



LIBRARIES AND ARCHIVES

ACTIVITY PLAN 2014



Activity Plan 2014

Activity	LIBRARIES AND ARCHIVES		
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1. Introduction

1.1 PURPOSE OF THE PLAN

The Libraries and Archives Activity Management Plan (AMP) covers one of 23 activities addressed in the Invercargill City Council Long Term Plan (LTP). This Plan is, therefore, strongly linked to the overall strategic direction for the District. The LTP is the document and process that alerts the Community to the key issues and strategies contained in this document.

The purpose of this Plan is to outline and to summarise in one place, the Council's strategic approach for the delivery of the Libraries and Archives Activity.

The AMP demonstrates responsible management of the function on behalf of ratepayers and stakeholders and assists with the achievement of community outcomes and statutory compliance. The AMP combines management, financial, and technical practices to ensure that the level of service required by the law and expected by the community is provided in the most operationally effective and sustainable manner.

This AMP is based on existing levels of service, currently available information, and the existing knowledge/judgement of the Council staff.

1.2 ACTIVITY OVERVIEW

1.2.1 Description of Activity

Library services are provided in response to Community demand and benefit both individuals and the Community as a whole. Libraries are one of the most heavily used Community facilities and are used by a wider cross-section of people than many other facilities.

Invercargill City Libraries supports lifelong learning, digital literacy and encourages reading across all ages and abilities. It aims to offer welcoming and innovative library environments which include public spaces for Community participation and social connection. Libraries and Archives collects and guides access to quality information and also provide opportunities to participate in the online world. Above all, libraries create informed communities.

Invercargill City Council operates two libraries, a central library in the Central Business District, and a small branch library in Bluff. The central library is open 7 days per week and the Bluff library is now open 6 days per week.

The central Library provides public space for delivering library services and storing current use collections, space for storing archives and heritage collections with no direct public access, workrooms, and offices for library-wide services and management. A meeting room is administered on a commercial basis and public

internet services are located in Information Services. Database and general information for domestic and business enquiries is also available remotely via the Internet on the Invercargill Public Library website www.ilibrary.co.nz. Bluff Library operates from the Bluff Service Centre and provides a lending service.

Shared Services include membership of EPIC (electronic databases), Overdrive (e-books and e-audiobooks), and Southlib (regional Library Management Software).

Free membership is now extended to all members of the Southlib consortia.

Population served (2013 census)	51,696
Membership - Approximate number of adults and children	38,911
Lending items	148,172
Information resources	28,760
Access to number of online databases	33
Loans, per annum	601,506
Information enquiries, per annum	99,000
Website hits, per annum	95,000
Size of central library/archive	4,000m ²

Overview of the Public Libraries and Archives System

In an average day Invercargill City Libraries presently:

- Has 1,550 visits to libraries and 250 visits to the website
- Lends 1,700 items to customers
- Answers 300 questions
- Has 80 people participating in events and information skill programmes
- Has 25 visits to electronic databases.

1.2.2 Rationale for Providing the Activity

The Council is required by the Local Government Act and community expectation to promote the current and future interests of the Community. Libraries develop an informed Community whose members are literate and inspired. Libraries are provided as a resource for education, recreation, culture, and the well-

being of the Community. Libraries support the learning and recreational needs of residents, while library buildings, collections and events also contribute to building a strong Community identity.

- We provide access to information and leisure through a variety of media.
- We connect users to the world at large through traditional (print) and newer information technologies.
- We create social capital by providing safe public space for the use of the Community in a variety of ways.

1.2.3 Significant Changes to the Activity

The Libraries and Archives Activity has, since 2008, provided an Archives service which

includes access, collection and storage of Community and Council Archives. On 8 May 2014 the Libraries and Archives activity received confirmation from Archives New Zealand that it had been granted Approved Repository. The Archives is now responsible for all three levels of archives in Southland - community, local body (Invercargill City Council) and public (central government).

1.3 ALIGNMENT WITH STRATEGIC GOALS

1.3.1 Community Outcomes

Council undertakes the Libraries and Archives Activity to promote the current and future needs of the Community. Services are used for recreation, research and business activities. The facilities contain material relating to the district (past and present) and associated

research facilities. The Libraries and Archives facilities offer the Community an extensive collection of materials (eg books, DVDs) for loan and research as well as access to technology (Internet).

Council has developed its own Council-focussed "Community Outcomes" for the Long Term Plan that will fulfil the requirements of "community outcomes" under the Local Government Act.

The Community Outcomes have been derived from Council's vision: "To create an exciting, innovative, safe, caring and friendly city, offering lifestyles based on a healthy environment and a diverse growing economy".

The Community Outcomes are:

A diverse and growing economy	Healthy lifestyles in a healthy environment	A city that is a great place to live and visit	Strong, innovative leadership
<i>We will know success when:</i>	<i>We will know success when:</i>	<i>We will know success when:</i>	<i>We will know success when:</i>
➤ Invercargill reaches and maintains a minimum population of 55,000.	➤ Residents enjoy good physical and mental health.	➤ Visitors and residents know Invercargill to be friendly, caring, safe and exciting.	➤ Invercargill is both progressive and sustainable across business, community and local government.
➤ Residents of all age ranges enjoy meaningful work.	➤ Residents live in warm, affordable homes, in vibrant and attractive communities.	➤ Families choose to relocate to and stay residents in Invercargill.	➤ Invercargill residents across the board are active and engaged citizens.
➤ Invercargill has the lowest unemployment rates in New Zealand.	➤ Residents are able to move about the city efficiently and effectively.	➤ Residents feel safe and enjoy a strong sense of belonging and social cohesion.	➤ Ratepayers feel that they get good value for their rates.
➤ The Invercargill economy is resilient to market changes.	➤ Residents participate routinely in recreational pursuits and active leisure.	➤ Residents routinely participate in or enjoy a diverse range of arts, culture and heritage opportunities.	➤ Synergetic, collaborative partnerships routinely see Invercargill out-performing similar sized provincial cities.
➤ The Southland region contributes the highest export earnings per head of population in New Zealand.	➤ Invercargill is clean, green and pollution free.	➤ Invercargill and Southland produce successful sports teams, artists and performers.	➤ Perception surveys show Invercargill to be delivering positive results across the board.
<i>Council's role will be to:</i>	<i>Council's role will be to:</i>	<i>Council's role will be to:</i>	<i>Council's role will be to:</i>
➤ Ensure that the building blocks for sustainable business are in place, including energy, water, communications and workforce.	➤ Provide or ensure provision of services that include a quality water supply and reliable, effective sanitation.	➤ Design spaces, buildings and roads with community safety and interest in mind, and encourage others to do the same.	➤ Provide good governance underpinned by a clear vision, intelligent strategies, robust plans and informed decision-making.
➤ Attract a diverse range of business and industry to locate in Invercargill, targeting especially business that offer high skilled job opportunities.	➤ Provide or promote the provision of a diverse range of excellent quality and safe indoor and outdoor recreational facilities, both natural and man-made.	➤ Ensure that all projects / services consider how best they can cater for people with disabilities, the elderly, youth and families.	➤ Communicate effectively with ratepayers, be accessible and respond to community need.
➤ Provide an environment that is business friendly and nurtures strong business.	➤ Provide and promote access to open spaces, including green spaces and the coast.	➤ Promote Invercargill actively as a great place to live, work, play and visit.	➤ Actively seek efficiencies through innovation, shared services and streamlining processes.
	➤ Implement and protect distinct development zones across the district.	➤ Provide and promote a range of events that create vibrancy and build community.	➤ Actively advocate on behalf of communities for matters external to Council business, such as health, education and policing needs.
	➤ Provide a quick and effective response to potential environmental hazards or nuisance.	➤ Support community-led revitalisation of Bluff, South City, Waikiwi, Windsor, Glengarry and the CBD.	➤ Develop and nurture partnerships with key stakeholders.

1.3.2 Contribution to Community Outcomes

Community Outcome	Council's Role in Achieving	How the Activity Contributes
A diverse and growing economy.	Ensure that the building blocks for sustainable business are in place, including energy, water, communication and workforce.	The Library supports lifelong learning, digital literacy and reading across all ages and abilities. This ensures that we have an informed community and workforce.
Healthy lifestyles in a healthy environment.	Provide or promote the provision of a diverse range of excellent quality and safe, indoor and outdoor recreational facilities, both natural and man-made.	The Library provides two libraries, the Central Library and the branch library in Bluff. These libraries provide safe public space for the Community to use.
Strong, innovative leadership.	Actively seek efficiencies through innovation, shared services and streamlining processes.	The libraries and Archives Activity is involved in Shared Services with the Clutha, Gore and Southland District Council's through membership in the Southlib (regional library management software) consortia.

1.3.3 Regional Approach to Activity

Council's Libraries and Archives services are available to residents of the district and visitors. In 2006 a shared services agreement was signed between the Invercargill City Council, Southland District Council, Gore District Council and Clutha District Council to

provide reciprocal library services. This has resulted in a significant increase in the use of library facilities from people residing outside the Invercargill district. The Archives facility accepts documents from Invercargill and the wider Southland region.

