

**Waitomo District  
Library Services  
Strategic Plan**

**December 2008**



# Table of Contents

1.0	Executive Summary .....	1
2.0	Document Structure.....	2
3.0	The Strategy in Context.....	3
4.0	Vision Statement.....	3
5.0	Mission Statement .....	3
6.0	Library Purpose – Past and Future .....	4
7.0	The Strategic Context .....	5
7.1	Global Influences .....	5
7.1.1	Emergence of Value Networks.....	5
7.1.2	Change in Reading Behaviors.....	5
7.1.3	The Internet .....	5
7.2	The Waitomo District .....	6
7.2.1	Our District.....	6
7.2.2	Our Libraries.....	7
7.3	Stakeholder Views .....	7
7.4	Library Performance .....	8
7.4.1	Staff.....	8
7.4.2	Membership.....	8
7.4.3	Resources.....	8
7.4.4	Service.....	9
8.0	Current Issues and Challenges.....	9
8.1	The Internet .....	9
8.1.1	The Google Factor .....	9
8.1.2	Web 2.0 .....	10
8.2	Library Building .....	10
8.3	Library Services to Rural Communities.....	10
8.4	Community Engagement and Relationships .....	10
8.5	Changes in Reading Patterns.....	10
8.6	Emerging Technology .....	11
8.7	Staffing.....	11
8.8	Relationships .....	11
9.0	Overriding Principles .....	11
9.1	Concentration- The “Community Hub” .....	11
9.2	Connectivity- Connecting our Community Globally .....	11
9.3	Collaboration- Partnerships with others.....	11

10.0	Strategic Directions .....	12
10.1	Embrace the District.....	12
	10.1.1 Explanation of Initiatives .....	12
10.2	Build Critical Mass.....	13
	10.2.1 Explanation of Initiatives .....	14
10.3	Engage the Community.....	15
	10.3.1 Explanation of Initiatives .....	17
10.4	Spark Creativity.....	18
	10.4.1 Explanation of Initiatives .....	18
10.5	Perform the Present, Preserve the Past.....	19
	10.5.1 Explanation of Initiatives .....	20
10.6	Focus on Value Added.....	20
	10.6.1 Explanation of Initiatives .....	21

## **1.0 Executive Summary**

1.1 This document depicts the key strategic directions for the provision of Council's Library services over the next 10 years, reviewed every three years.

1.2 It is divided into two key sections, Sections 3-9 provide background information about the library service and the strategic direction for the library service, while Section 10 outlines the key strategic goals for Waitomo District Library services and provides a plan for their implementation. Timelines for implementation will be confirmed through the LTCCP consultation process.

### **1.3 Library Purpose – Past and Future**

1.4 Libraries are more than just a repository for books and multimedia, they are social meeting places. They are perceived by the community to be warm and safe and are often seen to be the "soft" face of local government.

### **1.5 Mission Statement**

1.6 The Waitomo District Library services exist to provide high quality library services that meet the needs of the District's communities and to contribute to the recreational, educational and information needs of the residents and visitors of the Waitomo District.

### **1.7 The Strategic Context**

1.8 Amongst the numerous trends, there are three key drivers considered significant in influencing the future of libraries:

#### **1 Emergence of Value Networks**

Waitomo District Library services are well networked, at both regional and national levels. These networks could easily extend to the community level. With its existing web of contacts throughout the District suitably enhanced, the Library could become a hub for the sharing of local knowledge and expertise.

#### **2 Change in Reading Behaviors**

Younger generations place less emphasis on reading print material to gain knowledge and are more technologically aware than previous generations. They tend to be willing to participate and contribute, particularly in the online environment. This willingness can be channelled to library services through the creation of appropriate opportunities, both online and within the Library.

#### **3 The Internet**

Technology is arguably the single greatest driver of change for libraries and will arguably have the most impact on their future.

