

Libraries



Activity Management Plan
2024-2034



Libraries Activity Management Plan

Te Haeata – inspiring journeys of discovery

Preface

Introduction/Summary

Libraries Activity Management Plan (AMP) covers one of seven Leisure, Recreation and Wellbeing Services 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 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. What we deliver

What the activity is

Invercargill City Council provides library services which support and encourage lifelong learning, digital literacy and reading across all ages and abilities. Invercargill City Libraries aim to offer a welcoming and innovative library service, including spaces for community participation and social connections. It also collects, preserves, and guides access to quality information and also provides opportunities to participate in the online world.

Activity Overview

A public library is a focal point, a centre for the whole community and its visitors, a meeting place, a site for education, a source of inspiration and innovation, a connection to the wider world, and a democratic place for sharing knowledge, experience and opinion.

Operations

Invercargill City Libraries provide a seven day service across 2 physical locations. Invercargill City Libraries and Archives Online operates 24/7. Invercargill Library is open for 62 hours per week across seven days Monday to Sunday. Bluff Library is open 43 hours across six days Monday to Saturday. In total, the two libraries are open 105 hours per week. The central Library also provides access to the Community Archives.

	Number of physical items	Days open	Total hours open
Invercargill Library	127,058	7 (Monday to Sunday)	62
Bluff Library	2,892	6 (Monday to Saturday)	43

The key areas of library service provision are front of house service delivery, development and delivery of library events and programmes, outreach and community engagement and collections and support functions.

The central Library provides public space for delivering library services and storing current use collections, space for storing archival and heritage collections with no direct public access, workrooms, and offices for library-wide services and management. There is a meeting room which is administered on a commercial basis and public internet services including 24/7 access to Wi-Fi. Database and general information for domestic and business enquiries are also available remotely via the internet on the Invercargill City Library website www.ilibrary.co.nz. Bluff Library operates from the Bluff Service Centre and provides a lending service. Most Library programmes in Bluff are provided off site as there is limited space in the Library.

Table 1*Snapshot of Current Library Statistics*

Snapshot of current statistics	2022/2023
Population served (30 June 2023 estimated))	57,100
Membership (Active – carried out one or more transactions within the past 24 months))	13,170
Collection size (physical)	134,483
Collection size (e-items)	31,018
Issues (physical)	467,258
Issues (e-items)	46,338
Internet access (total number of internet accesses from physical machines owned by the Library and/or APNK)	34,373
Wi-Fi Access (total number of internet accesses from a user's private or mobile device via the Library's public network)	55,130
Public space available in central library/archive	2,712m ²

Programmes and events are provided for all ages and include holiday programmes, after school clubs, information skill programmes, author visits, Storytime, and increasingly outreach visits and programmes. On average there are between three and four programmes or events each day of the year. Following Covid 19 there was reduced attendance at programmes but numbers have now returned to pre-Covid numbers. Investigation is needed so that in future lockdown scenario's some additional services can be delivered.

Table 2

Library Programmes – Events and Attendance 2022/2023

	2021/2022	2022/2023
Events	623	1,120
Attendance	23,851	33,287

Why we are involved in this activity

Library services are provided in response to community demand and benefit both individuals and the community as a whole. Libraries are a well utilised community facility and are used by a wide cross-section of people with approximately 1,000 visits per day. Libraries support the learning and recreational needs of residents, while library buildings, collections and events also contribute to building a strong community identity.

Invercargill City Council provides library services because it is unlikely that any private organisation would be able to provide such facilities for community access.

Community outcomes

The Community outcomes set out what Council wants to achieve for the community over the next ten years as we continue to work together to create He Ngākau Aroha - Our City with Heart.

The following figure and graph highlight the outcome statements for each of the four community wellbeings – Economic, Social, Cultural and Environmental and how the activity contributes to these.

Figure 1

The Four Wellbeings



Table 3

Council's community outcomes and how the Libraries Activity contributes to them

Community Outcomes	How the Activity Contributes
<p>Social wellbeing</p> <p>One Community – Our youth, older people, different neighbourhoods and communities' basic needs are met, and they feel valued and proud to live here.</p>	<p>It provides social infrastructure for our community and it ensure a safe and equitable place which fosters connections is available to all. Social interaction and community connection is vital to our communities to build a better future for themselves, both in-person and online.</p>
<p>Cultural wellbeing</p> <p>A vibrant, safe city centre which meets our people's diverse cultural needs.</p>	<p>The Library provides public programmes that engage communities and celebrate their diversity. It also provides collections that reflect community needs and cultures.</p>
<p>Economic wellbeing</p> <p>A future focused economy delivered through innovation and partnership and supported by appropriate infrastructure.</p>	<p>Library supports literacy which is strongly correlated with educational success and economic wellbeing and is a core skill required to fully take part in modern life. The Library continues to explore more commercial opportunities balanced with social responsibility.</p>

Community Outcomes	How the Activity Contributes
<p>Environmental wellbeing</p> <p>A healthy, resilient environment where the city is well positioned to navigate climate change.</p>	<p>The Library provides resources to support sustainability and will ensure programming will help support wider Council outcomes in this area.</p>

Libraries Services are part of the Community Spaces and Places activities which has as its vision: Putting people at the heart of everything we do

Following community consultation the Invercargill Library strategy was approved in 2023 with a new Library vision: Te Haeata: Inspiring journeys of discovery

Our activity objectives

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

The Library aims to provide quality services which enrich the life of the community by promoting lifelong learning and the creative use of leisure. Our goal is to

- provide access to information and leisure in a variety of formats
- connect users to the world through the provision of printed and electronic resources including access to the internet and WiFi
- create social capital by providing safe public space for the community to use
- collect and curate published local material in a variety of formats

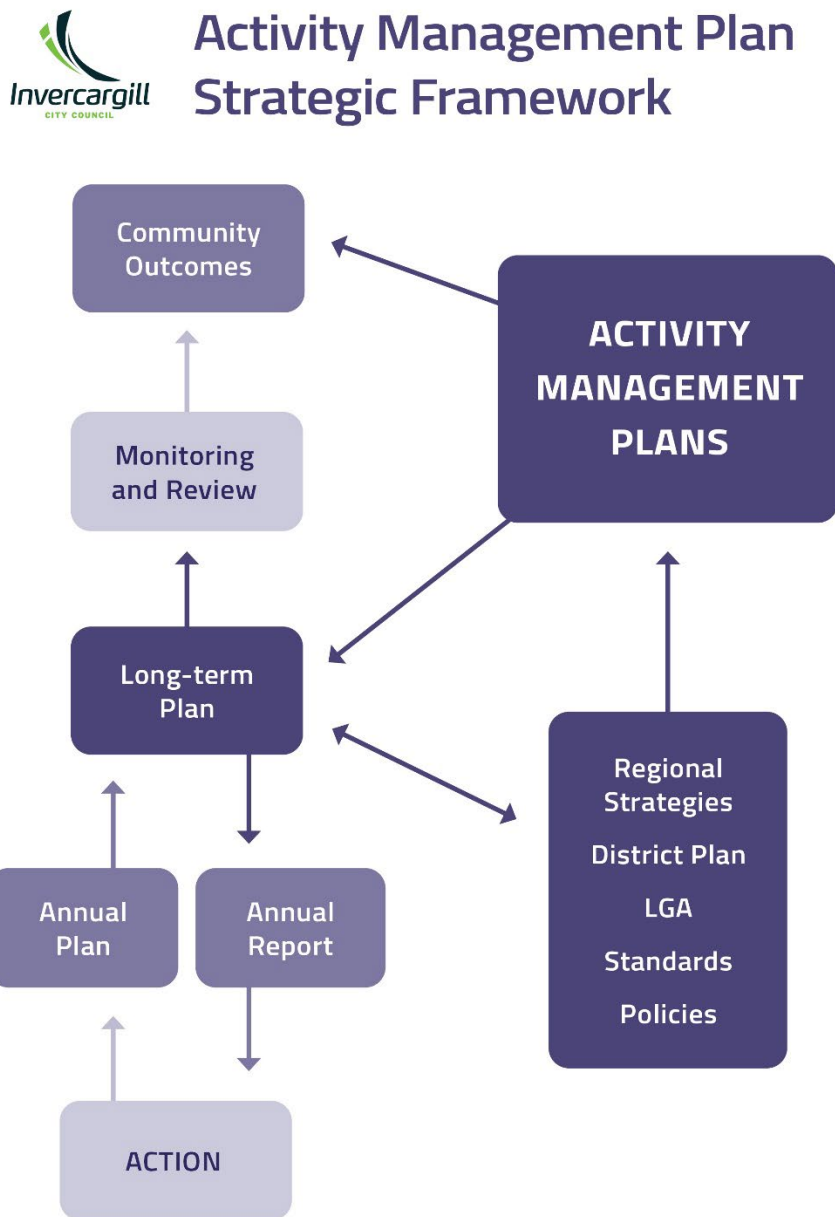
The Libraries Activity provides many benefits and contributes strongly to enhancing the social, cultural, economic and environmental wellbeing of the community. It is anticipated that the role of libraries will continues to evolve. Council will continue its innovative work in community outreach and develop initiatives to support harder-to reach groups.

2. How we determine what we do

Our Strategic Framework

Activity Management Plans underpin the activities in the Long Term Plan, they record the current and desired Levels of Service and Maintenance, Capital Works Programmes and budgets (if applicable) required to ensure the activity meets the desired Levels of Service.

Adoption of the budgets for these programmes is carried out through the Long Term Plan process. Changes to budgets for programmes may occur during the consultation process and adoption of Long Term Plan budgets.



Our Customers

The Library service has interest to a large range of stakeholders and customers. Full membership is available to all residents and ratepayers to Invercargill City Council. There is also reciprocal membership available to all those who are members of Southlib (public libraries in the lower South island – Waitaki, Central Otago, Lakes District, Dunedin, Clutha , Gore and Southland).

Māori are tangata whenua of Aotearoa / New Zealand. The Library staff aim to engage with iwi / Māori on matters that are of interest and importance to them and acknowledge that it is important to agree the appropriate level of engagement with iwi / Māori at the outset of any project.

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

Table 4

Libraries Stakeholders

Stakeholder and Community	Area of Interest	Engagement
Invercargill Community – members and non-members	Operation including borrowing resources, internet services, research and information services, training courses, programmes and events, housebound service, social interaction	<ul style="list-style-type: none"> • Consultation via the Annual Plan and Long Term Plan • Analysis of customer service feedback • Analysis of annual resident survey
Job seekers	Assistance with writing CVs and applying for jobs, digital literacy training	<ul style="list-style-type: none"> • Feedback from staff and from programmes provided
Southlib libraries – Invercargill, Oamaru, Dunedin, Central Otago, Lakes District, Clutha, Gore and Southland District	Shared services	Membership of Southlib consortia and attendance at quarterly meetings
Southland Community	Operation	Analysis of customer service feedback and survey responses
Iwi Groups	Operation with specific focus on culture and heritage	Liaise with local marae and organisations via the Community Connections Librarian. Liaise with Council iwi representatives and Kaupapa Maori Services – part of Community spaces and Places
Educational Institutions	Operation with specific focus on services for education sector	Liaise with local educational institutions via the Learning Connections Librarian
Cultural Institutions	Operation with specific focus on services for arts and culture	Feedback from organisations and in some cases a memorandum of understanding
Recreational and Community Groups	Operation with specific focus on services for recreation and the community	Liaise with local community groups via the Community Connections Librarian

Stakeholder and Community	Area of Interest	Engagement
Government Agencies e.g. National Library	Operation with specific focus of contribution to New Zealand wide initiatives and collaborations	Membership of consortia e.g. EPIC, APNK, South Island Downloadable Zone, and Any Questions
Councillors, Group Managers	Governance and leadership	Report
Finance and Corporate	Research and information services	Liaise
Information Systems	Technical support	Liaise
Vulnerable communities	Operation	Feedback via face to face conversations

Our Levels of Service

The Libraries Activity supports the Council's community outcomes for social and cultural wellbeing by ensuring libraries collections, both digital and physical, offer quality, quantity and variety of resources.

The Libraries Activity ensures libraries are accessible and available to the wider community, by achieving the published opening hours. Social wellbeing is also achieved by ensuring services offer a good experience for all users, measuring this through the percentage of library customers who rate the library collections as satisfactory or greater in residents' survey.