2. The Services We Provide

2.1 CUSTOMER PROFILE

2.1.1 Our Stakeholders and Community

Organisation or Body	How the Council Intends to Work with the Organisation
<i>Residents and ratepayers</i>	Consultation via the Annual Plan and LTCCP process and analysis of customer service requests and complaints.
<i>Adjoining local authorities</i>	Membership of Southlib consortia and attendance of bimonthly meetings.
<i>Local iwi</i>	Consultation with local maraes concerning services for Maori.
<i>Educational institutions</i>	Feedback from organisations and develop collaborative opportunities.
<i>Cultural institutions</i>	Feedback from organisations and develop collaborative opportunities.
<i>Recreational and community groups</i>	Feedback from groups and develop collaborative opportunities.

2.1.2 How We Engage our Communities

Council uses a number of means to engage the Community. A Customer Satisfaction Survey was undertaken in 2014 the results of which help Council to establish what aspect of each activity is important to the Community.

Council has a Facebook page and holds Public Meetings where individual members of the Community can ask questions and express opinions to Councillors and staff members. The information gained from these meetings is forwarded to Activity Managers for response and, if necessary, action.

Many of Council's activities undertake individual surveys and the results are used to help Council better meet the Community's expectations and to ensure the service being

provided is one that the Community desires and can afford.

2.1.3 Community Research

In 2014 the Council carried out a Community Services Service Level Survey to provide information on ratepayers and residents' assessments of Council services. The research was undertaken to explore performance perceptions of current services and to determine what specific areas of Council's services are considered most important to the Community. These results, when combined with expert knowledge of the service to be provided, help provide a foundation on which Council can establish levels of service statements and appropriate tools with which to measure success.

2.1.4 Key Service Attributes Valued by Customers

Council's 2014 Community Services Service Level Survey told Council that the Community assessed the three most important aspects of the Libraries and Archives Activity as:

1. Helpful and friendly staff.
2. Extensive book collection.
3. Access to free internet and Wi-Fi.

The results of this survey are appended to this report.

2.2 SERVICE DRIVERS

2.2.1 Community Expectations

Regular public feedback on various services is constantly sought from users, as the Community is encouraged to make suggestions to improve services.

The Invercargill Public Library was built in 1989 after extensive public debate on its relocation. In 2008 the Archives facility was opened in the building adjacent, with access gained from the first floor of the Library. The Bluff Public Library was relocated into a combined Bluff Service Centre / Library facility in 2005.

2.2.2 Legislative Requirements

Legislation and Planning Documents	Major Significance
<i>Relevant Legislation</i>	
Employment Relations Act 2000	Object of the Act is to build productive employment relationships through the promotion of good faith in all aspects of the employment environment and of the employment relationship.
Holidays Act 2003	Outlines obligations and entitlements in terms of leave (annual, sick, bereavement) and public holidays. These conditions are reinforced or bettered in our employment agreements.
Parental Leave and Employment Protection Act 1987	Provides for legislative rights to new parents, including entitlements to parental leave and a paid parental leave scheme. Council's Parental Leave Policy outlines the policy and procedure relating to employee's requests for parental leave and the paid parental leave scheme.
Health and Safety in Employment Act 1992	Stipulate obligations to all parties in terms of providing a safe and healthy workplace. For Council this has wide implications in terms of our premises, staff and dealing with contractor, Principal responsibilities.
Human Rights Act 1993	To promote respect for and observance of human rights in New Zealand. In an employment context, this related mainly to unlawful discrimination and promoting the ethics behind the act through appropriate policies and procedures (ie EEO policy) and positive working relationships.

Legislation and Planning Documents	Major Significance
Public Records Act 2005	Local authorities are required to meet with good long term record care.
Local Government Act 2002	To ensure effective stewardship of assets on behalf of the community while promoting the current and future interests of the Community.
Building Act 2004	To maintain safe and healthy buildings. If applicable, ensure that current building Warrant of Fitness is obtained. Obtain Building Consents for work where required and Code Compliance Certificates when completed.
Building Code Handbook and Approved Documents	Acceptable solutions for buildings including fire safety, accessibility for the disabled etc.
Hazardous Substances and New Organisms Act 1996	Applies where hazardous substances are stored and used such as LPG and diesel.
Health Act 1956	Requirements for "sanitary services" including "sanitary conveniences for the use of the public" and for Public Toilets to be safe and healthy places to work or visit.
Heritage New Zealand Pouhere Taonga Act 2014	To ensure the protection of sites and buildings in New Zealand that are of historic and cultural significance to its peoples.

2.2.3 Industry Standards and Guidelines

International and national organisations offer standards and guidelines that minimise risk in library operation and service. The Library & Information Association New Zealand Aotearoa (LIANZA) has developed and published standards for public libraries.

LIANZA standards are the basis of levels of service for floor space, collections and information technology including:

- Area of public floor space per capita.
- Collection items per capita.
- 1 online public access computer for every 2500 people.
- Number of visits.
- Number of items borrowed.
- Collection turnover.
- Number of new items purchased per capita.

Te Ropu Whakahau (Maori in Libraries and Information Management) provides professional guidance and cultural support to the library and information industry.

Some standards for digitisation, expert advice and access to digital content for those with disabilities compliant with international standards exist and more are in development.

For Heritage collections, Archives New Zealand, the National Preservation Office and the International Council on Monuments and Sites (ICOMOS) provide preservation advice and assistance. Te Pumanawa o ICOMOS o Aotearoa Hei Tiaki I Nga Taonga Whenua Heke Iho o Nehe is a set of guidelines on cultural heritage conservation, produced by ICOMOS New Zealand.

As these bodies have recognised expertise in their areas of interest, not complying with the standards, guidelines and advice introduces

risk that may compromise service and asset life.

2.3 CURRENT LEVELS OF SERVICE

2.3.1 Current Customer Levels of Service, Performance Measures and Targets

Community Outcome	Council's Role	How the Libraries and Archives Activity Contributes	Customer Level of Service	Measure of Service
<i>A diverse and growing economy</i>	Ensure that the building blocks for sustainable business are in place, including energy, water, communications and workforce.	The Libraries and Archives Activity supports lifelong learning, digital literacy and reading across all ages and abilities. This ensures that we have an informed community and workforce.	Library stock is of good quality, quantity and variety.	Number of issues per year. Level of reference enquiries.
<i>Healthy lifestyle in a healthy environment.</i>	Provide or promote the provision of a diverse range of excellent quality and safe, indoor and outdoor recreational facilities, both natural and man-made.	The Libraries and Archives Activity provides two libraries, the Central Library and the branch library in Bluff. These libraries provide safe public space for the Community to use.	Services offer a good experience for all users.	Increasing number of visits per year.
<i>Strong, innovative leadership.</i>	Actively seek efficiencies through innovation, shared services and streamlining processes.	The Libraries and Archives Activity is involved in Shared Services with the Clutha, Gore and Southland District Councils through membership in the Southlib (regional library management software) consortia.	Libraries are accessible and available to the wider Community.	Membership as a percentage of total population.

2.3.2 Current Technical Levels of Service, Performance Measures and Targets

Community Outcome	Technical Levels of Service	Technical Levels of Service Performance Targets
<i>Health lifestyle in a healthy environment</i>	Increase membership and use of services.	1. Membership - Invercargill City. 2. Membership - Southland District Council 3. Membership - Gore District Council. 4. Membership - Clutha District Council.
	The Invercargill Public Library is an attractive, safe environment.	5. Public satisfaction of facilities. 6. That building and health safety requirements are met.
	Community awareness of collections.	7. Expenditure on books, and other resources per capita. 8. Consumer satisfaction level.
<i>A diverse and growing economy</i>	Increased public awareness of learning opportunities.	9. Number of class visits. 10. Number of reference enquiries. 11. Number of programmes/events 12. Consumer satisfaction level.
	Increasing use of services for personal achievement, and business information.	13. Number of enquiries. 14. Consumer satisfaction level.

Technical Service Levels are requirements that are internal to the Council organisation which help to describe the building assets that the Activity Manager requires to carry out the delivery of services. These requirements have been developed after discussion with the relevant Service managers and are included in the Buildings Service Level Agreements which are re-confirmed annually.

Some Technical Service Levels have also been developed which help the Building Assets Manager to monitor his own performance and assist improvement of the Building Assets activity. These are also listed in the Buildings Service Level Agreements.

2.4 FUTURE IMPROVEMENTS TO LEVELS OF SERVICE

Council intends to continue to provide the current technical levels of service.