### **1.9 Current Issues and Challenges**

1.10 Seven core issues and challenges relating to Waitomo District Library services were indentified:

- 1 The Internet
  - The Google Factor
  - Web 2.0
- 2 Library Building
- 3 Library Services to Rural Communities
- 4 Community Engagement and Relationships
- 5 Changes in Reading Patterns
- 6 Emerging Technology
- 7 Staffing
- 8 Relationships

### 1.11 Strategic Directions

1.12 Taking these influences into account the strategic plan for Waitomo District Library services:

- Promotes the economic development of the District through facilitating access to and sharing of knowledge and creativity
- Recognises and leverages the value network of which it forms a part
- Offers strategies for making the Library services relevant to the whole community, and especially the youth generation
- Utilises technology in appropriate ways to improve services, reduce costs and engage the community

1.13 The following six key strategic directions were identified:

#### 1. Embrace the District

GOAL: *Take an integrated, District-wide view of library services, coupled with the technology infrastructure that will enable knowledge networks to grow.*

#### 2. Build Critical Mass

GOAL: *The more the Waitomo District Library services can offer, the more successful they will be. This will be achieved by forging relationships with the wider community and by creating a central library and community centre that gives people more reasons to visit.*

#### 3. Engage the Community

GOAL: *People want to be involved, and now the technology is available to facilitate this. Working with community groups and individuals enables the library to leverage its limited resources to achieve outcomes that cannot be achieved alone.*

#### 4. Spark Creativity

GOAL: *Economic development requires innovation, which in turn demands knowledge, imagination and diversity. The Library can contribute to this by improving access to information and ideas through creative collection building and by providing enhanced Internet access.*

#### 5. Perform the Present, Preserve the Past

GOAL: *Set and attain best practice performance standards for current users while collaborating with other community agencies to ensure that the needs of future generations are met through the preservation of local history.*

#### 6. Focus on Value Added

GOAL: *With limited resources and a strong community mandate to build customer relationships, the Library needs to concentrate on making the best use of its skills and strengths. Outsourcing routine backroom activities and eliminating the need to house and service unused materials will free up staff time to engage in outreach activities.*

## 2.0 Document Structure

2.1 This document depicts the key strategic directions for the provision of Council's Library services over the next 10 years, reviewed every three years.

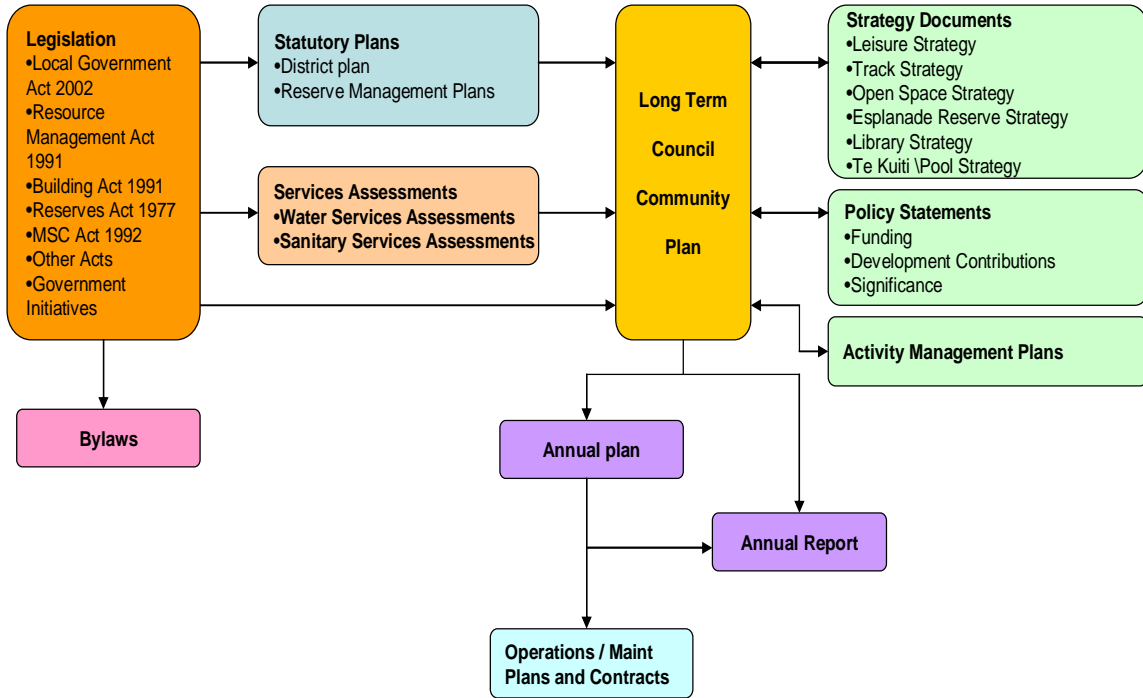
2.2 It is divided into two key sections, Sections 3-9 provide background information about the library service and the strategic direction for the library service, while Section 10 outlines the key strategic goals for Waitomo District Library services and provides a plan for implementation. Timelines for implementation will be confirmed through the LTCCP consultation process.