Table 5

Libraries Measures for Levels of Service

MEASURE 2024-2034		TARGET
Percentage of Collection published in the past 5 years (excludes Heritage Collections)		≥60%
Percentage of residents satisfied with the library service		≥ 85%
Annual number of library users	Physical visitors + website engagement = total number of Library users	500,000
	Total number of users per head of (Invercargill city) population	8.8

Table 6

Libraries Baseline Measures and Targets

Measure		Baseline (2022/23)	2024/25 Target	2025/26 Target	2026/27 Target	2027-2034 Target
Percentage of Collection published in the past 5 years (excludes Heritage Collections)		63%	≥60%	≥60%	≥60%	≥60%
Percentage of residents satisfied with the library service		84%	≥ 85%	≥ 85%	≥ 85%	≥ 85%
Annual number of library users	Physical visitors + website engagement = total number of Library users	485,535	500,000	500,000	500,000	500,000
	Total number of users per head of (Invercargill city) population	New measure	8.8	8.8	8.8	8.8

Assessing demand - current and future

Factors Influencing Demand

Future demands for Library Services will be influenced by:

- Population growth and demographic change
- Changes in the preference of use of library materials
- Technological changes
- Social changes

Table 7

Libraries Demand Factors and Impact on Services

Demand Factor	Impact on service	Ability to meet demand	Management Strategy
Population growth	<ul style="list-style-type: none"> • Increasing collection requirement. • Increasing staff levels 	Monitor levels of service	Continue to review service delivery to maintain levels of service within current resources
Ageing population – demographic change	<ul style="list-style-type: none"> • Greater requirement for accessible collections e.g. audiobooks and large print • Greater need to consider physical accessibility issues 	<ul style="list-style-type: none"> • Collections team monitors specific collection budgets looking at turnover rates • Any new services take ageing population into account 	<ul style="list-style-type: none"> • Increase housebound and outreach services as well as programmes designed for older people with specific social or health needs • Continue to maximise service delivery with current resources • Careful management of space – avoid high and low shelving in specific areas and the provision of comfortable seating and quiet communal areas for people to meet.
Changes preferences in library material	Anticipated increasing use of technology to deliver resources and services – digital literacy skills required	Training provided to current staff and taken into account when employing new staff	<ul style="list-style-type: none"> • Library will continue to reallocate funds from physical collections to electronic resources budgets and monitor use of collections and the relative balance of the physical and electronic collections.
Changes in technology	Anticipated increasing use of technology will change demand for collections to be available online 24/7	<ul style="list-style-type: none"> • Currently part of consortia for supply of eBooks and eAudio. Provide access to newspapers and 	<ul style="list-style-type: none"> • Provide access to online resources for magazines and music

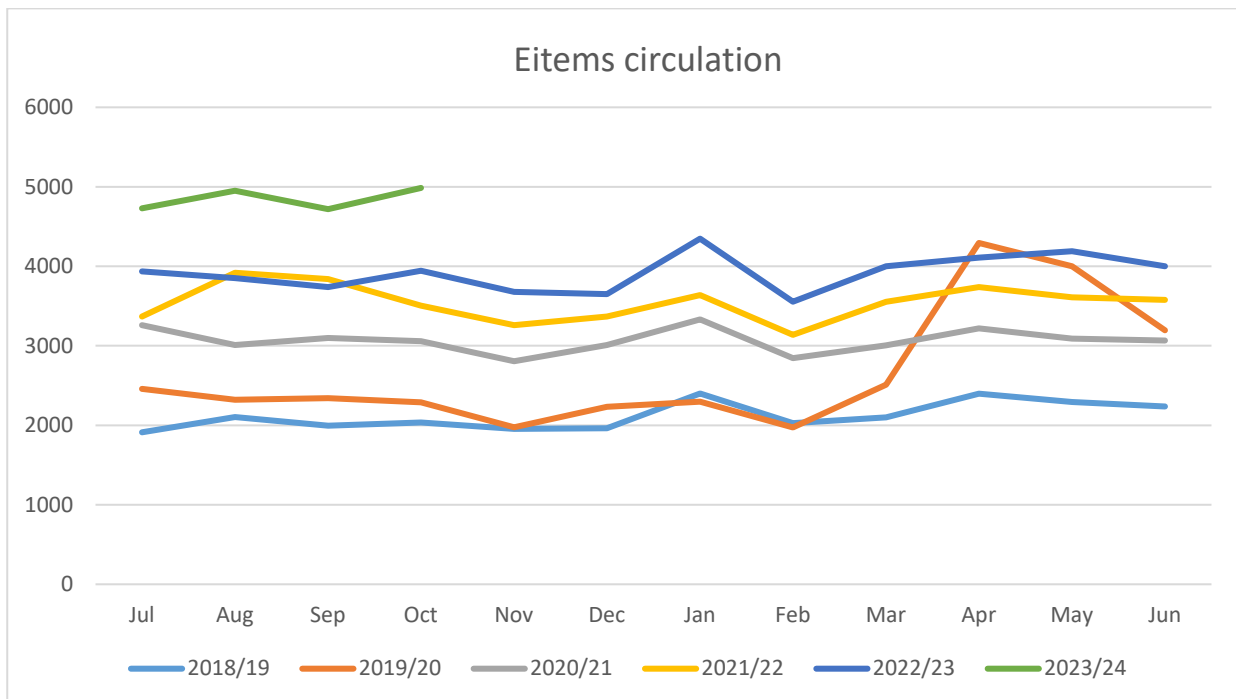
Demand Factor	Impact on service	Ability to meet demand	Management Strategy
		magazines as part of EPIC subscription • Added streaming service "Beamafilm" in 2020 • Working with National Library to extend range of digital content for Southland Times • Addition of digital platform to provide access to Local Collection material	• Increase range of digital content with focus on local history • Provide access to computers and space for users own devices and other technology which can be used for creativity, learning and fun. • Provide support and training coursed for technology users
Social connection	Anticipating increase use of spaces by more isolated and vulnerable communities	• Promote services and use of spaces.	• Management of spaces and programmes to meet demand

Projected Growth or Decline in Demand for the Service

Changes to demand for library collections is assessed using data available from the Library Management Software and customer feedback. Adjustments are made at the start of each financial year. Library collections need to be regularly refreshed with the selection of new stock and deselection of outdated, worn or damaged material. Circulation policies are used to manage the demand for library material. It is expected that demand will increase for digital material and remain static for physical collections.

Figure 3

Total eltems Circulation – 2018-2023



Changes in demand for library programmes including outreach is assessed using attendance statistics, feedback and local trends. Programmes are changed or new programmes added following regular reviews by staff. Where possible the Library collaborates with community groups

or individuals to assist with delivery especially where available staffing resources limit this. Registration including fees are used to manage demand.

There are increased options for ways to spend leisure time and the Library faces increasing competition from other providers of leisure activities.

Changes in Service Expectations (Future Levels of Service)

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

There are a number of Library collections which have limited access as they have not been digitised. Managing demand has involved collaborative partnerships with organisations such as the National Library to make these available online in resources such as Papers Past.

Expected Implications for the Activity

At this stage the majority of circulation continues to be of physical material. Circulation of e-items has steadily increased since 2012/13 and this is expected to continue. Increasing the proportion of electronic collections has implications for revenue for libraries as currently there is no adequate system for charging for electronic collections. However, increasing the proportion of electronic collections will lead to a reduction in the processing and cataloguing costs associated with providing physical stock.

The provision of internet facilities is now regarded as a core service of public libraries. Public internet facilities improve equity of access to the online world and fit with libraries' role of providing access to information and assisting members of the community to develop their skills and knowledge. Public internet services at both Invercargill and Bluff are provided under subscription by Aotearoa People's Network Kaharoa (APNK). APNK is funded by Department of Internal Affairs and administered by the National Library of New Zealand. This is a nationwide service which provides an efficient service on a separate network.

Future Demand Issues and Challenges

The annual ICC Residents Survey showed that majority of the library users are member (at 53%), with a further 6% being users but not member. 41% are not users, with just over half of these being members.

Of those who are both members and users of the Library, majority are between 35-54 and 65+, with most non-member users being 18-24.

Library members are defined as having completed the registration process and been issued with a library card.

Library users are defined as using the resources provided by the Library either physically within the building or using the digital resources online.

Possible Demand-Related Responses

Demand management can be addressed in the following ways:

Table 8

Demand-related responses – pro and contra

Response	Pro (Outcome)	Contra (Outcome)
Increase fees on specific collections	Increased in income	Reduced circulation of material
Increase fee on services	Increase in income	Reduced range of services
Reduce hours	Reduced operational expenditure	Service not available to meet demand
Increasing expenditure on electronic resources	Available 24/7	Reduced income as no opportunity to add hold/overdue fees
Targeting purchasing to high demand and popular material, and reducing spend on low use items	Reduce wait time for popular items	Reduced breadth of collections Increased use of interlibrary loan
Review of library functions and target audience including service area demographics	Increased programmes for older age group	Reduced programmes for younger age group

Possible Non-Asset Solutions

Increasing the user charges is not preferable as it would decrease circulation and decrease access to collections for the whole community. A review of opening hours will be completed by December 2024 to discover if the Library is meeting the needs of the community as a basic measure of availability and access to library services.

Managing Expectations

The rapid development of technology has contributed to a growing community expectation that services should be available on demand at any time which is convenient to the user. Consequently, there is an increasing demand for online services which can be accessed outside of library opening hours. We will respond to this demand by increasing the availability of electronic resources and increasing the range of services available through the library website working with the ICC Information Services and communications teams. A review of the library website and library management software is scheduled for 2024/2025.

There is also demand for training courses and support for those who are new to using computers and electronic resources. The library will continue to provide public computing facilities and support and training courses for technology users. The delivery of technology support and training courses will be increased according to demand and the availability of staff resources.

3. What we're planning

Key issues and challenges

The key strategic issues and challenges facing the Invercargill City Council are:

- Meeting the changing needs of our rangatahi as part of our wider population, which is growing older and more diverse
- Delivering city centre renewal
- Enabling the housing, health, security and social infrastructure our city needs to grow
- Navigating increasingly complex environmental challenges including climate change, land contamination and earthquake risks.
- Maintaining Community affordability in a time of economic volatility - Core infrastructure, major projects and levels of service will be delivered with financial prudence and efficiency
- Ensuring Council leadership and delivery is credible and effective, building community trust and engagement.

The Library service has identified a need to review / upgrade its Library Management Software and RFID equipment within the next 5 years. Library Management Software was implemented in 2009 and RFID was implemented in 2012/13. The RFID self-check units in Invercargill are scheduled for replacement for 2024 and the procurement team will lead the replacement/upgrade of the LMS as part of the "our council" project in 2024.

Increasing the range of digital content available via the library website and providing local content as part of collaboration with other heritage organisations. The Library is investigating a digital platform such as Recollect which is also included in the "our council" projects.

Key operational issues

Operation/Maintenance Strategy

Day to day operation is managed by Library Services team.

The Property Services team manages contracts applicable to the library facility including electrical, HVAC, fire protection, CCTV, lift maintenance, building compliance and general building maintenance. There are no major changes expected in the way Council's facilities are managed over the next 5 years. It is expected that Council will continue to manage building operations in-house supported by local contractors and consultants. Roof repair is the major outstanding maintenance to be completed.

Computer equipment and software used by the Library is managed and maintained by the Council's Information Services team. The Library's public internet service is provided by the National Library of New Zealand as part of the Aotearoa People's Network Kaharoa (APNK) including support from hardware and software using a separate network. This partnership agreement is renewed on an annual basis at the end of the financial year.

The Library Management System is from SirsiDynix and is maintained by Council's Information services team with local servers. There have been issues in level of support with upgrade to server delayed and reliance on expertise of one staff member.

Radio Frequency Identification systems were provided by 3M (now Bibliotheca) and was installed in 2012 with the self-check units scheduled for renewal in 2024.

The Library collections are assessed for condition on an ongoing basis with selection and deselection processes ensuring the collections remain up to date and in good condition. Funding for renewal is reviewed on an annual basis with material selected to reflect the reading and information needs of the local community. By providing a range of collections and a range of formats most demand is able to be met. Demand for specialised material is met using the interlibrary loan service. Deselection of material occurs when specific criteria such as usage statistics, age, currency of information and condition are met. Items considered to still relevant are moved to heritage collections with is retained regardless of age.