2.4.1 Desired Levels of Service

Community Outcome	Council's Role	How the Libraries and Archives Activity Contributes	Customer Level of Service	Measure of Service
<i>A diverse and growing economy</i>	Ensure that the building blocks for sustainable business are in place, including energy, water, communications and workforce.	The Libraries and Archives Activity supports lifelong learning, digital literacy and reading across all ages and abilities. This ensures that we have an informed community and workforce.	Library stock is of good quality, quantity and variety.	Number of issues per year. Level of reference enquiries.
<i>Healthy lifestyle in a healthy environment.</i>	Provide or promote the provision of a diverse range of excellent quality and safe, indoor and outdoor recreational facilities, both natural and man-made.	The Libraries and Archives Activity provides two libraries, the Central Library and the branch library in Bluff. These libraries provide safe public space for the Community to use.	Services offer a good experience for all users.	Increasing number of visits per year. Increasing number attending programmes/events
<i>Strong, innovative leadership.</i>	Actively seek efficiencies through innovation, shared services and streamlining processes.	The Libraries and Archives Activity is involved in Shared Services with the Clutha, Gore and Southland District Councils through membership in the Southlib (regional library management software) consortia.	Libraries are accessible and available to the wider Community.	Membership as a percentage of total population.

Baseline	Measure	2013/14	2014/15	2015/16	2016-2025
665,000	Number of issues per year.	665,000	665,000	665,000	665,000
85,000	Level of reference enquiries.	85,000	85,000	85,000	85,000
510,000	Increasing number of visits per year.	510,000	520,000	530,000	530,000
65-75%	Membership as a percentage of total population.	65-75%	65-75%	65-75%	65-75%

Given the importance and value of libraries in the Community, it is critical for libraries to ensure that the services offered and the assets

used to assist service delivery meet Community needs.

Invercargill City Libraries also receives information about customer expectations and values from other sources, including:

- Customer satisfaction surveys are carried out on a regular basis with results reported to Council.
- Physical visitor numbers are recorded as well as online visitor numbers.
- Customer feedback and comments about specific issues e.g. questions about charges, loan periods, and suggestions for service improvements.

- Online surveys to monitor customer expectations.
- Statistical analysis of library services and collection use, trends and demand.

Compliance with Levels of Service will be reported annually in Council's Annual Report.

3. Demand for Our Services

3.1 DEMAND FORECAST

3.1.1 Factors Influencing Demand

This Activity Plan is based on the premise that Invercargill will continue to grow. By 2031 the Invercargill district's population will be approximately 53,400 with 22,200 dwellings. This growth scenario is based on the following assumptions:

1. Population growth will follow the Statistics New Zealand medium population projection for Invercargill, based on the 2013 Census (Table 3.1).
2. Average household size will remain constant at 2.3 people / household.
3. Statistics New Zealand Medium Household Projection is for 22,200 occupied dwellings.

This is an additional 984 dwellings on those counted in the 2013 Census.

4. Development will occur throughout the district.
5. Unemployment will remain low (3.1% as at June 2014 for Southland).
6. Labour force participation rate will remain medium (69% in March 2014 for Southland).
7. Without migration the labour force will become smaller as the population ages (Table 3.2).

This means that a continuing high labour force participation rate, combined with low unemployment, an ageing population and increasing work opportunities, will cause positive migration into the district.

This Activity Plan provides the Council's direction for the next ten years - 2025 in the tables below.

	2001 Census	2006 Census	2013 Census	Series	Population at 30 June 2006					
					2006	2011	2016	2021	2026	2031
Invercargill City	49,833	50,328	51,696	High		53,500	55,400	57,100	58,600	59,900
				Medium	51,600	53,000	53,500	53,800	53,800	53,400
				Low		52,400	51,600	50,500	49,000	47,100

Table 3.1 - Invercargill Population and Projections 2006 - 2031 (Updated October 2012)

	0-14 Years	15 - 39 Years	40 - 64 Years	65 Years and Over
2006	10,500	17,100	16,600	7,500
2011	10,500	16,900	17,300	8,300
2016	10,400	16,700	16,700	9,700
2021	10,400	16,600	15,700	11,100
2026	9,900	16,300	14,900	12,600
2031	9,400	15,700	14,400	13,900

Table 3.2 - Projected Changes in Age Structure (Updated October 2012) Medium Projection

Estimates for 2006 is the estimated resident population of Invercargill. Projections for 2011-31 have as a base the estimated resident population at 30 June 2006 and incorporate medium fertility, mortality and migration assumptions.

3.1.2 Projected growth or decline in demand for services

This Activity Plan reflects Council's assumptions for the Long Term Plan, namely:

- (1) Population Projections - by 2031 the Invercargill district will have a population of 53,400 (51,696 in 2013).

Council is actively encouraging employment opportunities within the district with the development of the Awarua Industrial Estate. Given that Invercargill has high labour force participation rates it is assumed that additional people will move into the district when employment opportunities become available.

- (2) Population Age Structure - Invercargill's population will continue to age faster than the national average, which means that the proportion of the population over 65 will increase.

As the district's population ages and people retire from fulltime employment, employment opportunities will be created which cannot be filled from within the community. These vacancies create the opportunity to attract people (and their families) into the workforce from outside

the district. This migration will lessen the proportion in the 65 years plus age group but the trend will remain dominant.

- (3) Household Composition and Size - will remain constant at 2.3 people/dwelling. This will mean that an additional 984 dwellings will be required by 2031 (from the 2013 figure).

Invercargill has a medium home ownership rate (70%) and it is not anticipated that this trend will change within the next ten years. Medium home ownership rates provide a stable population and commitment to the community. Just less than 30% of Invercargill households are single person households.

- (4) Areas of Population Growth/Decline - Invercargill will experience slow growth which can be managed.

Given the assumption that the population of Invercargill will continue to increase there will be demand for additional housing, and therefore services. There will be pressure to expand infrastructural services beyond the existing urban areas. Low density connections to Council infrastructure do not lead to efficiencies in the supply of services or long term maintenance.

The location of expansion of infrastructure is a major decision which

will influence Council's Asset Management Planning. The private sector will also react to such decisions.

The Big Picture Spatial Plan and Council's proposed District Plan have highlighted further staged residential development in the north eastern area of Invercargill.

- (5) Employment - There will be an increase in employment opportunities within the Invercargill district.

Southland has a low unemployment rate (3.1% in June 2014).

Development of the Awarua Industrial Estate will cause increased employment opportunities within the district (assuming that there is no change in current employment levels).

- (6) Catastrophes - There will be no major catastrophes (local or remote) that impact on the City and its economy.

Catastrophes (local or remote) have the potential to impact on a community - especially those with an export focus.

- (7) Climate Change - Climate change will not significantly impact on the operation of Council's infrastructure within the next ten years.

The New Zealand Climate Change Office has produced a report "Climate Change Effects and Impacts Assessment - A

Guidance Manual for Local Government in New Zealand", May 2004, which predicts:

- Increased temperatures (with greater increases in the winter season).
- Decreased frost risk but increased risk of very high temperatures.
- Stronger west-east rainfall gradient (wetter in the west and drier in the east).
- Increased rainfall and frequency of extreme (heavy) daily rainfalls.
- Increased sea level.
- Increased strength of westerly winds.

Most of the impacts characterised in this report are expected to occur over the next 20 to 100 years.

Projections for Invercargill from the 2004 New Zealand Climate Change Office Report indicate a rise in average annual mean temperature of 0.1 to 1.3 degrees over the next 25 years. Rainfall is expected to vary from -2 to 15% over the next 25 years. The greatest rainfall increases are projected during winter.

Invercargill has experienced a history of flooding and has varying levels of protection in a design flood event. Flood protection works may also offer protection in a storm surge event.

Changes in the flows and quality of water courses which traverse the district as well as the surrounding sea environment have the potential to impact significantly

of the operation of the City's infrastructure.

- (8) Exercise of Resource Consents - There will be no change in the resource consent conditions relating to Council's water take or to its Foveaux Strait discharge.

Council assumes that it will get new discharge resource consents for its Sewerage and Stormwater Activities and that the conditions of these new consents will not be significantly different from those of the current consents.

Council had made the further assumption that no new resource consents will be required from the implementation of the Regional Policy Statement or Regional Plans.

Capital expenditure may need to be spent should the impacts of the National Policy Statement on Fresh Water, Regional Policy Statement or Regional Plans result in the need for further resource consents or changes to how Council delivers services.

- (9) Subsidies - Territorial authorities rely on government subsidies to assist with the funding of projects. New Zealand Transport Agency Subsidies make a significant contribution towards the Roading Activity budget.

Lower than anticipated subsidies can result in service delivery costs needing to be met by other means or decreases in levels of service. Council has assumed that rate funding will be used to meet any gap left by a decrease in subsidy.

- (10) Legislation - Central government has signalled potential significant changes to the Building Act, Health and Safety legislation and other legislation which may impact on Council and its activities. These changes can impose significant financial and service delivery costs on Council.

- (11) Delivery of Service - No changes to the current method of delivering Council services.

Council delivers services through a range of providers - in house provision such as regulatory services, engagement of contractors such as passenger transport and the payment of grants such as Venture Southland. Any change in the way an activity is provided will impact on the cost of the service and how this will be undertaken. Changes to the Local Government Act require Council to assess delivery of all of its services for cost effectiveness at a minimum of every six years. Council will continue to investigate the potential for shared services with neighbouring local authorities.