### 3.0 The Strategy in Context

3.1 The Waitomo District Library Service Strategy links to the following Plans:

- Long Term Council Community Plan
- Recreation and Culture Activity Management
- Annual Plan

3.2 The Chart below depicts these linkages:



### 4.0 Vision Statement

4.1 The Vision Statement is:

*A customer focused and vibrant library service that informs inspires and entertains the residents of Waitomo District.*

### 5.0 Mission Statement

5.1 The Mission Statement is:

*Waitomo District Library services exist to provide high quality library services that meet the needs of the District's communities and to contribute to the recreational, educational and information needs of the residents and visitors of the Waitomo District.*

## 6.0 Library Purpose – Past and Future

6.1 Libraries are more than just a repository for books and multimedia, they are social meeting places. They are perceived by the community to be warm and safe and are often seen to be the “soft” face of local government.

6.2 The Public Libraries of New Zealand Strategic Framework outlines the importance of libraries in our community –

*“Libraries engage, inspire and inform citizens and help build strong communities. They are invaluable, contributing to social, economic and cultural wellbeing.”*

6.3 The ability of a library to provide these things is the very thing that maintains their relevance today. Technology has definitely changed, but by making knowledge and ideas conveniently available to Waitomo District residents, we:

- Support formal and informal learning and enrich the cultural life of the District
- Contribute to economic and social development
- Assist library members to become active participants in a collaborative knowledge community
- Reduce total community costs of accessing knowledge and information

6.4 A visit to a library should always deliver things you require, but arguably, it should also sometimes surprise, or expose you to things you did not expect, because surprise is the universal foundation of learning, innovation and growth.

Library Services Past and Future	
Past	Future
<ul style="list-style-type: none"> <li>• Conservative</li> <li>• Warehouse</li> <li>• Quiet places</li> <li>• Exclusive</li> <li>• About Books</li> <li>• Insular</li> </ul>	<ul style="list-style-type: none"> <li>• Visionary</li> <li>• “Community Hub”</li> <li>• Vibrant places</li> <li>• About information in all formats</li> <li>• Empowering the community</li> <li>• Technology savvy</li> </ul>

6.5 The most significant impact on libraries in recent years has been the emergence of the internet. New Web 2.0 technologies are already dramatically influencing the way our community interacts with the world. The ease of the “Google search”, social interaction elements of “Bebo” and user input and tagging of “amazon” are the way of the future. They are very different to the systems currently in place within most libraries. If libraries are to remain relevant to their communities in the future, they will be expected to offer similar technology, functionality and ease of use, ‘Library 2.0’.

### A Definition of Library 2.0

“The idea of Library 2.0 represents a significant paradigm shift in the way we view library services. It’s about a seamless user experience, where usability, interoperability, and flexibility of library systems is key. It’s about the library being more present in the community through programming, community building (both online and physical), and outreach via technology (IM, screencasting, blogs, wikis, etc.). It’s about allowing user participation through writing reviews and tagging in the catalogue and making their voice heard through blogs and wikis. It’s about making the library more transparent through its Web presence and its physical design. We need to make the library human, ubiquitous, and user-centred. This involves a change in our systems, our Web presence, and our very attitudes. It will take a lot of work for a library to be completely 2.0, but the idea should inform every decision made at the library.” [Meredith Farkas]

## **7.0 The Strategic Context**

### **7.1 Global Influences**

The current social and technological environment is subject to a high degree of turbulence, which has challenged prior assumptions about libraries and reading, and makes long-term planning somewhat speculative. Amongst the numerous trends, there are three key drivers we consider significant in influencing the future of libraries.

#### **1 Emergence of Value Networks**

The first key driver is the emergence of network business models. Some of the most successful modern enterprises here and overseas — Google, Amazon.com, Trademe — are based on value networks. Waitomo District Library services are already well networked at both regional and national levels. These networks could easily extend to the community level. With its existing web of contacts throughout the District suitably enhanced, the Library could become a hub for the sharing of local knowledge and expertise.