Operation/Maintenance Standards and Specifications

Key legislation:

Children's Act 2014
Copyright Act 1994
Copyright (New Technologies) Amendment Act 2008
Copyright (infringing File Sharing) Regulations 2011
Films, Videos, and Publications Classification Act 1993
Local Government Act 2002
National Library of New Zealand (Te Puna Matauranga o Aotearoa) Act 2003
Health and Safety in Employment Act 2015
Privacy Act 2020
Te Tiriti o Waitangi – Treaty of Waitangi

Key Standards and guidelines:

ISO 11620:2014 Library Performance Indicators
ISO 2789:2016 Information and Documentation – International Library Statistics
New Zealand Public Libraries Strategic Framework 2020-2025
MARC 21 (Machine-Readable Cataloguing version 21)
AACR2 (Anglo American Cataloguing Rules version 2)
RDA (Resource Description and Access)
DDC (Dewey Decimal Classification)

Operation/Maintenance Options and Alternatives

Recommended activity programme

As part of the Library Strategy a work programme was documented

Customer Experience–

Bluff Customer Experience

- **Wayfinding-** within the Bluff site including promotion of Te Haeata Library and city programmes. An audit of current needs and provision will be undertaken to design and develop a wayfinding plan.
- **Library service at Bluff-** Review the access and use of the site to determine the most appropriate service level and guide further investment in stock and experiences.

Te Haeata Customer Experience

- **Vulnerable peoples response-** develop a staff guide that can be a reference as well as used for induction and training- including important contact numbers and some scripts for staff to use when dealing with vulnerable community members at the crisis/ disruptive stage.
- **Customer Access and Equity Audit-** using personas profile the demographic and disability customers to measure fit for purpose, and equitably access to library services with the aim of identifying and removing barriers to access.
- **Master Plan of Library Site Layout-** Confirming the layout of public areas, customer flows, fit for purpose environments for each areas' users- determine “what goes where”.
- **Refresh of and Investment Into Library Areas.** Develop a design and investment list starting with the Tech zone first, then lounge/ magazines, then children's, then first floor. Including recommendations on furniture and shelving. Improvements will be prioritized and invested via Councils regular renewals programme and operational budgets as appropriate.
- **Wayfinding-** Aligned with the master plan of the Library site and including Te Reo and super graphics this project will determine positioning design and delivery of signage throughout the site.
- **Explore Digital Signage Options-** and associated software to inform customers of the day's activities on a screen
- **Install Public Storage-**in the form of secure lockers via a possible community partnership (funding).

Online /Digital Customer Experience

- **Website Refresh-** Clarify digital channels and rules for which content goes where, tone and content. Put in place regular updating and monitoring of online customer journey.
- **Booking System Integration-** Integrate the booking system into the online experience.
- **Investigate mobile experience-** options with suppliers (library in your pocket, smart cards etc)

Marketing-

Communication Service Level Agreement & Marketing Plan

- **Define and document marketing activity-** determine the appropriate channels for content and who designs distributes/ place content.

Brand Development

- **Refresh of brand-** Outsourced to a third party but led by Communications team to ensure branding is fit for purpose and usable in the required formats/ outputs.

Go To Market Collateral

- **Develop suite of Go to Market (GTM) collateral-** including general information on the different services including help guides and toolkits. Collateral is to be targeted to the end user deploying appropriate voice, tone and graphic assets for the different market segments and services.

Digital Strategy and Delivery Plan

- **Develop a digital strategy for the library-** In partnership with communications team and potentially third party suppliers determine the digital assets and channels that form the library digital footprint and develop a plan for maximizing digital presence from social channels through to digital screens and mobile apps.

Content creation and Access

- **Increase the current bank of digital content assets-** Build on the image and video bank ensuring a diverse stock of assets for marketing and business needs.
- **New Media-** Explore the provision of Interactive puzzles/ engagement via digital interactive screens and investigate listening/ viewing posts to access digital visual and sound collections.
- **Conversion of Old Formats to Current Formats-** work on reducing the number of collection items on outdated formats and continue the digitisation of the local collection.

Business Operations and Improvements-

Reporting and performance management

- **Develop Reporting Templates-** for reporting including the Balanced Score card approach including a centralised spreadsheet or an alternative software to capture metrics of the library service.
- **Establish Internal Communication channels-** to escalate and cascade information throughout the library. Ensure a schedule of meetings including Work in Progress (WiPs), teams and one on one pastoral care meetings are in place.
- **Standard Operating Procedures SOPs):** Work to capture processes and procedures in Promap with a view to ensuring all information required by staff to successfully perform their job is discoverable and easily accessed.

Archiving Process and Digitalisation

- **Investigate a Digital Platform-** such as Recollect to access heritage collections, scaled to suit community archives, oral history and local collection only.
- **Digitise local collection-** making more of the collection available to customers and mitigating security risk of rare and irreplaceable information.
- **Migrate Files Into the New Objective Structure-** Ensure important information is stored in the correct place and discoverable by all staff who need it.

Partnerships and Joint Ventures-

Agreement review

- **Review our partnerships-** and develop fit for purpose Memorandum of Understanding (MOUs) with a view to democratise power and enable more community activation of the site safely.

<p>Workforce Planning and development-</p> <p>Auxiliary Staff Management</p> <ul style="list-style-type: none"> • Volunteers/ Friends/ Casual Workforce- Review the current arrangements, training and recognition and (include archives, oral history). Review of the current documents and perhaps a slimmed down version of volunteer agreement specifically for library that is easy to understand and ensures volunteers are used appropriately and opportunities for communities to get involved with the library. Note Volunteers would not perform the functions or replace paid positions in the agreed service level of the Library. <p>Training and professional Development</p> <ul style="list-style-type: none"> • Create a Curriculum of Training- Ensure the induction programme is comprehensive and suited to the workforce of the Library and staff are aware of the available training to use the library systems and deliver the service. Determine the minimum training essential for job function as well as professional development and industry training opportunities. <p>Workroom/ workstation refresh</p> <ul style="list-style-type: none"> • Review workflow processing of stock- Map the physical journey of items as they come into the building until they reach the shelves ensuring maximum efficiency of processing, security of stock and manual handling by staff. • Review work station requirements and layout of the workroom- to ensure optimal working conditions matched where possible to the working styles and physical needs of staff. •
<p>Event/ Programming and Audience Development-</p> <p>Implement Rangaranga</p> <ul style="list-style-type: none"> • Create an Advance Calendar- of stable events and programmes for the library and align with other departments and agencies to increase impact of what is delivered at or by the library and unlock joint promotional opportunities. • <p>Review Programming Offer</p> <ul style="list-style-type: none"> • Evaluation / audit of all current programmes- to review their impact, popularity and fit for purpose. Retire lowest performing programmes and make recommendations on future programming that meets community needs.
<p>Special Projects-</p> <ul style="list-style-type: none"> • Refresh of Self-Check Units- Evaluate market options and replace existing units ensuring the greatest possible integration with other systems and ease of customer journey are considered. • Library Management software- Review functionality of current software and evaluate options for renewal including but not limited to consideration of P.O.S., customer interface and possible APP in the evaluation of options. • Investigate Café/ Coffee Cart Provision- Determine feasibility including set up/ fit out and operational requirements of a service delivery onsite café/ cart by a third party. Note this service would not be delivered by staff. • Equipment Rationalisation and Consolidation- Reducing/ eliminating unused equipment and overstocks.

What's changing and why?

Table 9

Consequences and Benefits of Investment

Project	Do Minimum	Current	Invest
Upgrade Library Management Software	Do not upgrade Library Management Software	As per Do minimum	Library Management Software is kept up to date – improves customer interactions and reduces risk of infrastructure failure.
Digitisation of local and heritage content and provide digital platform for access	Limited digitisation	As per do minimum	Heritage materials are available 24/7 and are useful for family research and the education sector.

The assumptions we've made

The Invercargill City Council 2024-2034 LTP Assumptions document covers all of the assumptions used in the development of the Long Term Plan.

The assumptions specifically relevant to the Library Services Activity are shown below:

Table 10**ASSUMPTIONS FOR INVERCARGILL CITY COUNCIL LONG-TERM PLAN 2024-2034**

POPULATION¹	Likelihood	Certainty	Consequence	Council Response
<p>Population growth As at 30 June 2023, the estimated population of Invercargill is approximately 57,900². The population is projected to increase over the next ten years but growth will depend significantly whether or not various industries are developed as envisaged in the Beyond 2025 Regional Long-term Plan. By 2034 between 61,900 and 62,900 people will live here.</p>	Likely	Medium	Moderate	<p>Although population growth in excess of the assumptions will have a moderate to significant impact on the Council finances this will have significant lead time. Council will be able to monitor the applications for resource consents and use this as guidance for the population growth into the future.</p> <p>A population decline would be a more significant impact but is not expected.</p>
<p>Diversity The population will continue to become more diverse. The Māori population will grow from 19% to 25%. The Asian population will grow from 8% to 13%.</p>	Likely	High	Minor	<p>Council will increase engagement opportunities for different parts of the community to help support all voices being heard. Changes to Council services are expected to be able to be accommodated from within existing operational budgets through adjustment of focus.</p>

¹ Infometrics report "Southland Region forecasting scenarios for Beyond 2025 Southland", June 2023

² Stats NZ Tatauranga Aotearoa Infoshare data, retrieved 24 January 2024 (<https://infoshare.stats.govt.nz/Default.aspx>)

<p>Aging Population Those aged 65 and older will form 24% of the population in 2034, which is higher than the current aged population in 2023 (estimated as 10,790 of 57, 900 (19%)).</p>	Likely/ Almost Certain	High	Moderate	Demographic changes are clear and while future migration patterns may offset ageing to some extent, this is not expected to be of a high enough level to counter the known level of ageing. Council is considering how to respond to changing housing needs for older people through provision of elderly housing, adjustment to the District Plan and potential partnership projects. Impacts on other services including public transport, libraries and pools (e.g. hydrotherapy pool) are being planned for.
<p>Households Households will increase from 23,256 in 2022 to 26,087 in 2034. The number of households stagnated over 2020-2021, but is projected to show positive growth over the course of this LTP, with growth peaking at 1.1% in 2032. The average size of households is expected to reduce from 2.39 to 2.34 by the end of this LTP.</p>	Moderate/ Likely	Medium	Moderate/ Major	The number of households underpins the rating base and Council revenue for activities. A decline or slower growth in households would require Council to review services and/or financial strategy.
SOCIAL	Likelihood	Certainty	Consequence	Council response
<p>Socio-economic Inflation will continue to squeeze household budgets and impact abilities to</p>	Moderate/ Likely	Medium	Major	Economic volatility remains high with economists urging caution on reliability of forecasting. Significant increases in inflation will impact not only Council's planned expenditure but the community's ability to pay. Higher than expected

pay rates. Inflation is expected to stay above 3% until 2025/2026. ^{3 4}				inflation may require review of services, capital investment and/or financial strategy. Lower inflation will improve Council's position and ability to deliver.
Community resilience Tiwai Point Aluminium Smelter is expected to continue operating for the time of the Long-term Plan.	Likely	High	Moderate	Council has plans in place, including community support for the Just Transitions Connected Murihiku programme and support for Great South to deliver economic diversification options. Additional investment may be required on any future announcement of closure.
Community resilience Although the Zero Fees scheme has been extended through 2024 for Southern Institute of Technology Te Pūkenga, it is uncertain to continue throughout the life of the Long-term Plan. This will have an uncertain level of negative impact on Invercargill's population and economy.	Possible	Moderate	Minor	The Zero Fees Scheme has been an important tool in lifting the skill base of the local community as well as attracting new people live in the city. Loss of Zero Fees will remove a competitive edge for the city which has potential unknown longer term impacts.
Housing Stock Urban Invercargill's housing supply rate will increase slightly from 0.5% a year to 0.7% a year based on Council's intended District Plan changes, known future developments and proposed partnership projects. ⁵	Possible/ Moderate	Medium	Moderate	Housing has been identified as a potential constraint to growth. Failure of responses to increase the supply could limit future population growth. Council would need to consider alternative responses.