- (12) Local Authority Boundaries - There is potential for changes to the boundaries of the Invercargill district over the next 30 years. If changes are made to the Invercargill City district's boundaries, the activities of Council and how they were provided would need to be reviewed, but it is assumed that the same services currently provided by Council would still be needed.
- (13) Significant Changes in the Invercargill or Southland Economy - There will be no significant changes to the Invercargill or Southland economy that require a direct Council response. The Long Term Plan is based on assumptions that there will be a gradual increase in population based on a growing economy. If there is a significant change, such as a large employer choosing to locate in the district, the potential demands on services and activities may require Council to review and change its current activities and levels of service.
- Fluctuations in for/ex rates impacting on book and materials budgets.
 - An Increasing number of collaborative and consortia agreements with other libraries/councils should provide means of cost sharing/economies of scale over longer term in some areas.

There is an expectation that collections will have an increasing percentage provided in a digital format; either as downloadable or by subscription to electronic databases. This change in delivery will inevitably impact the processing and storage of collections.

It is possible that the income from fees and charges may not be as great (or may be greater) than what has been projected. Any variation from the forecast in that area may indicate that development is occurring faster (or slower) than what was expected, and this may force a re-think of the timing of any changes in the delivery of the service.

Technological advances will be incorporated into services while retaining and enhancing the book and people focus of libraries e.g. the internet extends rather than diminishes the use of the collections, databases for reference material. New Technology / IT infrastructure in conjunction with Invercargill City Council IT Department needs to deliver website and other technology upgrades around service options that are required to keep Libraries and Archives relevant and efficient in the digital age of information access and delivery.

3.1.3 Anticipated Changes in Demand for Service

There are several drivers affecting demand. These include:

- Increasing proportion of electronic materials and services- proportional increase in expenditure on technology- hardware, software, database subscriptions, website maintenance costs.
- Impact of global economic situation - possibly likely to create more demand for library services.

3.1.4 Impacts of Changes in Demand

Demand management is also being addressed in the following ways:

Regular reviews of the fees and charges for services and collections	Demand can be influenced through pricing policy
Reviewing of the lending policy for collection items to ensure they allow for maximum access and equitable use of the collection	Demand can be influenced by altering lending policy
Promotion to increase the awareness of library services and collections	Demand will increase
Increasing electronic resources for reference, fiction and non-fiction material, and decreasing printed versions	Demand will increase in selected areas and decrease in others.
Targeting purchasing to high demand and popular material, and reducing spend on low use items	Demand will increase
Review of library functions and target audience including service area demographics	Demand will increase in selected areas and decrease in others.
Digitisation of popular but fragile heritage materials	Demand will increase in selected areas and decrease in others

3.2 DEMAND MANAGEMENT STRATEGY

3.2.1 Demand Management Initiatives

Invercargill City Libraries has a range of strategies to recognise customer trends, their impact on demand for the library services, and how library services are developed in the future.

- Regular reports are generated from data supplied by Symphony (the Library Management System).
- Day to day working practices are constantly reviewed to improve efficiencies, especially with regard to the use of technology to streamline work routines.

3.2.2 Funding of Services

Invercargill City Libraries revenue policy is similar to other New Zealand public libraries. The proposed revenue policy has a 95/5 funding split:

- 95% is funded through rates and council's corporate revenue.
- 5% is funded through user charges, fines, product sales, and donations.

The likelihood that library services could be provided by a non-publicly funded organisation is very low.

The user charges necessary to operate such a service would exclude most Invercargill City residents.

3.3 GROWTH AND DEMAND RELATED WORKS AND PROGRAMMES

It is not anticipated that the Library and Archives Activity will undertake any growth and demand related works and programmes in the immediate future.

4. *Potential Significant Negative Effects*

No significant negative effects have been identified for this Activity.

5. *Asset Profile*

5.1 THE ASSETS WE OWN

It is important to emphasise the division of responsibility involved in the Libraries and Archives Activity between service delivery and asset management. These can be described as follows:

- The Service Manager manages the Activity and all aspects of day to day operation.

- The Asset Management provides, maintains and improves over time, the buildings necessary, ie the Invercargill Public Library building.

The asset information is available in the 2014 Core Buildings Asset Management Plan.

6. Managing our Activity

6.1 OPERATIONS AND MAINTENANCE

6.1.1 Current Trends and Issues

Over the past three years, many changes have affected the roles of librarians and other professionals in public libraries. Libraries have a need for new kinds of expertise; especially with the introduction of new technologies and

the need for marketing of services. There is a need to retrain staff to keep pace with technological change. Library staff may need to change with different qualifications and skills required in order to carry out the job successfully.

6.1.2 How the Activity is Resourced

Position	Number employed in role
Library Manager	1
Manager - Customer Experience	1
Manager - Heritage and Collections	1
Manager - Digital and Communication	1
Bluff Librarian	1
Accounts Assistant	1
Archivist	1
Archives Assistant	1
Team Leader - Customer Experience, Heritage and Collections	2
Librarian - Customer Experience, Heritage and Collections	12
Library Co-ordinator - Digital and Communication	4
Network Administrator - Digital and Communications	1
Digital Assistant	1
Library Assistant - Customer Experience, Heritage and Collections	13
Shelvers - Customer Experience	1
Casual	4

There are 28 fulltime staff with the remainder employed as part-time or casual. Currently all Libraries and Archives staff are either on Individual Contracts or members of the Collective Agreement.

Regular weekly, fortnightly and monthly meetings are held at various organisational

levels to ensure that there is a consistent approach to day to day management, safety issues, and customer service.

6.1.3 Standards and Specifications

LIANZA - Standards for New Zealand Public Libraries is available from LIANZA or through their website (www.LIANZA.org.nz).

7. Risk Management

7.1 RISK MANAGEMENT CONTEXT

7.1.1 Risk Framework / Standard

The adopted risk management process is consistent with Australian/New Zealand Standard AS/NZ 4360 which defines risk assessment and management.

- Community Health and Safety.
- Loss of Service - Extent/Duration.
- Service Deliver - Customer Impact.
- Invercargill City Council Financial Impact.
- Financial Community.
- Corporate Image and Reputation.
- Legal Compliance.

Risk Management Context - The key risk criteria adopted for assessing the consequences of identified risks are:

Risk Analysis - The likelihood and impact ratings used to determine initial risk ratings are defined in Tables 7.1 and 7.2 respectively.

Code	Descriptor	Description (probability)
A	Almost Certain	The event could occur in most circumstances, e.g. 90%+ chance of occurring in the next 12 months (or in 9 out of every 10 years).
B	Very Likely	The event will probably occur in most circumstances, e.g. 70% chance of occurring in the next 12 months (or in 7 out of 10 years).
C	Likely	The event should occur at some time , e.g. 50% change of occurring in the next 12 months (or in 5 out of every 10 years).
D	Unlikely	The event could occur at some time, e.g. 20 - 30% change of occurring in the next 12 months (or in 2 - 3 out of every 10 years).
E	Rare	The event may occur only in exceptional circumstances , e.g. up to 10% chance of occurring in the next 12 months (or once in 10 years).
F	Extremely Rare	The event may occur only in extremely exceptional circumstances, e.g. up to 2% chance of occurring in the next 12 months (or once or less in 50 years).

Table 7.1 - Risk Probability Ratings

Area of Impact	Weighting	Factor	6 Extreme	5 Major	4 Moderate	3 Low	2 Minor	1 Insignificant
Legal - Compliance	0.20	<i>Legal</i>	Imprisonment, substantial fines or liable for damages > \$500K	Significant fines or liable for damages > \$100K - \$500K	Fines or damages or liable for damages > \$20K to \$100K	Fines or damages or liable for damages > \$5K to \$20K	Fines and minor offence prosecution	Complaints
		<i>Environmental</i>	Catastrophic environmental damage. Prosecution. Impact permanent	Serious environmental damage. Prosecution. Impact not fully reversible.	Serious environmental damage. Prosecution. Impact reversible within 10 years.	Environmental damage. Prosecution. Impact reversible 3 year.	Environmental damage. Prosecution. Impact reversible 1 year.	Minor localised damage. Prosecution possible. Impact reversible within 3 months.
Corporate Image - Reputation	0.10	<i>Political</i>	Appointment of a Commissioner	Decision process break down.	Council decision deferred.	Council decision delayed.	Breakdown in relationships.	Adverse local political comment.
		<i>Image</i>		Negative national media coverage > 2 days.	Negative local media coverage for >5 days.	Negative local media coverage for <5 days.	Local media coverage.	Customer feedback only.
		<i>Councillor - Management Time</i>		Mayor - Councillors required to manage situation.	Senior Executive time required to manage situation.	Level 3 Managers required to manage situation.	Staff required to manage situation.	No formal response required.
Service Delivery - Customer Impact	0.15	<i>Service Delivery</i>	Loss of water supply and sewerage capability for several days for large portion of city.	Water supply and sewerage out for several days for a catchment or area.	Water supply and sewerage out for one day.	Water supply and sewerage out for group <50 customers for greater than one day.	Water supply and sewerage out for <4 hours.	Supply limited but operating for water and sewerage service.
			Large portion (>50%) of customer base affected.	Affects large number of (>100) of customers.	Affects limited (<100) customers.	Affects limited (20 - 75) customers.	Small isolated group (<20) affected.	Small group (<5) affected.
				Loss of confidence in Council to operate.	Loss of confidence in Council staff.	Problem escalates to a number of surrounding areas.	Systematic customer complaints.	Isolated customer complaints.