#### **2 Change in Reading Behaviors**

It is commonly acknowledged that Generation Y have different needs in regards to reading, entertainment and social contact. They have high expectations and a low boredom threshold. There are dangers in viewing this group as a temporary aberration; it is more likely that they reflect the emerging values of time – dynamic change and high engagement. Traditional libraries are very unlikely to meet the needs of this group. However, this willingness to participate and contribute can be channelled through the creation of appropriate opportunities, both online and within the Library.

#### **3 The Internet**

Technology is arguably the single greatest driver of change. It makes it possible to reconfigure existing services in ways that are more convenient for library users, to make high quality services accessible to isolated rural communities, and when combined with the social network models described above, take library services to a completely new level in which library “users” become partners in a cooperative enterprise.

Taking these influences into account the Strategic Plan for Waitomo District Library services should:

- Promote the economic development of the District through facilitating access to and sharing of knowledge and creativity
- Recognise and leverage the value network of which it forms a part
- Offer strategies for making the library services relevant to the whole community, and especially the youth generation
- Utilise technology in appropriate ways to improve services, reduce costs and engage the community

## 7.2 The Waitomo District

### 7.2.1 Our District



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Census boundaries from Statistics NZ.

Waitomo is a large district with a sparse population of 9,441 people, 50% of whom live outside the main settlements of Te Kuiti (popn 4,596 ) and Piopio (popn 468). High infrastructure costs and the small ratingbase mean the District is under continuous financial pressure. Mobile telephone and broadband coverage is poor over much of the District.

<b>Household<sup>(1)</sup> Access to Phones, Internet and Fax Machines in Waitomo District, 2006 Census</b>		
	<b>Region/City/District (%)</b>	<b>New Zealand (%)</b>
No access	5.3	2.0
Cellphone	61.9	74.2
Telephone	85.4	91.6
Fax Machine	30.3	26.0
Internet	43.4	60.5

Note: As households can access more than one type of telecommunication device; the percentages do not add up to 100.

Demographically, the District is below the national average with respect to literacy and socio-economic indicators.

<b>Literacy and Social Indicators in Waitomo District, 2006 Census</b>	
<b>Education</b>	<b>Income</b>
<ul style="list-style-type: none"> <li>40.2% of people aged 15 years or over have no formal qualification, compared with 25% for New Zealand as a whole</li> <li>28.5% of people aged 15 years or over have a post school qualification, compared with 39.9% of people throughout New Zealand</li> </ul>	<ul style="list-style-type: none"> <li>For people aged 15 years or over the median income is \$23,300. This compares with a median of \$24,400 across New Zealand</li> <li>43.5 percent of people aged 15 years and over in Waitomo District have an annual income of \$20,000 or less, compared with 43.2 percent of people for New Zealand as a whole.</li> <li>In Waitomo District, 13.1 percent of people aged 15 years and over have an annual income of more than \$50,000, compared with 18.0 percent of people throughout New Zealand.</li> </ul>

### 7.2.2 Our Libraries

The Library service consists of the Te Kuiti Public Library, a Council-subsidised service in the Piopio High School and small rotating collections of books held in Community Halls at Awakino, Mokau and Benneydale and administered by volunteers.

The Te Kuiti Public Library also provides a monthly outreach service to homebound customers.

At present, the Library is open 9am - 5pm Monday to Friday and 9.30am - 12.30pm on a Saturday. In the future, these hours may need to be extended to a late night and Sunday opening to meet increased customer demand.

To the north is the Otorohanga Library. To the south is New Plymouth and its mobile library, which comes to within 7km of Mokau.

### 7.3 Stakeholder Views

While preparing this Strategy a range of key stakeholders were consulted with – Council and library staff, community volunteers, library users, community organisations, teachers and parents.