³ Infometrics report "Economic update for Long Term Planning for Invercargill City Council", April 2022, p11

⁴ RBNZ "Household inflation expectations (H1)", August 2023

⁵ Rationale report "Murihiku Southland Housing Needs Assessment", May 2023, p26

ECONOMIC	Likelihood	Certainty	Consequence	Council Response
<p>Economy</p> <p>CPI Inflation will peak in June 2023 and stay above 3% until 2025/2026.⁶</p> <p>Employment is expected to weather any recessionary conditions fairly well but unemployment is expected to increase nationally.⁷</p> <p>A short term dip is forecast for the early years of the plan with stronger growth in professional and highly skilled occupations.⁸</p>	Moderate/Likely	Medium	Moderate	<p>Inflation increases would have significant impact on budgets. Council would need to consider changes to services and/or the financial strategy.</p> <p>If LGCI inflation was 0.5% higher than forecast this would increase Council operational costs by \$0.5 – \$1.6 million per annum for the first 3 years of the plan.</p> <p>Council capital costs would increase by \$0.4 - \$1.3 million per annum for the first 3 years of the plan.</p> <p>Increases in operational costs would impact the expected rates increase in those future years.</p>
<p>Community funding</p> <p>Despite recent economic challenges, Community Trust South and the Invercargill Licensing Trust Group have managed to return their funding levels to pre Covid-19 levels. This is anticipated to take some pressure off Council's funding pool.</p>	Likely	High	Minor	<p>Council will continue to liaise with other funding partners, including to monitor forecast security of investment, to assist control of this risk.</p>

⁶ Infometrics report "Economic update for Long Term Planning for Invercargill City Council", April 2022, p11

⁷ Infometrics report "Southland Region forecasting scenarios for Beyond 2025 Southland", June 2023, p15

⁸ Id. p15-18

<p>Economic diversification</p> <p>Volatility in the global economy may affect one or more of Invercargill's key export industries.</p> <p>This will drive diversification but will slow growth. Employment growth in new industries such as aquaculture and green hydrogen is not expected to offset any declines in agriculture.⁹ There may be a delayed effect through the risk of impacted industries abandoning properties. Growth in the forestry industry as a result of carbon farming has the potential to negatively impact Invercargill's economy.¹⁰</p>	<p>Possible</p>	<p>Low</p>	<p>Moderate</p>	<p>Council will continue to work closely with the Regional Council, Great South, the Chamber of Commerce and other stakeholders to support economic diversification for the region. In the case of significant industry decline a targeted response may need to be developed.</p> <p>The financial impact of this assumption is on the city's rating base, infrastructure network needs and the community's rates affordability. Changes in this assumption are not expected to be sharp shocks and as a result we will be able to flex annual plans and future LTPs to take account of these changes.</p> <p>At this point in time we do not expect this to have a significant effect on financial modelling for Years 1-3 of this Long-term Plan.</p>
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⁹ Beyond 2025 Southland Regional Long Term Plan, p20-21

¹⁰ Id. p20

<p>Central Business District</p> <p>The City Block development has been successfully completed and has attracted new development, including two new hotels in the city centre. Council will continue to support initiatives to drive the success of a thriving CBD. GDP will increase by \$14 million annually as a result of the investment until 2030.¹¹</p>	Likely	High	Moderate	<p>Council remains strongly committed to its vision “Our City with Heart – Hē Ngākau Aroha.” Any divergence from this vision could impact the financial viability of ICL but is not expected. Further investment may be required either in the City Block or associated city streets improvements.</p>
<p>Tourism</p> <p>Tourism in the Visit Southland area is expected to increase to between 160% - 165% of pre-Covid levels by 2029.¹² Invercargill is expected to proportionally benefit from this increase and demand for accommodation to increase and to be met from within existing stock.</p>	Moderate/Likely	Medium	Minor	<p>Tourism, while important, is not currently a major driver of the Invercargill economy, although it has great potential to grow.</p> <p>Council may need to invest in further infrastructure if tourism grows faster than expected and manage any flow on impact on housing availability given housing constraints.</p>

¹¹ NZIER report “Invercargill CBD regeneration”, May 2023, p17

¹² Beyond 2025 Southland Regional Long Term Plan, p56

<p>International Education</p> <p>The numbers of international students studying at Southern Institute of Technology (SIT) Te Pūkenga are not expected to return to pre-Covid levels until 2028 at the earliest.¹³ The decline as a result of Covid would be compounded if there was a change in policy at Te Pūkenga with reduced focus on recruiting international students, and by reduced domestic competitiveness as a result of the likely end of the Zero Fees policy.</p>	Moderate/Likely	Medium	Minor	<p>International students and their families create significant demand for certain categories of housing, including city centre housing. Lower numbers of international students will likely be a factor in the trend of an increasingly aged population. Lower or higher than expected numbers of international students may require an adjustment in Council response to City Centre strategy and/or other provisions/ partnerships impacting housing availability.</p>
<p>Climate change regulatory change</p> <p>Legislative change is expected to increase requirements, reflected in the Emissions Reduction Plan and the National Adaptation Plan, on businesses and Council with an impact on economic growth as yet unknown.¹⁴</p>	Likely	Medium	Moderate/ Major	<p>Council is working with the regional Climate Change Working Group to set a strategy for the region and action plan for Council. Further investment will be required in activities to reduce emissions and to better understand climate change risk to Council assets.</p>

¹³ Infometrics report “Economic update for Long Term Planning for Invercargill City Council”, April 2022, p18

¹⁴ Ministry for the Environment “Implementing Aotearoa New Zealand’s first emissions reduction and national adaptation plans”, 2023

ENVIRONMENTAL	Likelihood	Certainty	Consequence	Council response
<p>Mean sea level is expected to rise</p> <p>By 2040: 0.2-0.3m By 2090: 0.4-0.9m</p>	Uncertain	Low	Major	<p>There remains significant modelling which must be completed at a regional level to attain an understanding of what sea level rise is likely and its potential impact. There are known risk areas including the Airport and Bluff which need further investigation. Council has invested in major infrastructure upgrades at Stead Street to increase protection for the city. Further work will be required on associated flood banks to maximise this investment. Environment Southland has responsibility for managing and maintaining the remainder of the city's floodbank network.</p> <p>It is not possible to forecast the impact of climate change in more detail on the capital programme until more accurate data and modelling is complete.</p>
<p>Natural disaster</p> <p>Extreme weather events are happening more frequently and this trend is likely to continue due to climate change. There is a 75%</p>	Possible	Medium	Major/ Catastrophic	<p>A major disaster which impacted Council's ability to operate at the same time that the community's need for disaster relief was required to be supported would require a major shift in strategy and operations. Council supports Emergency Management</p>

probability of the Alpine Fault rupturing within the next 50 years. ¹⁵				Southland to coordinate the response in such a situation.
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¹⁵ <https://af8.org.nz>

CULTURAL	Likelihood	Certainty	Consequence	Council response
<p>Māori culture</p> <p>Māori culture has become more visible in the city since the time of the last Long-term Plan and will continue to become more visible.</p>	Likely/ Almost certain	High	Low	Council is working closely in partnership with Mana whenua and would seek to manage impacts through this relationship.
<p>Project 1225</p> <p>Te Unua Museum of Southland will be built by December 2025, and open to the public in the second half of 2026.¹⁶</p>	Almost certain	High	Moderate	The programme is on schedule and remains a primary focus of Council. The impact of delay on service delivery is low, however the reputational risk of late delivery is significant. Council continues to actively manage this project through its Project Management Office.
<p>Civic pride</p> <p>Resident pride in the city following the redevelopment has increased (in 2023 80% of people said they would speak more positively about the city)¹⁷ and will continue to increase as new projects including Project 1225 are completed.</p>	Likely/ Almost certain	High	Minor	Council sees both City Block and Project 1225 as major cornerstone projects to achieving of its vision – Our City with Heart – He Ngākau Aroha. The social and economic benefits are already being realised. Continued commitment to the strategy will be required for full delivery.
<p>Cultural activation</p> <p>An increase in activities and events reflecting the diverse culture of Southland will take place following Council investment in activation and private uptake of new facilities available.</p>	Likely	High	Minor/Moderate	<p>Activation is essential to leverage Council’s capital investment in the city centre.</p> <p>Council will continue to explore a range of mechanisms to support activation in the community.</p>

¹⁶ www.project1225.co.nz

¹⁷ Southland CBD Rejuvenation Community and Business Survey Report, March 2023, p9

COUNCIL OPERATIONS	Likelihood	Certainty	Consequence	Council response
<p>Legislative changes</p> <p>There will be changes to legislation that have an impact on how Council will provide services. These changes may affect Council organisational structure but not change the level of service received by the customer/ratepayer in the first three years of the plan.</p>	Likely	Medium	Minor/ Moderate	Management will continue to engage with Central Government to ensure levels of service are maintained or improved and plan for changes in services in response to policy and regulation changes as they arise.
<p>Asset life</p> <p>Assets will remain useful until the end of their average useful life, noting this requires underlying assumptions regarding asset condition to be correct.</p> <p>Infrastructure installed in the 1920s is nearing end of life and require renewal within the term of the Infrastructure Strategy.</p>	Moderate/Likely	High	Moderate	Assets may need to be renewed earlier if this underlying assumption is incorrect. This may also change the renewal profile or may allow delayed renewal in other cases. Council will review the remaining asset life at each of the triennial asset revaluations and undertaken regular asset condition assessments.
<p>Capital programme delivery</p> <p>100% of roadmap and strategic projects are expected to be delivered. 80% of the core capital programme will be delivered in Year 1 and 2, 85% in Year 3, and 90% thereafter, following implementation of the Local Water Done Well Reforms. Pipe renewals are expected to be delivered at 70%.</p>	Possible	Low	Moderate	<p>Council continues to invest in enhanced project management capacity and supporting construction sector capacity through new ways of working. The financials will be reforecast to reflect the delivery expectations each year.</p> <p>The financial impact this assumption not being met is the deferral of capital expenditure until later years, higher risk of asset failure meaning assets will be sweated longer and repairs and maintenance will increase</p>

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				and emergency rather than planned replacement may become more frequent.
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FINANCIAL	Likelihood	Certainty	Consequence	Council Response
<p>Inflation</p> <p>Operational forecasts and capital work programmes will increase by the accumulated Local Government Cost Index inflation forecast by BERL, being 2.9% for operational and 3.0% for capital in 2024/2025. Staff cost inflation will be 3.5%. Insurance cost inflation will be 12%.</p>	Likely	Medium	Moderate	<p>Cost change factors are based on information developed for councils by BERL. Significant variations to inflation would have an impact on Council's financial management. The significant changes in recent years in relation to inflation mean that level of uncertainty has increased as to whether increased fluctuations in the BERL cost estimates can be expected. Council will continue on the planned pathway for the Capital Works programme and review operational revenue and expenditure each year.</p> <p>If inflation was 0.5% higher than forecast this would increase Council operational costs by \$0.5 – \$1.6 million per annum for the first 3 years of the plan. Council capital costs would increase by \$0.4 - \$1.3 million per annum for the first 3 years of the Plan.</p> <p>Increases in operational costs would impact the expected rates increase in those future years.</p>

<p>Asset revaluation Asset values will increase by the accumulated Local Government Cost Index inflation forecast by BERL on the last valuation value. Revaluation occurs in 2024/2025 and every third year thereafter.</p>	Likely	Medium	Moderate/ Major	<p>Changes in valuation (cost price) or life of Council assets have a significant impact on Council's financial management and capital programme. Council will continue on the planned pathway for the Capital Works programme and monitor after each revaluation cycle.</p> <p>If revaluation values were 0.5% higher than forecast this would increase Council Property, plant and equipment revaluation gain / (loss) by \$0.3 million in 2024/2025.</p>
<p>Interest rates - Borrowing Expected interest rates on borrowing will be 4.25% in 2024/2025 and 4.5% thereafter</p>	Moderate/ Likely	Medium	Moderate	<p>A significant change in interest rates and the cost of borrowing would have a significant impact on Council budgets. Changes to services or the Financial Strategy would need to be considered.</p> <p>If interest rates was 0.5% higher than forecast this would increase Council finance expenses by \$0.8 – 1.1 million per annum for the first 3 years of the Plan.</p>
<p>Interest rates – Cash and Deposits Return on cash and term deposits are forecasted to be 5.5% in 2024/2025, 5% in 2025/2026, 4.5% in 2026/2027, and 4% thereafter.</p>	Likely/ Almost Certain	Medium	Minor	<p>Term deposit rates currently vary between providers but most providers have a discount on rates from their prime lending rates.</p> <p>If interest rates were 0.5% higher than forecast this would increase Council finance revenue by \$0.3 million</p>

				per annum for each of the first 3 years of the Plan.
<p>Dividends from ICHL</p> <p>Dividends will be minimum \$5.5 million, plus an additional \$4 million special dividend for the ten years of the Long-term Plan, resulting in a combined dividend rate of \$9.5 million.</p>	Likely	Medium	Minor/ Moderate	<p>There would be a negative impact on Council's overall revenue and cash position if the dividend level was not maintained, which would increase the burden on ratepayers.</p> <p>Council will consider strategic reliance on dividend noting increased levels of economic uncertainty and impact of Council future direction to ICHL regarding holding of non- financial strategic assets.</p>
<p>External Funding</p> <p>It is assumed Council will achieve the level of external funding as estimated.</p>	Possible/ Moderate	Medium	Minor/Moderate	<p>Council is expecting external funding from Central Government, community and private investment into a number of strategic projects. While not all funding may be achieved, the estimates are based on expert analysis and are expected to be at least partially fulfilled. Council expects to be in a position to meet any shortfall.</p>

Sustainability

The Local Government Act requires Council to take into account the social, economic and cultural interests of people and communities, the need to maintain and enhance the quality of the environment and the reasonably foreseeable needs of future generations by taking a sustainable development approach. Sustainability can be defined as:

Development which meets the needs of the present generation without compromising the future generation from meeting their own needs (Brundtland Report, 1987).