Area of Impact	Weighting	Factor	6 Extreme	5 Major	4 Moderate	3 Low	2 Minor	1 Insignificant
Invercargill City Council Financial Impact	0.20	<i>Financial</i>	Unplanned loss or cost to reinstate >5M	Unplanned loss or cost to reinstate \$1M to \$5M.	Unplanned loss or cost to reinstate >\$250K to \$1M.	Unplanned loss or cost to reinstate >\$50K to \$250K.	Unplanned loss or cost to reinstate >\$10K to \$50K.	Unplanned loss or cost to reinstate <\$10K.
Financial Community	0.15	<i>Financial</i>	Long term additional rate requirement >1M per year.	Long term additional rate requirement <500K per year.	Significant total loss of \$2M.	Significant total loss of \$500K.	Rates deferment of other projects to meet costs.	Budgeted work reorganised within year.
Community Health and Safety	0.20		Multiple loss of life.	Single loss of life or widespread long term hospitalisation.	Hospitalisation of a small group.	Medical treatment required.	Minor injuries.	Complaints.

Table 7.2 - Impact Ratings

Risk Evaluation - The matrix of likelihood and consequence of failure ratings shown in Table 7.3 below is used to assess the level of risk, ranking events as low, moderate, high or critical risk.

Likelihood	Consequences					
	1	2	3	4	5	6
A	H	H	C	C	C	C
B	M	H	H	C	C	C
C	L	M	H	H	C	C
D	L	L	M	H	H	C
E	L	L	L	M	H	H
F	L	L	L	M	H	H

Table 7.3 - Risks Priority Rating Matrix

This allows all asset and corporate risks to be compared and ranked. The risk policy specifies the following broad treatment strategy for the levels of risk:

L = Low Risk

- Manage by routine procedures

M = Moderate Risk

- Management responsibility must be specified

H = High Risk

- Risk and management strategy identified in AM plan
- Failure management plans available

C = Critical Risk

- Risk and management strategy identified in AM plan
- Failure management plan specifically addressing event in place

Strategic Outcome	Level of Service Indicator	Caused By	Consequence									Controls	
			Health and Safety (0.20)	Service Delivery - Customer Impact (0.15)	ICC Financial Impact (0.20)	Financial - Community (0.15)	Corporate Image and Reputation (0.10)	Legal Compliance (0.20)	Averaged Weighted Consequences Score	Likelihood	Risk Severity	Current Practice	Recommended Actions
	Changes in levels of service delivery to be offered. Unexpected change in service delivery	Changes in statutory framework	1	3	2	2	3	4	2.45	B	H	Be aware of proposed law changes	Joint Local Government Association initiatives to respond to law changes. Political influence.
		Inability to retain staff and loss of corporate knowledge	1	3	3	1	3	2	2.10	C	M	Search nationally for suitable staff Nationally competitive in terms of working environment and remuneration	Shared Services options Succession planning
	Significant unplanned financial expenditure	Recovery time and cost from environmental disaster/pandemic	1	3	4	4	3	1	2.55	D	M	Prepared and ready to respond to event	Remain status of readiness
	Government intervention in governance	Community's loss of confidence in Council	1	1	1	1	5	5	2.20	C	M	Addressing issues raised in audits	Improve processes to best practice standard
	Assets require replacement sooner than programmed	Method of determining loss of service not being representative of approach taken	1	3	5	3	4	1	2.70	D	M	Recording quality of assets	Development of Asset Management Information systems
	Inadequate budget allocation	Activities unable to operate within set financial budgets	1	3	4	2	4	2	2.55	C	M	Level of activity does not meet Asset Management Plan or Annual Plan forecasts	Integrated asset, management and financial planning.

Strategic Outcome	Level of Service Indicator	Caused By	Consequence									Controls			
			Health and Safety (0.20)	Service Delivery - Customer Impact (0.15)	ICC Financial Impact (0.20)	Financial - Community (0.15)	Corporate Image and Reputation (0.10)	Legal Compliance (0.20)	Averaged Weighted Consequences Score	Likelihood	Risk Severity	Current Practice	Recommended Actions		
	Services not offered	Contractors failing to deliver agreed services	1	6	2	1	3	3	2.55	D	M	Enforcement of contract clauses	Continuation of current practice		
	Increases in legal challenge	Increased level of litigation by society	1	1	3	2	4	5	2.65	D	M	Working toward best industry practice eg accreditation, mediation	Continuation		
	Change in community's ability to afford Council services at proposed level	Economic downturn	1	3	4	4	2	1	2.45	D	M	Support for critical economic mass by development of Industrial Estate	Promotion of Awarua Industrial Estate Retain and expand work force		
		Reduction in number of ratepayers	1	2	4	4	2	1	2.30	E	L	Promotion of economic development	Promotion of Awarua Industrial Estate		
	Inconsistent/inappropriate management behaviour	Insufficient development and implementation of management policies	1	1	4	1	4	5	2.70	E	L	Staff Dialogues Developing policies	Development, adoption and implementation of policies and procedures		
	Deterioration of assets	Asset Management Planning not continuing to be developed or implementation adhered to	1	1	1	1	2	3	1.50	E	L	Basic Asset Management Plan	Development of Asset Management Information systems and advanced Asset Management Plan		

Table 7.4 - Corporate Risk Analysis

7.2 RISK IDENTIFICATION, ANALYSIS AND TREATMENT

7.2.1 Highest Ranked Risk Events

Strategic Outcome	Level of Service	Caused By	Consequence							Likelihood	Risk Severity	Controls	
			Health and Safety (0.20)	Service Delivery - Customer Impact (0.15)	ICC Financial Impact (0.20)	Financial - Community (0.15)	Corporate Image and Reputation (0.10)	Legal Compliance (0.20)	Weighted Averaged Consequence Score			Current Practice	Recommended Actions
	Closure of Invercargill Public Library.	Power outage.	1	5	1	1	1	1	1.6	B	M	Risk beyond Council's control. Service provide not able to provide power. Service usually returned within one hour.	
	Serious harm incident to a member of the public.	Trip, fall or the building not complying with the Building Act safety requirements.	6	4	5	4	5	4	4.7	F	M	Regular checks undertaken. Warrant of Fitness for building is current.	Continue current practice.

7.3 MONITORING AND REVIEW

7.3.1 Process for Identifying New Risks / Risk Management Initiatives

Risks and their associated mitigation plans are identified throughout the planning processes that continually occur in the library. Major asset risks are from fire, flood, prolonged power outage and theft. There is a disaster management plan to respond to and recover from disasters when they occur. The responsibility for performing these tasks is

allocated to various staff members who comprise 'the disaster team'. This plan and library support plans such as health and safety plans and evacuation plans identify and set out procedures to mitigate specific risks. In addition, measures such as environmental control, security protection for the archives and research collection, security gates, fire protection systems and 24 hour response systems are in place to eliminate or minimise risks and their effect.

8. *Financial Summary*

Ten year budgets to be inserted once adopted by Council.

9. Asset Management Practices

9.1 ASSET MANAGEMENT SYSTEMS

Assets are broadly the buildings, furniture and fittings, IT, current use collections and archive/heritage collections.

Current use collections and heritage collections are managed in house using the Symphony Library Management software product from SirsiDynix. Archives are managed in house using Archivist's Toolkit software product.

9.2 ACCOUNTING/FINANCIAL SYSTEMS

Council activities are supported by the Finance and Corporate Services Directorate of Council who undertake all accounting practices. This is consistent with good accounting practice.

The Invercargill City Council uses a product called TM1 for the preparation and aggregation of the financial aspects of the LTP. The product is Excel based and is particularly user friendly to carry out the modelling required for a ten year period. It is also able to accommodate variables such as inflation and other pricing movements. Council has used 2014/15 sectional budgets as a base for the LTP, with specific variations as required by section managers for succeeding years.

The financial section of the LTP will be prepared in accordance with generally accepted accounting practices outlined by the New Zealand Institute of Chartered Accountants and in accordance with the provisions of the Local Government Act 2002.

9.3 ASSET MANAGEMENT DATA CONFIDENCE

The Symphony Library Management System is accurate and reliable. The Archivist's Toolkit data is accurate but this is no longer being supported therefore an alternative software product will need to be found.

9.4 INFORMATION FLOWS REQUIREMENTS AND PROCESS

Information flow takes place at a number of levels:

- With elected representatives through the Committees and Council Structure.
- With clients (internal and external) who are requesting a particular service.
- With the public generally through requests for service and information.
- With the media.
- With the public and landowners through education programmes.