Ten key themes surfaced during these interviews. These are outlined in the table below:

<b>Key Themes from Stakeholder Interviews</b>	
1	The staff/customer relationship is the key – staff are welcoming and helpful, and familiar with the reading and information needs of the community.
2	Books are important – while technology may result in some information being stored and delivered digitally, parents and teachers see books and reading as remaining important for social and personal development.
3	Technology will change the tactics but not the game – enabling new ways of delivering service and also changing expectations, especially for the younger generation.
4	The library needs to engage more with its communities – there is a need to strengthen ties across the District, with individuals, with Iwi, with community organisations and the social and educational agencies that have related objectives in education, equity and knowledge preservation.
5	Rural services need better support – 50% of the District population is rural, but this is not strongly reflected in library service provision.
6	Reading and behaviour patterns are changing – the younger generation reads less, is more technologically savvy and requires greater stimulation – the library ignores these shifts at its peril and needs to become more proactive.
7	The library needs a more functional building – the present building is non-compliant, poorly designed for library use (eg. access, parents supervising their children, inefficient shape for book storage and display, etc).
8	Keep barriers low – some fees and charges are warranted, but a plea for such charges to be kept as low as possible.
9	Need more coordinated initiatives to preserve the past and present – current initiatives are fragmented.
10	Resourcing issues – library staff report work load issues that are causing stress and resulting in a diminished service to the community.

## **7.4 Library Performance**

### **7.4.1 Staff**

The present staff complement is 2.7 FTE. This is adequate to meet current workloads provided certain assumptions are made, but as is considered later in this Strategy, may not be sufficient to support higher levels of community engagement. Issues per capita are around 30,000, which is in line with industry best practice. There are currently workload issues associated with the processing of new stock and outreach services.

### **7.4.2 Membership**

Currently library membership sits at 4,278. This is approximately 45% of the District's population and is slightly above the LIANZA standard of 35% minimum for a rural district. However, it should be noted that a number of non-users are unable to be purged from the system due to historic debt.

### **7.4.3 Resources**

The Library has a good range of traditional print and AV materials. The current stock of 25,000 is below the LIANZA input recommendation of 35,000. Based on current and projected membership and issue figures, analysis indicates the current book budget allocation is sufficient to meet current needs plus growth to 80,000 issues annually, with 3,600 of these items replaced annually.

Key resource considerations are:

- Removing some older non-moving stock would reduce congestion, improve the currency of the stock to industry best practice levels and refresh the remaining collections.

- The recent development of collection policies will be useful in ensuring that appropriate guidelines are in place to monitor and maintain collections.
- The audio visual and special collections (e.g. Large Print) are naturally small. Collections for customers with special needs, such as large print books, are expensive to maintain.
- The level of requests and interloans at 0.8% of loans indicates that appropriate titles are being purchased.
- The major collection deficiencies are local history, archival records and community content.

#### **7.4.4 Service**

Issues at around 65,000 per annum are a little below what we would expect from a rural District, although it should be noted that this figure may be understated because loans from the deposit collections at community libraries are not recorded. There is also a global trend towards declining issues, while at the same time other areas of activity are on the increase – particularly online services which have not traditionally been counted as “uses”.

In the future, a more accurate measure of library performance should monitor the full range of services, including online content and services, and this will provide a more accurate picture of library performance. With effective strategies for accommodation, promotion, stock refresh, community access and engagement, issues around 80,000 per annum are desirable and achievable, while over time, we would expect online transactions to replace a portion of the traditional lending functions of libraries.

For further information on Library resources see: Recreation and Culture Activity Management Plan figure 5.6: Library Resource Provision

## **8.0 Current Issues and Challenges**

### **8.1 The Internet**

The internet has had a significant impact on libraries. Not only do customers have different expectations around service delivery but there has also been a dramatic shift in how material is published. Historically most information was published in a print format, now up to 95% of publishing occurs on the web, with small groups and individuals publishing the bulk of this content. Libraries of the future will need to consider how they address this new phenomenon.

#### **8.1.1 The Google Factor**

The emergence of search engines like Google has created an environment in which individuals can access vast quantities of information without public libraries. A lack of digital/ information literacy can make this environment particularly difficult to navigate.

Moreover, there are clear issues related to this increased access such as:

- The lack of quality control of online material
- Search engines are only capable of retrieving a small percentage of information available on the internet
- A lack of search skills may result in a poor information retrieval
- The sheer glut of information (mostly not relevant) can be daunting for searchers.

### 8.1.2 Web 2.0

#### **Definition Web 2.0**

The term "**Web 2.0**" describes the changing trends in the use of word wide web technology and web design that aim to enhance creativity, communications, secure information sharing, collaboration and functionality of the web. Web 2.0 concepts have led to the development and evolution of web culture communities and hosted services, such as social networking sites, video sharing sites, wikis and blogs. Although the term suggests a new version of the World Wide Web, it does not refer to an update to any technical specifications, but rather to changes in the ways software developers and end users utilise the Web.