Libraries Services have been provided by Council since 1871 with the Invercargill Borough Council taking control in 1916. The library has been housed in Wachner Place (1871-1964), Don Street (1964-1989) and Dee Street (1989-present).

A core library function is to circulate books, periodicals, audio, video, electronic and other materials that provide the information, education, entertainment and enrichment resources that people need.

At the Library Services activity level, a sustainable development approach is demonstrated by the following:

- Ensuring minimal impact on the environment by the activity.
- Ensuring that the city's likely future Library Services requirements are identified at an early stage and that they, and the financial risks and shocks, are competently managed over the long term without the Council having to resort to disruptive revenue or expenditure measures.

Strategic partnering may enable the levels of service for programmes and literacy events to be maintained. Library Services have partnered with Heritage South, Dan Davin Literary Foundation, Storylines, New Zealand Book Council, Ministry of Education and New Zealand Society of Genealogist to run programmes and events. This is expected to continue and grow.

There are no major significant negative effects from the Library Service activity except for the cost to the ratepayers associated with delivering the service. There is also a potential negative effect where there is risk of injury to library users if facilities are not adequately maintained or if they damaged due to a natural disaster.

Table 11

Libraries – Positive Effects and how they are provided

Positive Effect	How We Provide This
Improved learning and literacy outcomes	This is the key service that libraries offer – thus contributing to the sustainable development of the City by contributing to the economic, social, cultural and environmental well-being. People read, listen, attend programmes and events, view and interact with a wide range of quality books and media for education, recreation, entertainment and interest. Individuals and the community benefit from the development of literacy, creativity, imagination, the growth of knowledge including digital and economic literacy..
Community Public Space	Libraries provide safe spaces and equitable access to information for all of the community enabling community engagement and social interaction. They produce a “living room away from home” that people can use and relax in. The provision of community spaces contribute to social wellbeing.

Positive Effect	How We Provide This
Supporting culture and heritage	The Library is the discovery place for our recorded Taonga, history and culture. Digital archives, oral archives, original and precious documents are preserved for use now and in the future. Both Māori and non-Māori cultures and history are valued and reflected in the collections, services and management of the Library. This supports cultural wellbeing.
Access to online resources and new technologies	Access to PCs, internet, Wi-Fi, virtual reality, and 3D printers enable community members to develop skills and knowledge to be technologically competent and be able to identify misinformation.
Assets	The Council has, over many years, acquired a large number of library assets that have formed a significant investment in communities.
Developing community partnerships	The Library collaborates with a range of Government and community organisations. Developing partnerships enables greater access to resources and is more cost efficient than providing this individually.

Table 12

Libraries – Potential Negative Effects and how they are addressed

Potential Negative Effect	How We are Addressing This
Negative cultural effects could arise from the perception that the low usages of libraries by Māori (nationwide) indicates that libraries serve predominantly non-Māori needs.	A Community Connections Librarian role has been created with a primary focus on increasing connections with local iwi.
Libraries have not yet catered sufficiently for people who speak English as a second language, although there is an awareness of the need to develop a multilingual resource especially with the increased number of Spanish speaking population.	A small World Languages collection is now available. ESOL courses are available online as part of EPIC subscription.
Unanticipated abuse of the internet service, either through criminal activity, or through access to objectionable material. This may result in a decrease in membership (especially of children and youth) and a poor reputation based on a loss of community trust.	Currently, this is managed by placing the terminals with internet access on the ground floor. Children under 13 are required to be supervised by a parent or guardian. The service is supplied through the Aotearoa Peoples Network Kaharoa (APNK) who administers security and provides filtering software.

Social and Cultural

Library resources are available to all in the community to support life-long learning and recreation. Access to PCs and Wi-Fi enables members of the community to develop skills and knowledge to be technologically competent. Freely accessible shared community spaces encourage social interaction and community cohesion. Reading programmes, the encouragement of reading and support for new readers of all ages helps to develop a literate, knowledge-based society. Education and training programmes and assistance for schools and school-aged children supports life-long learning and recreation.

Environmental

Library Services seek to reduce energy consumption and identify alternative sustainable practices in its operation. Recycling options are provided and LED lighting has been installed

to reduce energy consumption. As new technologies come viable these are investigated and where rational alternatives are discovered these are implemented into the facility.

Economic and Financial

Library Services is funded by rates and user charges. Planning for economic and financial sustainability means that operational expenditure must be balanced against the benefits that they will offer whilst ensuring the continued affordability of the activity for ratepayers.

Summary of Sustainability Challenges and Issues

Council presently does not directly measure the sustainability of the Library Service. However the future approach to sustainable management for the Library activity will include the following:

- Efficient use of energy within Council's Library facilities
- Waste reduction measures from the site to ensure reuse or recycling occurs
- Efficient operation of Library Service
- Optimisation in the initiation of major capital and renewal projects

Risk

Council is committed to acting in a manner that enables it to reliably achieve objectives, address uncertainty, and act with integrity.

To support these outcomes Council is developing an approach which provides integrated governance management and assurance of performance, risk and compliance.

The approach taken by Council is set out in the Risk Management Framework – Policy and Process.

Council manages the strategic risks associated with the assumptions identified in the preparation of the Long-term Plan.

Council also manages a range of other risks, including Health and Safety. These risks are managed through its risk management register as contained in Process Manager.

Critical Assets Decision-Making

Critical assets are “those which have a high consequence of failure, but not necessarily a high probability of failure”. This is important as it draws attention to those assets which are the most important, irrespective of the likelihood of failure of the asset. Critical assets typically require more proactive management to minimise or eliminate this risk.

The likelihood of failure of an asset is often difficult to assess, however condition and age are parameters that provide an indication. The worse the condition of the asset, the more likely it is to fail.

Assets which are both extremely critical and more likely to fail should have higher priority and be replaced or rehabilitated earlier in their lifecycle than others, and at lower levels “run to failure” may be perfectly acceptable.

Library assets are generally considered to be non-critical.

Summary of Key Risk Issues

Table 14

Summary of Key Risks and Issues

Risk Event	Mitigation Measures
Loss of information following natural event, technology breakdown or security breach	<p><i>Current</i></p> <ul style="list-style-type: none"> • Electronic backups • Information systems security • Library Management System (LMS) provider Business Continuity Planning
Earthquake causes significant damage to Library buildings	<p><i>Current</i></p> <ul style="list-style-type: none"> • Building warrant of fitness in place • Seismic assessment completed for Library buildings • Emergency and evacuation plans in place
Failure to adequately manage collections to meet community needs	<p><i>Current</i></p> <ul style="list-style-type: none"> • Collection Management Plan • Information from LMS • Regular survey feedback • Suggestion forms from library users
Prolonged power failure	<p><i>Current</i></p> <ul style="list-style-type: none"> • Manual systems available for LMS
Closure of Library due to health risks of pandemic	<p><i>Current</i></p> <ul style="list-style-type: none"> • Business continuity planning in place • Provide remote access to e-resources • Provide online programmes
Loss of access to key electronic resources at end of contract with supplier	<p><i>Current</i></p> <ul style="list-style-type: none"> • Use a range of suppliers • Use a combination of both purchase and access models for resources
Increasing percentage of ageing staff alongside challenges around recruitment	<p><i>Current</i></p> <ul style="list-style-type: none"> • Support staff to complete library or similar qualifications • Provide competitive remuneration
Increasing competitive environment for leisure activities	<p><i>Current</i></p> <ul style="list-style-type: none"> • Keep up to date with technological trends

Possible Approaches to Risk Mitigation

A risk management approach alone is not sufficient and needs to be complemented by a resilience approach to events that fall outside of the realms of predictability and where failure may be inevitable.

Resilience

The working definition of resilience to Invercargill City Council is the ability of the organisation to survive a crisis and thrive in a world of uncertainty. Resilience includes both planned risk management and adaptive capacity. In this context resilience refers to our capacity to adapt, rather than preparedness or recovery, which is the capacity of people, the community and systems to adapt in the face of unpredictable change; the 'unknown unknowns'.

*100 Resilient Cities*¹⁸ has four dimensions and three drivers within each:

- **Health and Well-being**
 - Meet basic needs
 - Support livelihoods and employment
 - Ensure public health services
- **Economy and Society**
 - Foster economic prosperity
 - Ensures social stability, security and justice
 - Promote cohesive and engaged communities
- **Infrastructure and Environment**
 - Provide reliable communication and mobility
 - Ensure continuity of critical services
 - Provide and enhance natural and man-made assets
- **Leadership and Strategy**
 - Promote leadership and effective management
 - Empower a broad range of stakeholders
 - Foster long-term and integrated planning

Business Continuity and Emergency Response Arrangements

The Library Service has a Collection Recovery Plan which was reviewed and updated in 2017. The Collection Recovery Plan (CRP) serves to prepare the Invercargill City Library (ICLA) for an effective response to threats or disasters that affect our collections. A coordinated response plan should allow for optimum business recovery. While this CRP can apply to all ICLA collections, it carries a very strong focus on recovery for threats or disasters to archive collections. The Library Service established a business continuity plan in response to the Covid 19 pandemic. A Physical Safety Review was completed in October 2020 which included a number of recommendations. The main improvement for the Library was the creation of a lockdown procedure which has now been implemented.

Current and Desired Resilience Assessment

Resilience is a topic that we are learning about from events such as the Christchurch, Kaikoura and Wellington earthquakes; Invercargill City Council is seeking to make our organisation and infrastructure more resilient. Resilience is part of the review of risk management undertaken in the 2018-19 financial year.

¹⁸ <http://www.100resilientcities.org/resilience>

Summary of Resilience Issues and Challenges

This delivery of the Library Service has a lower priority for disaster recovery and resilience against other Council assets and activities.