10. Continuous Improvement

10.1 CURRENT ACTIVITY MANAGEMENT PRACTICE

Libraries are not bound by legislation, but staff endeavour to achieve higher professionalism in order that resources are promoted and used for the benefit of the community. The objective is that recreational reading is promoted for the well-being of the community, and information resources are promoted for the education and business development of the city.

New and emerging technologies will have significant and ongoing impact on the delivery of services in libraries. New formats for information and leisure materials are increasingly available and we will see continual evolution of formats. Developments in internet communication applications will enable libraries to increasingly interact with customers electronically.

Library Management is constantly reviewing options to improve service delivery.

		Type	Quite Inadequate	Needs a lot of improvement	Quite good, but could be improved in some areas	Very Good	Comments
1.	Management						
	Of the Department (Leadership)	PD				✓	
	Of the staff on a daily basis	PD				✓	
	All work planned for the year completed within the year, to the predetermined standard required, within the predetermined timeframe, for not more than the budgeted cost.	OP			✓		
2.	Technical Competence						
	New works' design	OP				✓	
	Project Management	OP				✓	
	Management of contractors (especially Network Maintenance Contractors)	OP				✓	
	Maintenance organisation and management.	OP				✓	
	Other technical skills required by this service	PD				✓	
3.	Forward Planning and the Setting of Priorities	OP				✓	
	The completeness and overall quality of the priority setting and financial forecasts and assumptions for the next 20 years	OP			✓		
	For maintenance and operations (for the next 10 years)	OP			✓		
	For new capital (for the next 20 years)				✓		
	For renewals (for the next 10 years)				✓		

		Type	Quite Inadequate	Needs a lot of improvement	Quite good, but could be improved in some areas	Very Good	Comments
4.	Communications / Relationships						
	With Customers				✓		
	Written (letter writing)	CS				✓	
	Verbal (phone)	CS				✓	
	Verbal (personal contact)	CS			✓		
	With elected representatives (where relevant)	CS			✓		
	With other departments	PD				✓	
	Within the department					✓	
5.	Financial Management				✓		
	Budgets' preparation (quality, completeness, and timeliness)	OP			✓		
	Adherence to budgets once approved	OP				✓	
	Always aware of costs against budget throughout the year	OP				✓	
6.	People					✓	
	Job breakdowns / job instructions / work guidelines / practice notes available for all relevant tasks and all up-to-date	PD			✓		
	All staff delegations up-to-date	PD				✓	
	All warrants up-to-date	PD					

		Type	Quite Inadequate	Needs a lot of improvement	Quite good, but could be improved in some areas	Very Good	Comments
7.	Knowledge of the Physical Assets						
	How well the physical assets that have to be managed are understood	OP				✓	
	Location	OP				✓	
	Material type	OP				✓	
	Condition	OP				✓	
	Capacity	OP				✓	
	Age and remaining life	OP				✓	
	Performance	OP				✓	
	Criticality	OP				✓	
8.	Support Services					✓	
	Administrative support	PD			✓		
	Financial support	PD			✓		
	Office accommodation	PD				✓	
	Office furniture and equipment (work tools)	PD				✓	
	Transport	PD			✓		
	Record keeping (completeness and easily accessible)	PD			✓		
	Complete and up-to-date policy manual				✓		

	Type	Quite Inadequate	Needs a lot of improvement	Quite good, but could be improved in some areas	Very Good	Comments
9.	Performance Management					
	Sufficient and appropriate performance measures	OP		✓		
	Sufficient and appropriate performance targets	OP		✓		
	All measures and targets being monitored	OP		✓		
	Monitoring results promptly reported (at all relevant levels)	OP		✓		
	Performance trends (over several years) clear and understood	OP		✓		
	Performance results actually used to improve performance	OP		✓		
	All employees regularly being given "true" feedback about their performance	PD		✓		
10.	Business Continuity			✓		
	Disaster Plans up-to-date	OP			✓	Investigating also working with Museum staff
11.	Legislative Compliance					
	No known areas where legislative requirements not being fully complied with	OP			✓	
12.	Strategic Advice			✓		
	The general quality (and timeliness) of strategic advice (and the extent to which the strategic policy approach for this activity is clearly specified, continues to be appropriate, and is up-to-date)	SA		✓		
	The quality and timeliness of reporting to the elected Council and its Committees	CS		✓		

Key: CS - Customer Service
OP - Organisational Performance
PD - People Development
SA - Strategic Advice

10.2 IMPROVEMENT PROGRAMME

Item	Appendix Relative Urgency						Comments
	1	2	3	4	5	6	
Upgrade library website			X				
Update Archives software		X					
Resources budget increase			X				Increase circulation
Library café			X				Seek public comment in 2014 Family Friendly layout consultation.
Digitisation projects - storage of and access to digital resources	X						Improve access to heritage items
Review purchase and processing options of current collections		X					Increase turnover
Specific Teen area		X					Seek public comment in 2014 Family Friendly layout consultation.
Upskilling staff			X				Constantly look for opportunities to educate staff
Centralise stack storage		X					
Remove charges from children's collections			X				Increase circulation
Modernise layout		X					Create more spaces for relaxing and using own devices

Future Action and Improvement

Key:

1. Extremely urgent (needs to be addressed now)
2. Very urgent
3. Urgent
4. Reasonably or fairly urgent
5. Not urgent
6. A good idea for some time in the future

- Library structure reviewed and all job descriptions updated.
- Access to eBooks and eAudio provided. Extended access to eAudio with shared resource with Southlib libraries.
- Weekend library hours extended (Invercargill open 10.00 am - 4.00 pm Saturday and Sunday, Bluff open 10.00 am - 1.00 pm Saturday).
- RFID systems installed.

10.3 IMPROVEMENTS FROM 2011 AMP

The following improvements have been made:

- Free internet and 24/7 Wi-Fi provided at both Invercargill and Bluff.

10.4 MONITORING AND REVIEW

Ongoing monitoring and review of the Libraries and Archives Activity takes place through Levels of Service reporting to Council and the Annual Report process.

11. Appendices

Appendix A

Customer Satisfaction Survey

Appendix A – Customer Satisfaction Survey – Libraries and Archives



Invercargill City Council Community & Regulatory Services: 2014 Residents' Survey

Libraries

September 2014





Contents

Disclaimer

Research First notes that the views presented in the report do not necessarily represent the views of ICC. In addition, the information in this report is accurate to the best of the knowledge and belief of Research First Ltd. While Research First Ltd has exercised all reasonable skill and care in the preparation of information in this report, Research First Ltd accepts no liability in contract, tort, or otherwise for any loss, damage, injury or expense, whether direct, indirect, or consequential, arising out of the provision of information in this report.



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1 Introduction



The purpose of this report is to provide ICC with a measure of how satisfied residents are with Libraries

1.1 Research Context

In 2013 Invercargill City Council (ICC) contracted Research First to conduct a survey of Invercargill residents. The purpose of this survey was to provide ICC with a measure of how satisfied residents are with twelve areas of community and regulatory services. These 12 areas are:

- Animal Services;
- Building Consents;
- Community Development;
- Environmental Health;
- Housing Care;
- Libraries;
- Parking;
- Passenger Transport;
- Pools;
- Public Toilets;
- Resource Management; and
- Urban Rejuvenation.

This document reports the results for Libraries, and is one of a series of twelve reports prepared for ICC by Research First.

1.2 Research Design

This research was completed using a telephone survey design. This design was chosen because (by using probability sampling methods) the results of telephone surveys can be extrapolated with a high degree of accuracy. Also, the presence of a telephone interviewer reduces errors and addresses potential biases resulting from interpretation problems on behalf of the participants.

The telephone survey took place in late July 2014 and comprised 779 interviews with Invercargill residents (an outline of the achieved sample is provided in Appendix One). A sample of this size provides a maximum margin of error for the total sample of +/-3.5%. For all subsamples, the margins of error are larger (as sampling error is a function of the total size of the sample, irrespective of the size of the population). It is important to keep this in mind, and to remember that the results become less precise as the sample size decreases.

While the overall sample included 779 respondents, some sections of the questionnaire were only asked of half the respondents (approximately 390¹). The margin of error for these responses is +/-4.9%.

1. This was done to address the length and complexity of the original questionnaire. While all 779 residents were asked a series of core questions, the 12 areas of Community and Regulatory Services were divided across the sample. To make this clear in the body of the report, the sample for each question is clearly identified.



The telephone survey questionnaire was designed in consultation with ICC and a range of community stakeholders. This project followed the same design as the Service Levels Survey completed for ICC by Research First in 2013. It involved:

- **Phase One:** Interviews with the 12 managers responsible for the areas being surveyed;
- **Phase Two:** 12 focus groups with community stakeholders and opinion leaders to each of the areas being surveyed; and
- **Phase Three:** A telephone survey of 770 Invercargill City residents.

This method worked successfully for the 2013 survey because it provided ICC with a rich, in-depth, insight into the community's views regarding ICC's performance alongside a robust measure of that satisfaction. This enabled ICC to track future changes in satisfaction levels and target key 'pain points' in the community.