These changing trends affect user expectations of Waitomo District Library services and their online services.

### 8.2 **Library Building**

At present, the Te Kuiti Library building is just over 300 square metres. The LIANZA standard prescribes 700 square metres for a population the size of Waitomo District. Te Kuiti Public Library has a comfortable small scale which appeals to customers. However, the building is:

- Poorly located and signposted
- Difficult to access
- Cramped and inconvenient to use (parents unable to choose books and supervise children at the sale time)

Library functions have outgrown the current building size leaving little to no room for the Library's collections, research/study, relaxation, community meetings, etc.

### 8.3 **Library Services to Rural Communities**

It is a concern that almost 20 years after the Local Government reorganisation that there is no such thing as a "Waitomo District Library" and that the service standards that existed prior to 1989 have been retained. There is a small grant given to the school/community library in Piopio and rotating collections are placed in halls at Mokau, Awakino and Benneydale. This means that 98% of the Library investment is directed towards the Te Kuiti facility.

### 8.4 **Community Engagement and Relationships**

At present, Waitomo District Library services do not have extensive community networks. This is partly due to a lack of space within the Te Kuiti Public Library in which to undertake programmes involving the community, but it is also a reflection of the "Warehouse" thinking that has characterised library services in the past.

Any future success will depend on the ability to add value in the community by supporting learning, business and social activities of both individuals and groups.

These may include:

- Supporting educational, reading and homework programmes.
- Contributing to the preservation of Waitomo's stories (local history, oral history and archives).
- Providing information and broadband services.
- Creating an environment which encourages youth to learn and participate.

### 8.5 **Changes in Reading Patterns**

Research suggests that younger generations rely on reading less than previous generations, and tend to be more technologically aware. Therefore, library services will cease to remain relevant to this portion of the community in the future if they rely solely on the printed book format. Library services will need to cater to the increased demand for interactive media. In practical terms this means providing computer terminals to support this type of learning.

## 8.6 **Emerging Technology**

As previously stated, technology advances occur at an alarming rate. Staff will need to invest a significant amount of time into research and skill development related to emerging technologies. Careful decisions will need to be made around future proofing these services, in particular the longevity of this technology.

## 8.7 **Staffing**

Increased customer expectations mean challenges to existing staff skill levels. These challenges are primarily technology related and require staff to up skill in a number of areas, including Web 2.0 functionality, digitisation and preservation processes.

## 8.8 **Relationships**

The establishment and maintenance of relationships will be essential to the successful implementation of this Strategy. Key relationships are indentified below:

Internal	External
<ul style="list-style-type: none"><li>• Council</li><li>• Information Services</li><li>• Community Development</li></ul>	<ul style="list-style-type: none"><li>• Community stakeholders</li><li>• Aotearoa Peoples' Network</li><li>• LIANZA</li><li>• National Library</li><li>• Greater Waikato Libraries</li></ul>

## 9.0 **Overriding Principles**

Analysis of the strategic environment, current issues and challenges suggest three clear overriding principles for the strategic direction of Waitomo District Library services. These are - Concentration, Connectivity and Collaboration.

### 9.1 **Concentration- The "Community Hub"**

From both a Council/ Library and community perspective, it is desirable for Waitomo District Library services to be multi purpose facilities. Providing this type of facility to the community enables non-permanent shared spaces for community activities and secondly, building a "critical mass" of activities within a facility draws a wider range of the community to the facility.

Any such changes to the service provide a good opportunity for the library to re-brand as a District facility. This principle also applies to any future development of rural community libraries, creating a wider community network.

### 9.2 **Connectivity- Connecting our Community Globally**

The development of a Broadband Information and Communication Technology Network (ICT) is widely considered central to economic development. There are currently a number of high-level initiatives being undertaken to address this. The Digital Strategy is a key example of the importance that Government places on connectivity and is working on ways to address these issues outside of the Country's main centers.

### 9.3 **Collaboration- Partnerships with Others**

With a small ratingbase, the effective use of limited resources is not an option for Waitomo District Library services, it is a necessity.