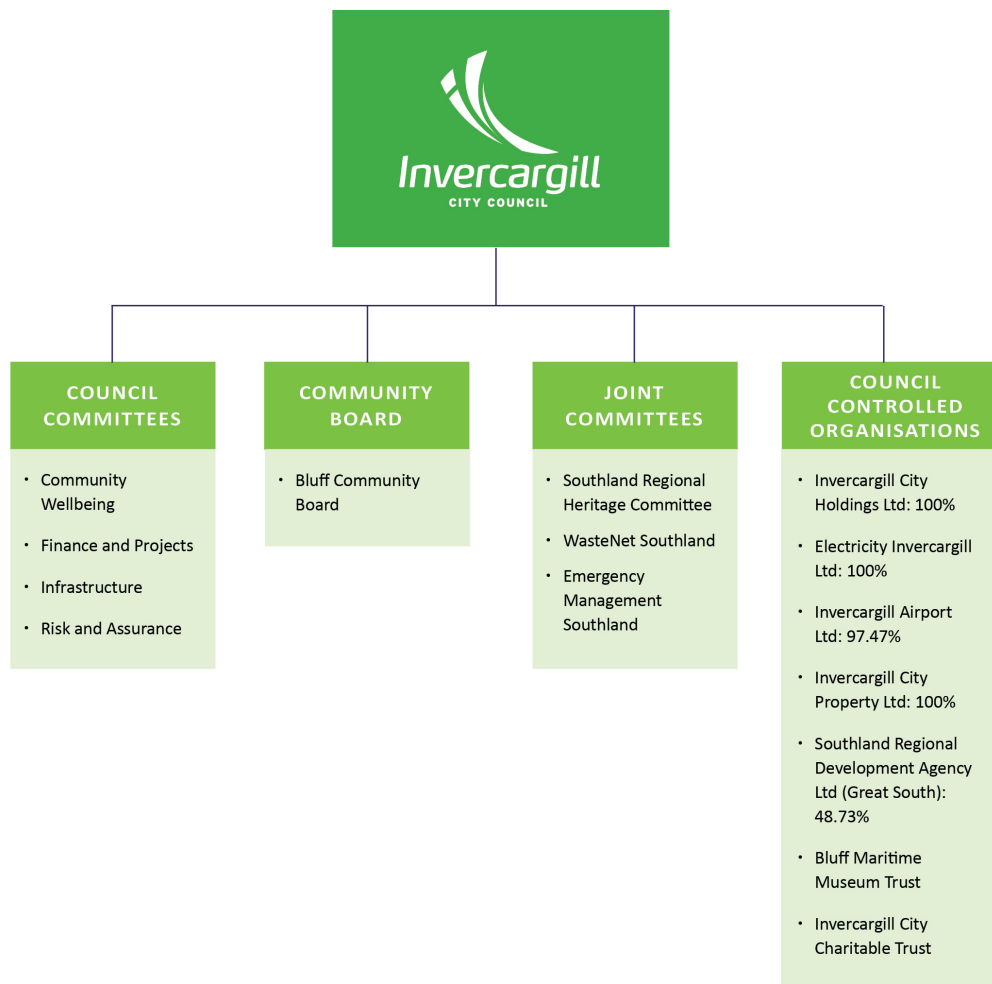
4. How we'll manage what we do

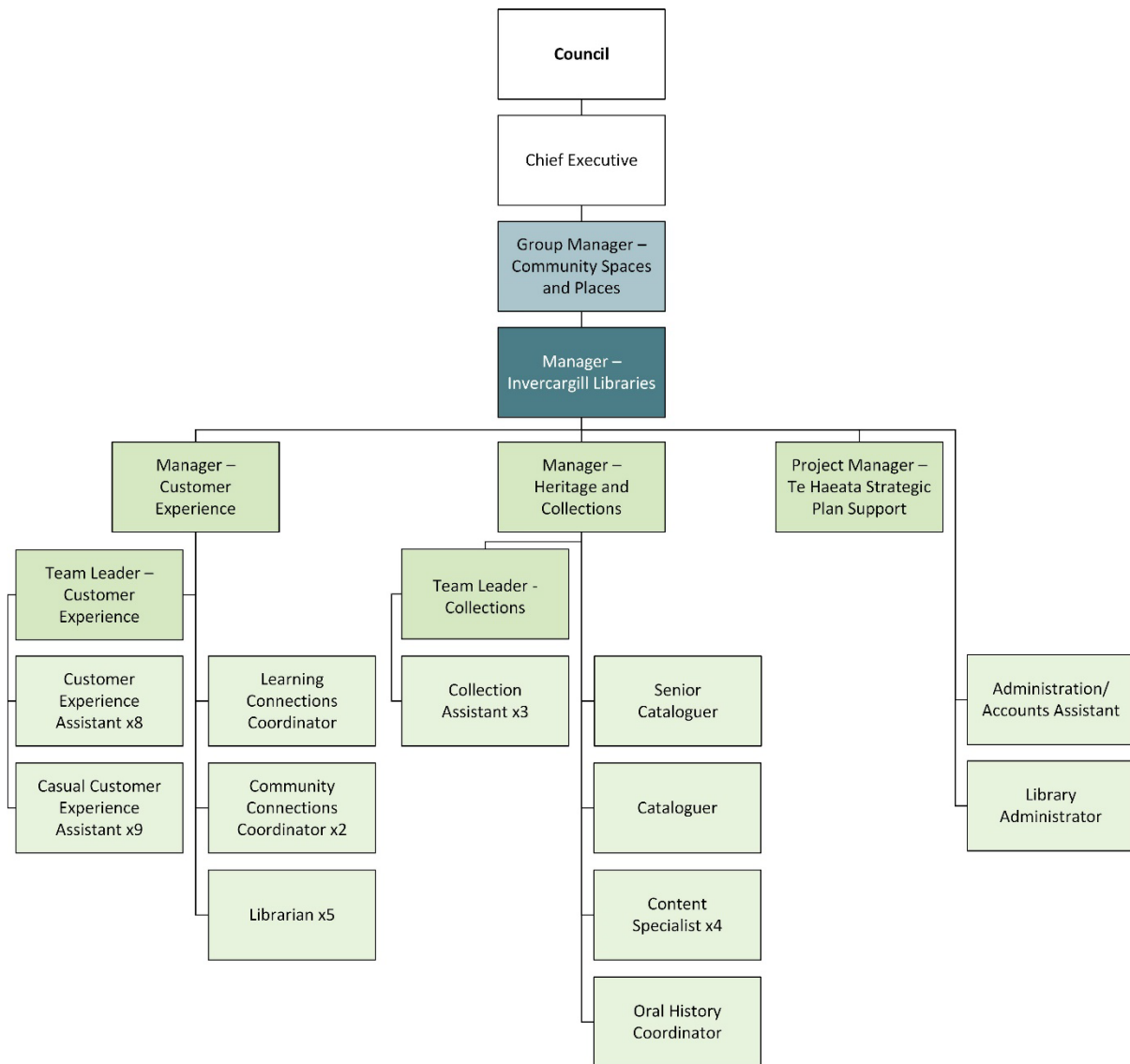
Responsibility and resourcing

The delivery of library services is managed by the Library Services team as part of the Community Spaces and Places group of the Invercargill City Council.

Council Structure

Te hanganga kaunihera





Current structure is under review.

Asset Development Strategy

The strategy for development or growth is assessed and prioritised by Council.

Capital Development Selection Criteria

Each growth or increase to service level project is required to fill in a one-page assessment case, the assessment case documents the problem the project is solving, the benefits, risks, estimated capital and operational costs and how it aligns with the Community Outcomes.

Capital Development Options and Alternatives

These are documented within each Service Level Agreement.

Asset Description

Asset information for the Invercargill Public Library building is available in the Building Assets Management Plan.

Funding for renewal of the library collections is allocated annually. New material is purchased to replace old, worn and outdated material and to ensure that the level of service for the provision of physical resources is maintained.

Over time there has been a significant shift in collection storage practices. Changes have been made from storing all library collection items in libraries on a 'just in case it is needed' basis, to taking more of a 'just in time' approach to collection management. This has enabled the ratio of collection items being held in libraries to be reduced in order to increase both the browsability and retail approach, and to provide more flexible spaces for computer access, events, programmes and related experiences.

Libraries collections are made up of:

Table 16

Libraries Collections List

Description	2019/2020 Number of items	2022/2023 Number of items
Art Print	1	0
Music CD	1,465	1,058
CD-ROMs	13	0
DVD	6,911	4,923
Fiction	30,028	25,640
Graphics	5,280	5,450
Games	353	591
Hot Picks	187	134
Hot Pick Multimedia	131	97
Emergent Readers	895	643
Junior fiction	12,253	9,896
Junior Non-fiction	6,293	5,555
Junior Picture Books	7,440	5,589
Shaw Collection	362	338
Junior Audiobooks	861	857
Local Collection	12,081	12,763
Large Print	7,690	7,975
Magazines (titles)	368	508

Description	2019/2020	2022/2023
	Number of items	Number of items
Newspapers (titles)	58	54
Non-Fiction	20,141	17,278
PlayStation	349	302
Puzzles	386	352
Reference	4,755	4,338
Research	16,706	17,244
Audiobook Fiction	1,229	1,026
Audiobook Non-Fiction	343	252
Video	15	0
Wii	0	0
Xbox	281	255
Young Adult	3,341	2,934
eBooks/eAudio	19,781	31,018
	159,997	157,070

This does not include the heritage collections which include newspapers (e.g. Southland Times, Southland Daily News, and Nokomai Herald) and special collections (e.g. St Andrews Collection, Liz Miller Collection, and Government publications, Southland Choral Society Collection, Male Voice Choir Collection and Research Collection).

Other Library assets include plant and equipment, furniture and software. . The key Library specific IT software is the Symphony Library Management System which brings together all of the data and the processes of the Library in a unified system. The Symphony Library Management System is a product of the American-based SirsiDynix Company, and is used internationally. Symphony is a database of all items in the Library collections including the details of acquisition, item use, description of item, and location of item. The Symphony system was implemented in 2009 and a review is being undertaken in 2024.

Critical Assets

The following two assets have been identified as having a critical rating of 3.

- Library Management System – any outage for longer than two days maximum would require a change in library operations.
- Condition of library buildings – e.g. major leaks in roof, failure of air conditioning systems would seriously affect the ability to deliver library services.

Table 17

Libraries Asset Criticality Criteria

Criticality Rating	Asset Importance	Consequence of Failure
5	Extremely important The asset serves the most important city-wide function for this network or asset portfolio and is essential to ongoing operation (e.g. single water treatment plant, a single bridge link to the city, regionally significant park, Council HQ building, etc.)	Catastrophic Failure would have severe and long-lasting adverse impacts on many if not most of ICC's customers and stakeholders, affecting outcomes such as public health and safety, economic well-being, and environmental sustainability. Availability of suitable alternatives is limited.
4	Very important The asset serves a major function within the network (e.g. an arterial road, large trunk main, one of a small number of water reservoirs in the city, Museum, etc.)	Extreme Failure would have major adverse impacts on many customers and stakeholders; and/or significant adverse impacts on the economy and/or the environment.
3	Important The asset serves an important suburban function (e.g. a Collector road, minor pumping station, distribution main, suburban pool, park, housing or community building)	Major Failure would have some adverse impacts on significant numbers of customers, and/or some adverse impacts on the local economy or the environment.
2	Minor Importance The asset serves a primarily local function (e.g. a local road, pipe serving several streets, small community facility)	High Failure would have minor adverse impacts on some customers; and/or minor adverse effects on the local economy or the environment.
1	Not Important The asset serves a minor local function (e.g. a water pipe serving a single street, small local reserve, etc.)	Moderate Failure would have little to no adverse impacts on customers and no impact on the local economy or environment.

Identification of Critical Assets

The Library Disaster Management Plan has also identified a number of high value items (these are heritage items) and tagged where these are stored.

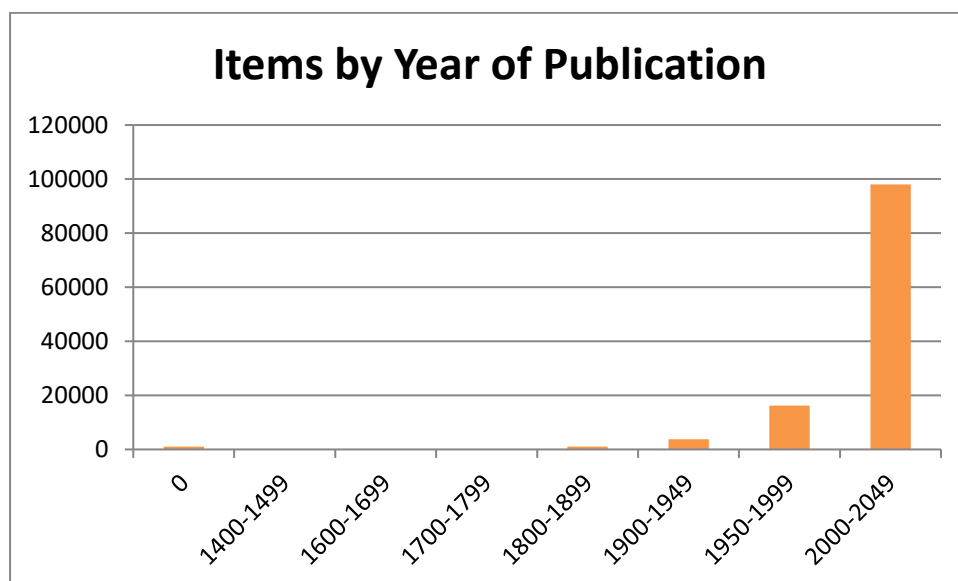
Asset Condition

Summary of Current Asset Condition

Collections are continuously monitored and currently the majority of collections are less than 10 years old.

