Council will increase the size of the Motueka Library and put more of the libraries resources online in order that they can be accessed through the libraries website. More resources will be put into education and training for the use of those electronic resources. The libraries will offer self-service options through the library website and self-issue points in the libraries. In order to maintain the existing levels of service expenditure on resources will need to increase over time. Future Councils may choose instead to reduce levels of service or manage demand through increasing the level of user charges.

New Capital Expenditure

The only new capital expenditure proposed for libraries over the next 10 years is the upgrade and expansion of the Library in Motueka and expenditure on RFID technology. The budget for the Motueka building upgrade is contained in the Council's property activity.

- **First three years –**

- The Motueka Library will need to increase by 617m² to allow for population growth through to 2031. It is proposed to commence this work in 2013. It would cost \$1,000,000 It is proposed that this cost be 100% loan funded and the loan repaid through general rates.
- Radio frequency identification (RFID) will increase staff productivity and customer self-service. It is proposed to commence conversion to RFID technology in 2014. It would cost \$336,000 and the project would be completed in 2015.

- **Following seven years –**
 - No new capital expenditure is proposed for the libraries

| Project description | 2012/2013 | 2013/2014 | 2014/2015 | 2015 - 2020 |
|--|-----------|-------------|-----------|-------------|
| Upgrade and expansion of the Motueka Library | \$ | \$1,000,000 | \$ | \$ |
| Conversion to RFID technology | \$ | \$ | \$336,000 | |

Capital (including funding of renewals) and operating expenditure drivers

The major capital and operational expenditure drivers are the increasing population of the district and changing technology.

Key assumptions and uncertainties

- The Council continues to run modern Library Management software. The Library Management System (LMS) is Symphony software from Sirsi Dynix which is provided through the national Kōtui consortium. The Council will fund the ongoing support costs for the LMS software and will replace or upgrade the software as required at the end of the Kōtui contract period in 2016. LMS support and upgrade costs will continue to reside with Council's Information Services budgets.
- 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.
- Increased delivery of digital services via the library website.
- Capital expenditure costs around generic technology (Microsoft applications) will continue to reside with Council's Information Services budgets.
- Radio Frequency Identification (RFID) technology has become a feasible option for libraries of our size. Installing RFID technology will increase staff productivity and customer self-service.
- Collaborative ventures with Nelson/Marlborough, Top of the South group (Christchurch and north), and nationally will become increasingly viable as a means to achieve more by pooling resources.
- The Aotearoa People's Network Kaharoa (APNK) network is dependent on continued funding by the National Library. The current contract APNK expires on 30 June 2015.

Significant negative and positive effects

There are no significant negative effects from the activities

The activities have a positive effect through their contribution to the Social and Cultural Community Outcomes as outlined in the table on page 1.

Risk mitigation

A risk management plan for libraries was completed in 2011 and no significant risks were identified.

Revenue and Finance Policy section

Libraries are funded through general rates.

Libraries have a significant positive impact on the social, economic and cultural wellbeing of the community, in terms of promoting recreation opportunities and activities, and providing social spaces, cultural enrichment and opportunities for residents to be involved in community life.

The costs and benefits of funding the activities distinctly from other activities

Libraries are provided mainly for the public good and so are predominantly funded from the general rate. Some funding for the activities also comes from Reserve Financial Contributions and fees and charges.

The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activities

All residents benefit and contribute to the need to undertake these activities.

Beneficiaries of this activity Council considers that the beneficiaries of this group of activities include: residents, visitors and sports groups.

Libraries form part of the Community Facilities and Parks Group of Activities.