The 2014 Community Services and Regulatory Services Satisfaction Survey presented here will provide the same benefits to ICC.





2 Key Findings

- Overall, library users were very positive about the service;
- The library has improved in the last three years, and for the most part changed hours have had a positive effect on use;
- The library could publicise its offering more, especially of new services. This would be most appropriate by email; and
- Publicity about new, online services (such as e-books) could increase library membership.



3 Quantitative Findings

ICC operates two libraries, a central library in the CBD and a small branch library in Bluff. Two-thirds (66%) of those interviewed were members of a ICC-run library.

3.1 Library Members

Library members most commonly visited the library once a month (35%) but 15% of members visited once a week or more frequently.

3.1 Use of Libraries, Frequency		
Sample: Library Members: 258	Number of Respondents	Percentage of Respondents
Several times a week	4	2%
Once a week	34	13%
At least once a month	90	35%
At least once every six month	50	19%
At least once annually	32	12%
Less frequently than annually	43	17%
Can't recall	5	2%
Total	258	100%

Library members felt the best way for the library to communicate with them was through email (49%). Mail drops (12%) and newspapers (10%) could also be useful forms of communication.

3.2 Best Method of Communication		
Sample: Library Members: 258	Number of Respondents	Percentage of Respondents
Email	127	49%
Mail/ Letter	32	12%
Newspapers	26	10%
Phone	21	8%
Social media (Facebook, Twitter etc)	15	6%
Text message	9	3%
Radio/TV	5	2%
Newsletters	4	2%
At the library	4	2%
Word of mouth	2	1%
Don't know	16	6%

34% of library members were aware of the recent changes to the library opening hours. One third of members now use the library more frequently, while the changes have not impacted how frequently two thirds of members use the facility.



3.3 Impact of Change of Library Opening Hours

Sample: Library Members: 258	Number of Respondents	Percentage of Respondents
I use it more often	26	30%
I use it less often	6	7%
It has made no difference	56	64%

3.2 Performance of Services

Library members were asked to rate library performance on a range of factors. Members were very positive regarding library services. Nearly all agreed that the following elements of library service were good:

- The staff (94%);
- Access to free internet (94%); and
- Being up to date with users' needs (93%).

Fewer respondents indicated that Invercargill libraries publicise their results well (69%).

3.4 Performance of Library Services

Sample: Library Members: 258	MTG	Very good	6	5	Fair	3	2	Very poor	Total respondents*
Service from library staff	94%	60%	27%	7%	4%	0%	1%	0%	251
Access to free internet / wi-fi	94%	43%	39%	12%	4%	1%	1%	1%	186
Libraries being up to date with users' needs (e.g., on-line access, e-books)	93%	41%	38%	14%	6%	0%	0%	0%	227
Catering to the needs of all Invercargill residents	86%	32%	38%	16%	10%	3%	0%	0%	248
Keeping up with international trends	81%	16%	41%	24%	14%	2%	2%	1%	182
Publicising the services they offer (other than book hire)	69%	23%	23%	23%	19%	6%	4%	3%	239

* Total respondents is the number of respondents who were asked the question, with those who answered 'no opinion' subtracted from the sample. It therefore describes how many had an opinion on the question.

Library members also rated how Library Services was performing on acting on residents' concerns and improving its services. Most indicated that ICC had done a good job of improving the library service over the last three years (84%). Fewer (60%) felt they were consulted about library issues.

3.5 Performance of Libraries, Overall

Sample: Library Members: 258	MTG	Very good	6	5	Fair	3	2	Very poor	Total respondents
Overall improvement of library service in the last 3 years	84%	26%	34%	24%	10%	5%	1%	0%	221
Consultation with residents about library issues	60%	11%	20%	30%	16%	13%	7%	5%	199

3.3 Importance of Services

Library members were asked which service provided by the Library Service was most important to them. The most important functions were customer focused, these were:

- Catering to the needs of Invercargill residents (36%); and
- Good service from library staff (33%).

3.6 Importance of Library Services

Sample: Library Members: 258	Number of Respondents	Percentage of Respondents
Catering to the needs of all Invercargill residents	92	36%
Service from library staff	85	33%
Libraries being up to date with users' needs (e.g., on-line access, e-books)	42	16%
Publicising the services they offer (other than book hire)	15	6%
Keeping up with international trends	13	5%
Access to free internet / wi-fi	6	2%
Don't know	5	2%

3.4 Non-members

Those who were not members of the library (34%) were asked why they were not members. The main reasons for not using the library were because respondents do not read (35%) or because they buy books (15%).

3.7 Reasons for Not Using Library

Sample: Non members: 130	Number of Respondents	Percentage of Respondents
Don't read library books	46	35%
Buy books/ Magazines/ DVDs	19	15%
Read e-books/ use the internet	17	13%
No time	15	12%
Haven't got around to it	12	9%
Swap/ borrow books from others	7	5%
Use family member's card	6	5%
Inconvenient	5	4%
The library doesn't have books I'm interested in reading	5	4%
Not close enough to visit	4	3%
Unreturned books	3	2%
Children are grown	2	2%
Member of another library	2	2%
Don't need it	2	2%
Don't know	1	1%
Total	130	100%

3.5 All Respondents: Overall Performance and Improvements

All respondents were asked what they think the library performs best at. One third were unable to comment. The libraries were seen to perform best in the following areas:

- Providing a range of books (13%);
- Children and youth services (12%); and
- General customer service (12%).

3.8 Best Performance by Libraries		
Total Sample: 388	Number of Respondents	Percentage of Respondents
Good range/ availability of books	49	13%
Children/ youth services	48	12%
Customer service	46	12%
Good/helpful staff	24	6%
Information/ research resources	21	5%
Keeping up to date	21	5%
Everything/ being a library	18	5%
Book hire/ check outs	7	2%
Free internet/ computers	7	2%
Range of different services (not just books)	7	2%
Nice facilities	6	2%
Other	46	12%
Don't know	120	31%

Respondents were asked what improvements could be made to increase use of the libraries. Most respondents (62%) could not offer any suggestions. A range of suggestions were offered but there was no one factor identified as a clear area for change.



3.9 Ways to Improve Use

Total Sample: 388	Number of Respondents	Percentage of Respondents
More advertising/ publicity	18	5%
Better parking	10	3%
Improve appearance	9	2%
Update technology/ books	9	2%
Encourage youth/ more youth activities	6	2%
Longer opening hours	6	2%
More eBooks	6	2%
More events in the library	6	2%
More books	6	2%
Other	51	13%
Nothing	28	7%
Don't know	239	62%

Respondents were asked what general improvements they would like to see to the library. Most respondents (80%) could not think of any improvements, and again no suggestions stood out enough to warrant change.

3.10 Improvements to Libraries

Total Sample: 388	Number of Respondents	Percentage of Respondents
Better parking	7	2%
More advertising/ publicity	7	2%
Improve appearance	6	2%
More eBooks	6	2%
Other	55	14%
Nothing	50	13%
Don't know	260	67%

4 Qualitative Findings

Participants in the focus group were positive towards the library services provided by ICC. Participants agreed that maintaining a library service for the region was important. One participant said:



Libraries are vital...they are the hub of the community.

Participants discussed how the library had changed in the past, and how they could change further in the future. There was also discussion of the library services, fees, staff, and how to increase awareness of the library.

4.1 Library Staff

Participants felt that library staff were helpful and very friendly. They provided prompt service for residents who requested books. One participant said:



Librarians are helpful, those ladies are very good to me.

Another participant noted:



Any book I request, I get!

While participants were positive about staff, they did think that the number of staff had reduced recently. This had an adverse effect on library service. One participant said:



They now expect everyone in the library to work in all areas, the quality of the service has diminished because there are not specialised areas.

Participants also felt that staff needed to be more visible to users of the library. Some had difficulty identifying staff from other library users. A participant said:



You just don't know who the librarians are.

4.2 Keeping Up to Date

Participants agreed that the library needed to stay up to date with new technology and materials, while also making sure it caters appropriately to all users. This means ensuring that the needs of older and younger users are both taken into consideration. One participant noted:



[The library needs to] move forward with technology but also keep the old ways. They need to be current but also need to keep the traditional library services because there's a mixed need. There's a place for everything.

Another participant said:



It's about catering to everybody. People use the library for different reasons and we need to make sure all are well catered for.

Participants noted some updates and initiatives that had helped the library stay relevant. These included:

- Online access to the library's services (this was very convenient for users);
- Reciprocal borrowing and the interloan system;
- Free internet;
- Delivery service;
- E-books (although more could be offered);
- RFID² self-check-out, which was quick and easy;
- Providing an online and paper form to request new books; and
- New opening hours. Participants thought weekend hours were increasing use of the library.

Participants felt that while the library should be up to date and modern, they were also clear that it should retain some older services. These services (such as librarian-operated check-outs) may not be the most efficient, but provide the value of a personal interaction. One participant said:



I miss the interactions [with the librarians]. You miss that conversation and you want to have a chat about books.