Figure 5

Items by Year of Publication – 0000-2049



Condition Monitoring

Selection for collections is regularly reviewed and the following general criteria are applied:

- Accuracy, reliability, and currency of information
- Anticipated or expressed demand
- Present and potential relevance to the local community
- Authority, reputation, and qualifications of the person responsible and publisher
- Effectiveness and suitability of format in communicating content
- Known popularity of author and/or literary or artistic merit
- Cost and value for money
- New Zealand, Pacific, or local content and/or relevance
- Shows cultural diversity
- Provides alternate opinions or points of view
- Suitability for public library use
- Quality of production
- Multiple copies may be purchased, depending on demand
- Intrinsic value of the item.

Deselection and disposal:

Deselection is the continual process of evaluating, deselecting, and discarding and is as important as selection in maintaining a relevant, high quality collection.

All collections are subject to a regular programme of deselection. An exception may be made in special cases such as Local Collection.

The following criteria may apply:

- Balance in content and format across the collection
- Item and collection usage
- Historical or research value
- Outdated content
- New edition
- Duplication of item or of information
- Cost of repair
- Physical condition
- Format
- Current trends in libraries
- Series will be evaluated as a whole

Items are evaluated in terms of their value to the community, and may be moved to other collections, moved to storage or disposed of. The limited space available for the collections means that it is not possible to keep everything.

Asset Capacity and Performance

Capacity and Utilisation

The library collections have in the last two years undergone targeted reduction. Internationally, stock in libraries that has a turnover of less than 2% is removed from the publicly accessible collection. Some formats have been disestablished – e.g. audiobooks on cassette – and in the future this will extend to music CDs. This will also extend to DVD collections as their circulation decreases.

Performance

Growth of the library collections is driven by the Level of Service and population growth. We will monitor population growth to assess how we are meeting the Level of Service.

Summary of Asset Trends, Issues and Challenges

Data from the Library Management System (LMS) on use of the collections and individual items within the collections as well as feedback and suggestions for purchase from library users is used to identify areas of demand and usage trends. Stock is selected to reflect the reading tastes and information needs of the local community. By providing a combination of new and older titles in the different collections the library should be able to cater for the majority of everyday demands from the community in terms of subject coverage and depth of treatment. Demand for more specialised materials is met through use of the Inter-library loans service.

5. How we'll fund it

Table 18

Funding Sources for the Libraries Activity

Activity	Source of Funding				
	User Charges / Fees	Subsidy	General Rate	Targeted Rate	Loans
Operational	✓	✓	✓		
Capital			✓		✓

Table 19*Libraries Total Expenditure OPEX and CAPEX 10 years*

	2023/24 Annual Plan (\$000)	2023/24 Forecast (\$000)	2024/25 LTP (\$000)	2025/26 LTP (\$000)	2026/27 LTP (\$000)	2027/28 LTP (\$000)	2028/29 LTP (\$000)	2029/30 LTP (\$000)	2030/31 LTP (\$000)	2031/32 LTP (\$000)	2032/33 LTP (\$000)	2033/34 LTP (\$000)
OPERATING												
Rates revenue	2,842	2,842	2,786	2,808	2,863	2,927	2,994	3,065	3,136	3,211	3,030	3,049
Subsidies and grants (Capital)	-	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants (Operational)	5	5	5	5	5	6	6	6	6	6	6	6
Direct charges revenue	100	100	95	111	116	122	128	134	141	148	155	163
Rental revenue	-	-	-	-	-	-	-	-	-	-	-	-
Finance revenue	5	-	1	2	3	3	2	1	-	-	-	-
Dividends	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-
Other revenue	31	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-	-
Total revenue	2,983	2,947	2,887	2,926	2,987	3,058	3,130	3,206	3,283	3,365	3,191	3,218
Employee expenses	1,826	1,967	1,858	1,897	1,954	2,012	2,073	2,135	2,199	2,264	2,332	2,402
Administration expenses	174	174	179	183	187	191	196	200	204	208	212	216
Grants & subsidies expenses	-	-	-	-	-	-	-	-	-	-	-	-
Operational expenses	134	134	154	162	168	176	184	193	198	203	207	211
Utilities expenses	207	203	209	213	218	223	228	233	238	242	247	252
Repairs & maintenance expenses	16	16	16	17	17	18	18	18	19	19	19	20
Depreciation and amortisation	612	473	471	454	443	436	431	427	424	422	163	89
Finance expenses	14	-	-	-	-	-	-	-	2	4	7	20
Internal charges and overheads applied	-	-	-	-	-	-	-	-	-	-	-	-
Total expenses	2,983	2,967	2,887	2,926	2,987	3,056	3,130	3,206	3,284	3,362	3,187	3,210
OPERATING SURPLUS / (DEFICIT)	-	(20)	-	-	-	2	-	-	(1)	3	4	8
CAPITAL EXPENDITURE - Funded												
• to meet additional demand	-	-	-	-	-	-	-	-	-	-	-	-
• to improve the level of service	-	-	-	-	-	-	-	-	-	-	-	-
• to replace existing assets	301	401	434	444	454	465	475	485	495	505	515	525
TOTAL CAPITAL EXPENDITURE	301	401	434	444	454	465	475	485	495	505	515	525
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-	-

Table 20 - Libraries Total Expenditure OPEX and CAPEX 30 years

	2025 - 2029	2030 - 2034	2035 - 2039	2040 - 2044	2045 - 2049	2050 - 2054
	LTP	LTP	LTP	LTP	LTP	LTP
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
OPERATING						
Rates revenue	14,378	15,491	16,922	20,099	23,871	28,351
Subsidies and grants (Capital)	-	-	-	-	-	-
Subsidies and grants (Operational)	27	30	33	36	40	45
Direct charges revenue	572	741	946	1,206	1,541	1,965
Rental revenue	-	-	-	-	-	-
Finance revenue	11	1	-	-	-	-
Dividends	-	-	-	-	-	-
Fines	-	-	-	-	-	-
Other revenue	-	-	-	-	-	-
Internal charges and overheads recovered	-	-	-	-	-	-
Total revenue	14,988	16,263	17,901	21,341	25,452	30,361
Employee expenses	9,794	11,332	13,131	15,215	17,632	20,432
Administration expenses	936	1,040	1,146	1,265	1,397	1,541
Grants & subsidies expenses	-	-	-	-	-	-
Operational expenses	844	1,012	1,119	1,236	1,364	1,506
Utilities expenses	1,091	1,212	1,336	1,475	1,629	1,797
Repairs & maintenance expenses	86	95	105	116	129	141
Depreciation and amortisation	2,235	1,525	194	1	-	-
Finance expenses	-	33	120	120	120	120
Internal charges and overheads applied	-	-	-	-	-	-
Total expenses	14,986	16,249	17,151	19,428	22,271	25,537
OPERATING SURPLUS / (DEFICIT)	2	14	750	1,913	3,181	4,824
CAPITAL EXPENDITURE - Funded						
• to meet additional demand	-	-	-	-	-	-
• to improve the level of service	-	-	-	-	-	-
• to replace existing assets	2,272	2,525	2,785	3,076	3,395	2,970
TOTAL CAPITAL EXPENDITURE	2,272	2,525	2,785	3,076	3,395	2,970
Gross proceeds from sale of assets	-	-	-	-	-	-

Table 21

Libraries Capital Expenditure Planned Delivery vs Required

	2023/24	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Annual Plan	Forecast	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
Capital expenditure required based on age												
• to meet additional demand	-	-	-	-	-	-	-	-	-	-	-	-
• to improve the level of service	-	-	-	-	-	-	-	-	-	-	-	-
• to replace existing assets	401	401	434	444	454	465	475	485	495	505	515	525
Total capital expenditure required based on age	401	401	434	444	454	465	475	485	495	505	515	525
Capital expenditure planned to be delivered												
• to meet additional demand	-	-	-	-	-	-	-	-	-	-	-	-
• to improve the level of service	-	-	-	-	-	-	-	-	-	-	-	-
• to replace existing assets	301	401	434	444	454	465	475	485	495	505	515	525
Total capital expenditure planned to be delivered	301	401	434	444	454	465	475	485	495	505	515	525