Funding Impact Statements and Funding Sources for Community Facilities and Parks

| Community Facilities and Parks | 2011/2012 | 2012/2013 | 2013/2014 | 2014/2015 | 2015/2016 | 2016/2017 | 2017/2018 | 2018/2019 | 2019/2020 | 2020/2021 | 2021/2022 |
|--|--------------------|--------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | Budget \$ | Budget \$ | Budget \$ | Budget \$ | Budget \$ | Budget \$ | Budget \$ | Budget \$ | Budget \$ | Budget \$ | Budget \$ |
| SOURCES OF OPERATING FUNDING | | | | | | | | | | | |
| General rates, uniform annual general charges, rates penalties | 7,064,690 | 7,686,403 | 8,169,261 | 8,513,953 | 8,865,250 | 9,216,391 | 9,588,874 | 10,032,073 | 10,313,206 | 10,734,423 | 11,126,758 |
| Targeted rates (other than a targeted rate for water supply) | 2,446,549 | 2,522,191 | 2,865,277 | 3,229,499 | 3,542,576 | 3,612,521 | 3,717,267 | 3,849,586 | 3,885,203 | 4,016,121 | 4,007,536 |
| Subsidies and grants for operating purposes | - | 105,235 | 108,706 | 112,296 | 116,226 | 120,295 | 124,269 | 128,368 | 132,860 | 137,775 | 142,873 |
| Fees, charges and targeted rates for water supply | - | - | - | - | - | - | - | - | - | - | - |
| Internal charges and overheads recovered | - | - | - | - | - | - | - | - | - | - | - |
| Local authorities fuel tax, fines, infringement fees, and other receipts | 1,741,518 | 1,684,413 | 1,736,068 | 1,809,734 | 1,860,439 | 1,912,964 | 1,996,144 | 2,050,155 | 2,109,283 | 2,174,046 | 2,241,162 |
| TOTAL OPERATING FUNDING | 11,252,757 | 11,998,242 | 12,879,312 | 13,665,482 | 14,384,491 | 14,862,171 | 15,426,554 | 16,060,182 | 16,440,552 | 17,062,365 | 17,518,329 |
| APPLICATIONS OF OPERATING FUNDING | | | | | | | | | | | |
| Payments to staff and suppliers | 9,287,792 | 9,264,854 | 8,473,935 | 8,575,952 | 9,064,791 | 9,247,260 | 9,885,111 | 9,811,435 | 10,123,941 | 10,457,257 | 10,821,088 |
| Finance costs | 1,617,268 | 1,408,850 | 1,556,014 | 1,756,410 | 1,898,879 | 1,935,021 | 1,952,550 | 2,017,120 | 1,935,292 | 1,988,737 | 1,923,877 |
| Internal charges and overheads applied | 2,537,960 | 2,586,111 | 2,664,290 | 2,769,485 | 2,842,746 | 2,954,768 | 3,124,255 | 3,158,594 | 3,295,956 | 3,466,413 | 3,538,389 |
| Other operating funding applications | - | - | - | - | - | - | - | - | - | - | - |
| TOTAL APPLICATIONS OF OPERATING FUNDING | 13,443,020 | 13,259,815 | 12,694,239 | 13,101,847 | 13,806,416 | 14,137,049 | 14,961,916 | 14,987,149 | 15,355,189 | 15,912,407 | 16,283,354 |
| SURPLUS (DEFICIT) OF OPERATING FUNDING | (2,190,263) | (1,261,573) | 185,073 | 563,635 | 578,075 | 725,122 | 464,638 | 1,073,033 | 1,085,363 | 1,149,958 | 1,234,975 |
| SOURCES OF CAPITAL FUNDING | | | | | | | | | | | |
| Subsidies and grants for capital expenditure | - | - | - | - | - | - | - | - | - | - | - |
| Development and financial contributions | 970,000 | 1,461,695 | 1,259,167 | 1,300,714 | 1,357,648 | 1,440,589 | 1,488,132 | 1,537,238 | 1,591,040 | 1,649,904 | 1,710,952 |
| Increase (decrease) in debt | 1,346,168 | 699,965 | 2,740,733 | 1,471,625 | (133,901) | (940,871) | (629,510) | (1,086,171) | 639,496 | (1,113,987) | (980,506) |
| Gross proceeds from sale of assets | - | - | - | - | - | - | - | - | - | - | - |
| Lump sum contributions | - | - | - | - | - | - | - | - | - | - | - |
| TOTAL SOURCES OF CAPITAL FUNDING | 2,316,168 | 2,161,660 | 3,999,900 | 2,772,339 | 1,223,747 | 499,718 | 858,622 | 451,067 | 2,230,536 | 535,917 | 730,446 |

| | | | | | | | | | | | |
|---------------------------------------|-------------|-----------|-----------|-----------|-----------|-----------|-----------|-------------|-------------|-------------|-------------|
| APPLICATIONS OF CAPITAL FUNDING | | | | | | | | | | | |
| Capital expenditure | | | | | | | | | | | |
| - to meet additional demand | 650,230 | 705,840 | 645,846 | 1,585,612 | 1,494,662 | 750,414 | 717,107 | 726,507 | 831,507 | 988,051 | 982,194 |
| - to improve the level of service | 589,598 | 122,484 | 3,487,568 | 1,473,307 | 95,428 | - | 98,912 | 36,004 | 60,351 | 35,037 | 194,974 |
| - to replace existing assets | 71,310 | 552,222 | 468,782 | 512,608 | 488,648 | 564,606 | 464,889 | 680,222 | 2,220,937 | 699,353 | 543,880 |
| Increase (decrease) in reserves | (1,185,233) | (480,459) | (417,223) | (235,553) | (276,916) | (90,180) | 42,352 | 81,367 | 203,104 | (36,566) | 244,373 |
| Increase (decrease) in investments | - | - | - | - | - | - | - | - | - | - | - |
| TOTAL APPLICATIONS OF CAPITAL FUNDING | 125,905 | 900,087 | 4,184,973 | 3,335,974 | 1,801,822 | 1,224,840 | 1,323,260 | 1,524,100 | 3,315,899 | 1,685,875 | 1,965,421 |
| SURPLUS (DEFICIT) OF CAPITAL FUNDING | 2,190,263 | 1,261,573 | (185,073) | (563,635) | (578,075) | (725,122) | (464,638) | (1,073,033) | (1,085,363) | (1,149,958) | (1,234,975) |
| FUNDING BALANCE | - | - | - | - | - | - | - | - | - | - | - |

Community Loans Community Facilities and Parks Libraries

| Libraries | 2012/2013 | 2013/2014 | 2014/2015 | 2015/2016 | 2016/2017 | 2017/2018 | 2018/2019 | 2019/2020 | 2020/2021 | 2021/2022 |
|---------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Loan Interest | 121,638 | 147,779 | 187,015 | 194,304 | 185,190 | 175,194 | 168,881 | 146,386 | 134,532 | 118,647 |
| Loan Principal Repayments | 129,435 | 156,346 | 201,937 | 220,617 | 220,617 | 220,617 | 220,617 | 220,152 | 217,597 | 217,597 |
| Loan Raised | 0 | -1,076,410 | -373,608 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Loan Balances | -2,092,016 | -1,962,581 | -2,882,645 | -3,054,316 | -2,833,699 | -2,613,082 | -2,392,465 | -2,171,848 | -1,951,696 | -1,734,099 |