Another participant put it simply:



Please don't do away with the old ways.

Irrespective of what changes have and should occur, participants were realistic about the library's capability. They appreciated that not everything could be done, nor could everything be done immediately. One participant put it simply:



Money is a constraint.

4.3 Fees

Participants felt the library fees were necessary and acceptable, overall. They did note that email reminders may be decreasing the number of fines issued for late returns. The receipt given when checking out books was also thought to be a helpful reminder. Similarly, the librarian would remind users of when books were due back when checking out their books.

It was noted, however, that it was easy to override the payment of fines on the new system. While it popped up on the screen that fines were due for payment, you can 'ignore it' and not pay the fine.

2. Radio Frequency Identification

4.4 Awareness of the Library Services

Participants felt that residents may not be aware of all the services the library offers. They agreed that library should be publicising its services more. As one participant said:



It's about making sure that people know that the library isn't just for books.

The group were asked to identify possible ways the library could improve awareness of their offerings. Suggestions included:

- Send all residents the 'friends of the library' email, possibly by post;
- Twitter;
- Facebook;
- Website and RSS feeds; and
- Noticeboards and screens.

4.5 Suggestions for Improvement

Participants discussed other areas that the library could work on improving. These included:

- Updating the foyer to be more welcoming and create more flow to the library;
- Moving the adults section nearer to the children's section, so parents could browse books while still being close to their children;
- Creating a young adult section, to encourage teenagers to read more; and
- Establishing designated 'quiet' zones, for people to read and study in. The microfiche could be placed in one of these areas.

5

Sub Group Analysis by Age and Gender

The ICC operates two libraries, a central library in the CBD and a small branch library in Bluff. When analysed by gender and age, the results show that:

- Library users were most likely to be female and aged 35 – 44; and
- Conversely, male respondents aged 18 – 24 were least likely to use the library.

5.1	Member of ICC-Run Library by Gender and Age							
	Female	Male	18-24	25-34	35-44	45-54	55-64	65+
Yes	75%	56%	45%	60%	81%	74%	67%	62%
No	25%	44%	55%	40%	19%	26%	33%	38%

5.1 Users

The following section shows the results of questions asked to library users.

When asked about the best means to communicate with residents, differences were observed. These were:

- Retirees (65+) were less likely than other respondents to prefer email, but it was still one of the most preferred methods of communication among this age group; and
- Younger respondents (18 – 24) were the most likely to like social media as a form of communication.

5.2	Best Method of Communication by Gender and Age							
	Female	Male	18-24	25-34	35-44	45-54	55-64	65+
Email	53%	42%	42%	45%	64%	66%	42%	26%
Mail/ Letter	12%	12%	16%	10%	7%	11%	14%	19%
Newspapers	7%	15%	5%	6%	13%	11%	7%	13%
Phone	8%	8%	16%	3%	4%	0%	12%	19%
Social media (Facebook, Twitter etc)	5%	7%	5%	23%	5%	4%	5%	0%
Text message	5%	1%	11%	6%	2%	2%	2%	4%
Radio/TV	2%	2%	5%	0%	2%	2%	2%	2%
Newsletters	1%	2%	0%	0%	4%	0%	0%	4%
At the library	1%	2%	0%	0%	0%	0%	7%	2%
Word of mouth	0%	2%	0%	0%	0%	2%	2%	0%
Don't know	6%	7%	0%	6%	4%	4%	7%	13%

5.2 Performance of Services

Those who did use the library were asked to rate its performance on a range of factors. This was asked on a simple seven-point Likert scale, with options ranging from 1 = very poor, 4 = fair, and 7 = very good. To make results easier to interpret the positive scores on the scale (5, 6 and 7) have been added together to create a 'more than good' (MTG) score.

5.3	Performance of Library Services by Gender and Age; MTG Score							
	Female	Male	18-24	25-34	35-44	45-54	55-64	65+
Service from library staff	92%	98%	89%	97%	91%	93%	100%	96%
Access to free internet / wi-fi	93%	96%	94%	96%	92%	93%	93%	100%
Libraries being up to date with users' needs (e.g., on-line access, e-books)	93%	94%	95%	97%	88%	92%	94%	98%
Catering to the needs of all Invercargill residents	83%	91%	79%	90%	78%	83%	93%	94%
Keeping up with international trends	80%	83%	71%	79%	73%	84%	88%	90%
Publicising the services they offer (other than book hire)	66%	73%	58%	72%	65%	67%	51%	89%

5.3 Importance of Services

Respondents were asked which service provided by the library was most important to them. The results show that the internet and wi-fi was most important to younger respondents (18 – 24).

5.4	Importance of Library Services by Gender and Age							
	Female	Male	18-24	25-34	35-44	45-54	55-64	65+
Catering to the needs of all Invercargill residents	36%	35%	42%	16%	32%	29%	49%	45%
Service from library staff	34%	31%	26%	52%	30%	36%	26%	30%
Libraries being up to date with users' needs (e.g., on-line access, e-books)	17%	15%	11%	13%	21%	21%	14%	11%
Publicising the services they offer (other than book hire)	6%	6%	0%	13%	5%	2%	9%	6%
Keeping up with international trends	3%	8%	0%	0%	5%	11%	2%	6%
Access to free internet / wi-fi	3%	1%	21%	0%	2%	2%	0%	0%
Don't know	1%	3%	0%	6%	4%	0%	0%	2%

Sub Group Analysis by Ratepayer Status

The ICC operates two libraries, a central library in the CBD and a small branch library in Bluff. When analysed by ratepayer status, the results show that:

- Ratepayers more than non-ratepayers were more likely to be members of the library.

6.1	Member of Council-Run Library by Resident Status	
	Ratepayer	Non-ratepayer
Yes	70%	52%
No	30%	48%

6.1 Importance of Services

Respondents were asked which service provided by the library was most important to them. The results show that the internet and wi-fi was most important to non-ratepayers.

6.2	Importance of Library Services by Resident Status	
	Ratepayer	Non-ratepayer
Catering to the needs of all Invercargill residents	36%	35%
Service from library staff	34%	27%
Libraries being up to date with users' needs (e.g., on-line access, e-books)	16%	16%
Publicising the services they offer (other than book hire)	6%	3%
Keeping up with international trends	5%	5%
Access to free internet / wi-fi	1%	11%
Don't know	2%	3%

7 Appendix One: Respondent Profile

7.1 Resident Status		
	Number of Respondents	Percentage of Respondents
ICC residential ratepayer	627	80%
Invercargill resident	130	17%
ICC non-residential ratepayer	20	3%
Don't know	2	0%

7.2 Gender of Respondents		
Gender	Number of Respondents	Percentage of Respondents
Female	438	56%
Male	341	44%

7.3 Age of Respondents		
Age Range (Years)	Number of Respondents	Percentage of Respondents
18-24	80	10%
25-34	108	14%
35-44	141	18%
45-54	150	19%
55-64	129	17%
65+	171	22%

7.4 Length of Residence in Invercargill (Years)		
Years	Number of Respondents	Percentage of Respondents
0-2	13	2%
3-5	25	3%
6-10	57	7%
11-15	58	7%
16-20	83	11%
20+	541	69%
Prefer not to say	2	0%



7.5 Employment Status		
Status	Number of Respondents	Percentage of Respondents
Full-time	320	41%
Retired	153	20%
Part-time	144	18%
Self-employed	51	7%
Beneficiary	40	5%
Student	37	5%
Not working/ Not on benefit	34	4%

7.6 Children or Grandchildren in Invercargill		
	Number of Respondents	Percentage of Respondents
Yes	519	67%
No	260	33%

7.7 Ethnicity/Nationality		
Status	Number of Respondents	Percentage of Respondents
New Zealander	651	84%
European	271	35%
Maori	58	7%
Pacific Islander	7	1%
Asian	2	0%



7.8 Suburb of Respondents

	Number of Respondents	Percentage of Respondents
Waikiwi	70	9%
Glengarry	60	8%
Windsor	56	7%
Richmond	50	6%
Strathern	42	5%
Grasmere	39	5%
Gladstone	38	5%
Appleby	35	4%
Hawthorndale	32	4%
Heidelberg	30	4%
Kingswell	30	4%
Otatara	30	4%
Newfield	27	3%
Georgetown	24	3%
Rosedale	24	3%
Waverley	24	3%
Clifton	23	3%
Myross Bush	21	3%
Bluff	16	2%
Kew	12	2%
Tisbury	11	1%
Avenal	10	1%
CBD area	9	1%
Hargest	9	1%
Rockdale	8	1%
Ascot	7	1%
Kennington	6	1%
Seaward Bush	6	1%
South City	6	1%
West Invercargill	4	1%
Awarua	3	0%
Greenhills	2	0%
Makarewa	2	0%
West Plains	2	0%
Woodend	2	0%
Langshaw Rd (Mill Rd)	1	0%
Mabel Bush	1	0%
Omaui	1	0%
Prestonville	1	0%
Rural area	3	0%
Waihopai	1	0%
Waimatua	1	0%



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