Figure 6

Library Operating Revenue – 10 Years

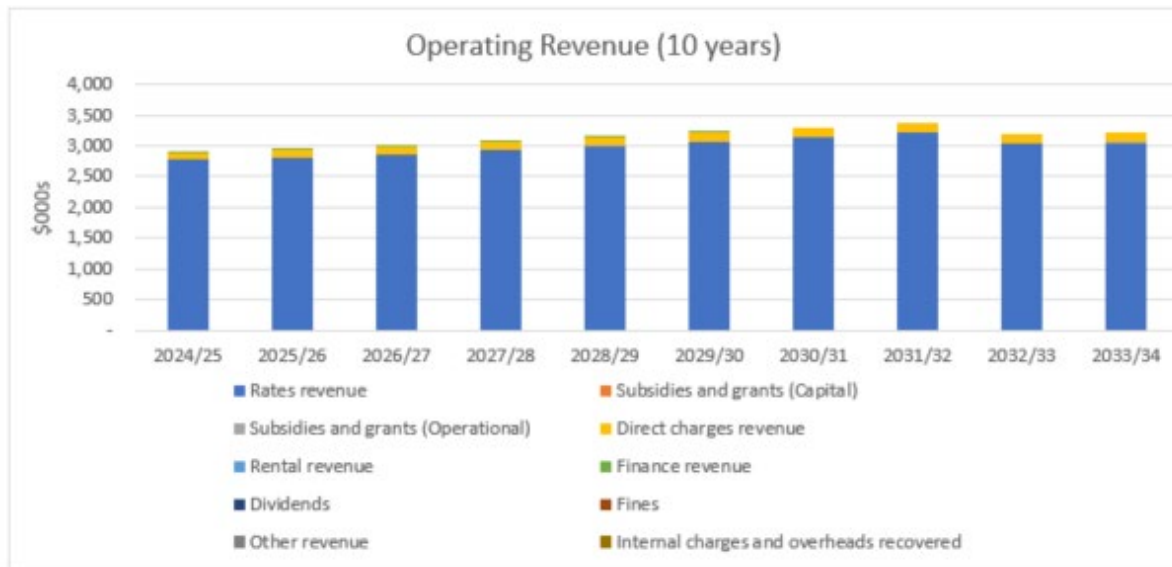


Figure 7

Library Operating Revenue – 30 Years

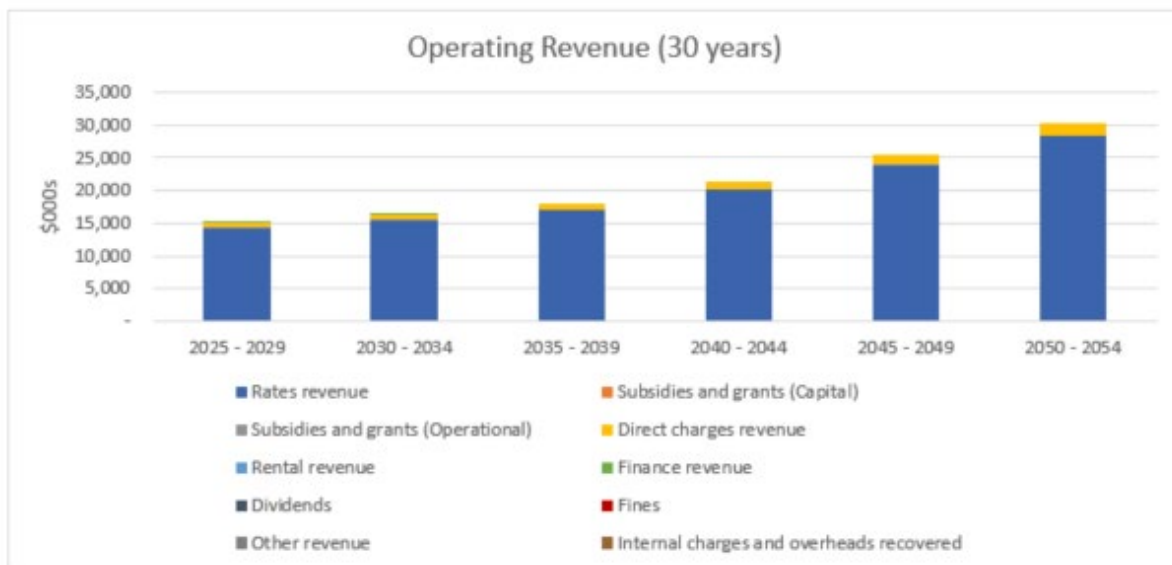


Figure 8

Library Operating Expenditure – 10 Years

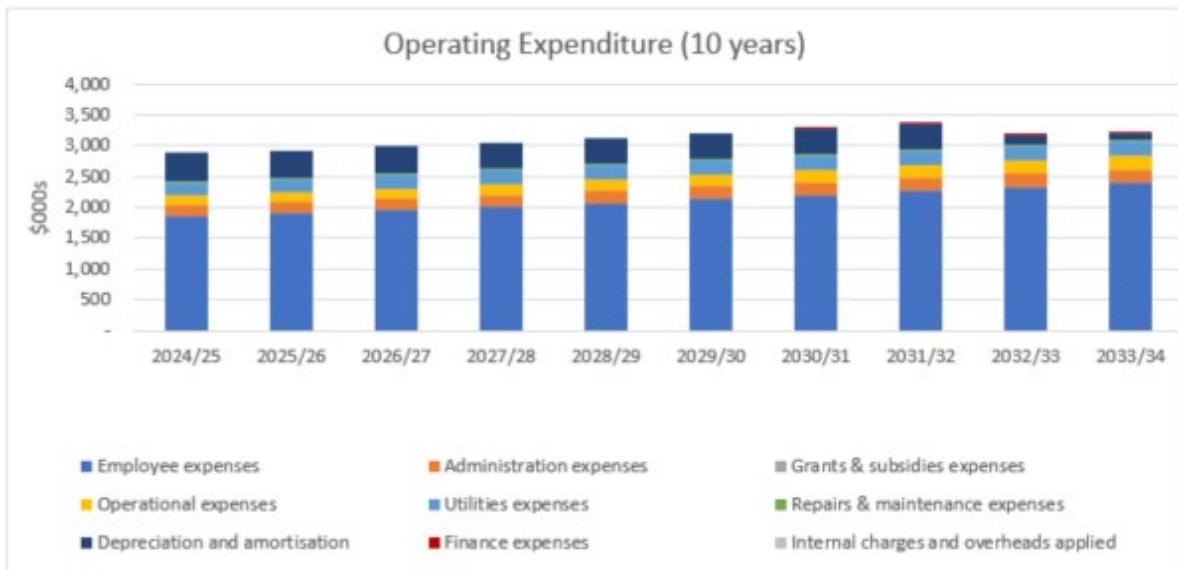


Figure 9

Library Operating Expenditure – 30 Years

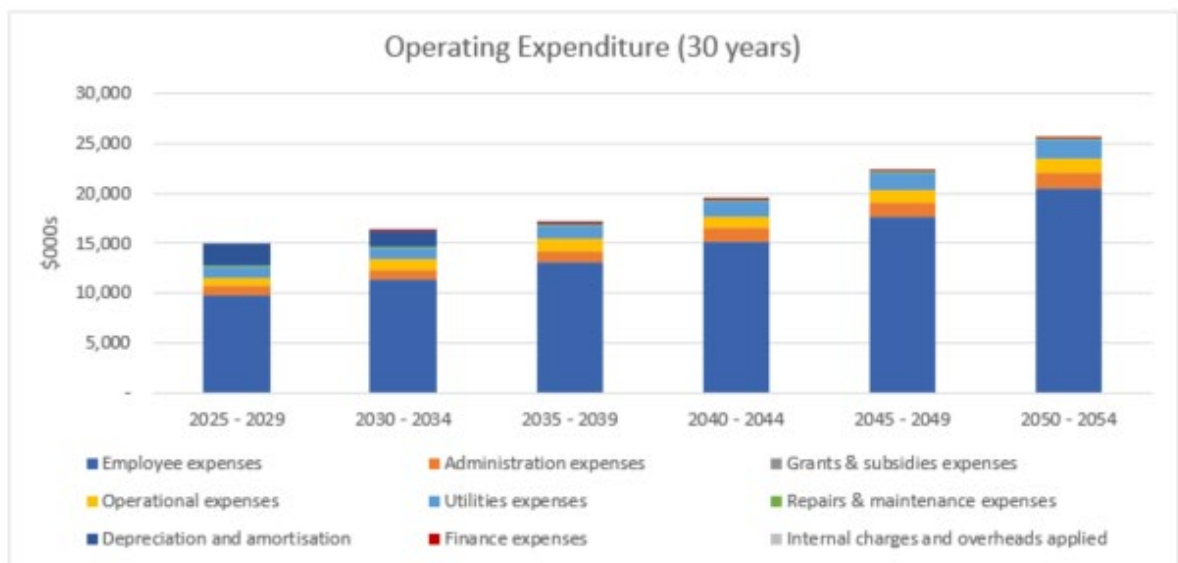


Figure 10

Library Capital Expenditure – 10 years

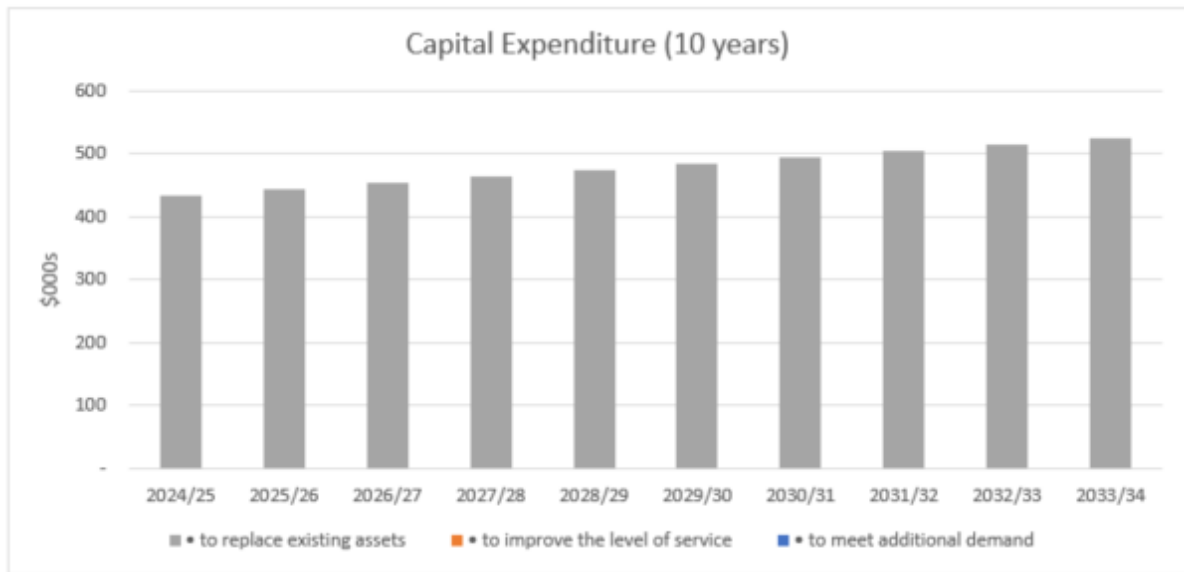


Figure 11

Library Capital Expenditure – 30 years

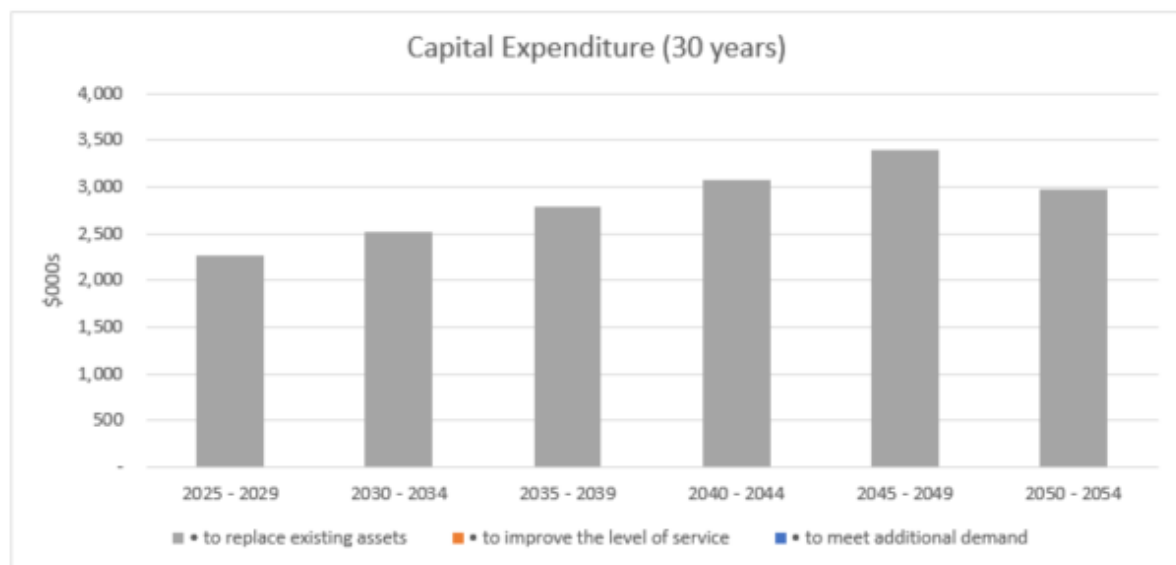
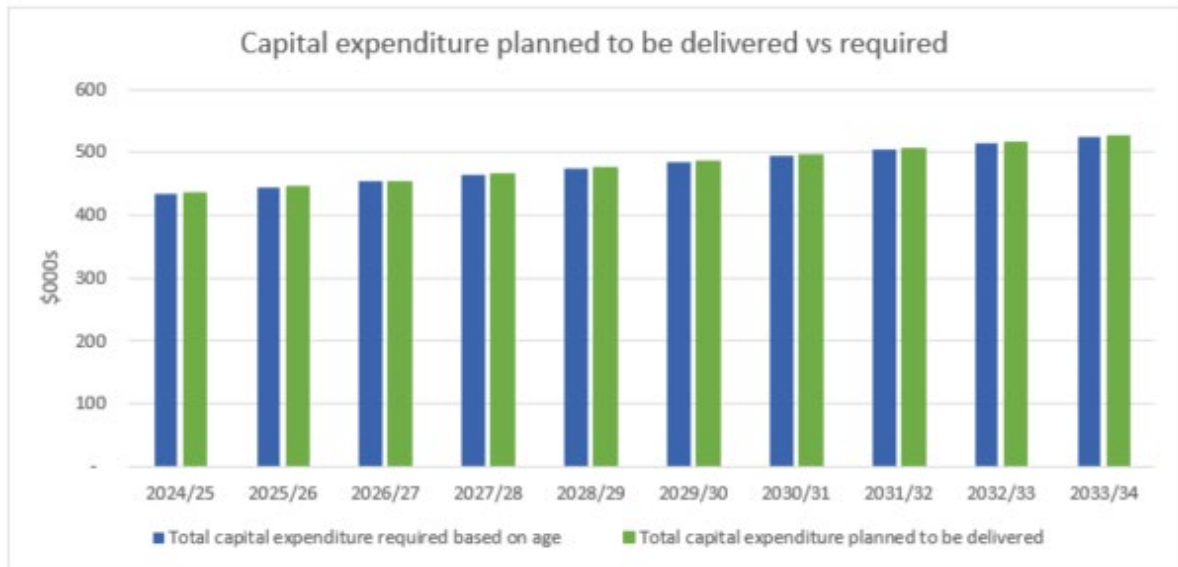


Figure 12

Library Capital Expenditure Planned Delivery vs Required



6. How we'll know we're delivering

How we'll manage improvements

Council operates on a four-weekly cycle with meetings being on a Tuesday of each week, Week One – Infrastructure Committee, Week Two - Community Wellbeing Committee, Week Three Finance and Projects Committee with the Risk and Assurance Committee held every quarter and Week Four being Council. The Committees and Council monitor and consider reports on levels of services for activities and assets alongside monthly financial accounts for each department. Members question these reports with Managers present to answer any questions that arise from the reports.

The information for these reports is entered into various software systems. This monitors the performance both fiscal, and service based against targets and budgets from Council's Long-term Plan. Targets can be key performance indicators, internally driven targets or provided from a Ministry that oversees that area, i.e. Department of Internal Affairs. At a full Council meeting these reports are then received and performance monitored quarterly.

Frequency of Review

Every financial year Council prepares an Annual Report that is the key document in ensuring the expenditure for the year was efficient and is pertinent in ensuring accountability to the community and ratepayers.

The Annual Report does not just show the current financial status, but also shows the levels of service for all Council activities and assets measured against the yearly targets set in the Long-Term Plan. These are measured and reported quarterly in the Council meetings. The Annual Report is a holistic overview of their performance.