In recent years, there has been a paradigm shift in the way that 'core' library functions are viewed. These have shifted away from those that are process driven (e.g. cataloguing and book processing) to customer service and ICT services. In order to maintain relevance in the future, Waitomo District Library services must focus on value added services.

The key areas for future collaboration are:

- Using networks - encouraging our community to contribute content, participating in large scale national and regional initiatives (e.g. Aotearoa Peoples' Network and Greater Waikato Libraries).
- Partnerships with Local Iwi, historical and genealogical societies and schools.
- Resource sharing - sharing common records with other libraries, working closely with neighboring libraries regarding events and collections.
- Outsourcing non-core activities - Most importantly the processing of new stock freeing Library staff to undertake more community focused work.

## 10.0 Strategic Directions

### 10.1 Embrace the District

**Links to: Concentration, Connectivity, Collaboration**

GOAL: *Take an integrated, District-wide view of library services, coupled with the technology infrastructure that will enable knowledge networks to grow.*

Policy Statement	Initiative	Parties Involved	Resources	Timeline	Budget Estimate
Take an integrated, district-wide view of library services	Establish a new brand and purpose for "Waitomo District Library services"	Council, Community Services, Community Development	In house staff Graphic Designer	2010-2011	\$15,000
Develop leadership relationship with community/ rural library facilities	Establish in-house staff cooperation with volunteer network on a weekly basis	Volunteer network Community services Information Services Hall management committees	Allocated time from in house staff  Additional technology requirement	2009- Ongoing	\$5,000 for equipment
Connect our community	Provide Broadband connections through each community library facility (Assistance to be sought from the Aotearoa Peoples' Network)	Council, Volunteer network Community services Information Services Hall management committees	Allocated time from in-house staff  Additional technology requirement	2012-2013 2013-2014	\$10,000 (plus assistance from Aotearoa Peoples' Network)

#### 10.1.1 Explanation of Initiatives

##### ***Establish a new brand and purpose for "Waitomo District Library services"***

Key to the strategic direction of the districts library service is a move towards the creation of a true district library service, with a comparable quality of service available to all residents regardless of location.

Rebranding to recognise the new district focus would include new bi-lingual signage for both the interior and exterior of the central library and for the exterior of community library facilities, new stationary and eventually new library cards.

Recreation and Culture Activity Management Plan, Figure 3.10: Key Programmes to Achieve Levels of Service

**Establish in-house staff cooperation with volunteer network on a weekly basis**

As stated above Waitomo District Library services will rebrand and repurpose themselves to reflect the district they serve. This will involve improving services to the districts rural residents. The library team will take a leadership role in the administration of the community libraries, staffing each facility for a few hours once a week.

The budget allocation identified above is to purchase of a laptop for library staff to use while at community facilities.

Recreation and Culture Activity Management Plan, section 3.6: Service delivery options considered

**Provide Broadband connections through each community library facility**

As part of this leadership role, and in recognition of the importance of digital literacy, each community library will provide broadband access to its community. The ability to provide this service is may not be possible in all locations at present, but once the capacity is available the service will be established in each facility installation. This should be undertaken over two years, with two facilities connected each year.

Recreation and Culture Activity Management Plan, section 3.6: Service delivery options considered

**10.2 Build Critical Mass**

**Links to: Concentration, Connection, Collaboration**

GOAL: *The more the Waitomo District Library services can offer, the more successful they will be. This will be achieved by forging relationships with the wider knowledge community and by creating a central library and community centre that gives people more reasons to visit.*

Policy Statement	Initiative	Parties Involved	Resources	Timeline	Budget Estimate
Create an inviting community space	Improve Te Kuiti Public Library facility to accommodate increased stock	Architect Builder Community Services	Architect Builder	2011-2012	\$275,000 (3 years) \$91,666 annually
	Improve Te Kuiti Public Library facility to accommodate community groups within the library	Architect Builder Community Services	Architect Builder	2011-2012	

Policy Statement	Initiative	Parties Involved	Resources	Timeline	Budget Estimate
	Improve the Te Kuiti Public Library facility to accommodate activities and programmes within the library	Architect Builder Community Services	Architect Builder	2011-2012	
Provide relevant services	Partner with other libraries around the region for resource sharing	Council, Community Stakeholders, Community Development, Information Services, GWL Libraries, LIANZA	In house staff ICT consultation	2009- Ongoing	Addressed on an annual basis- dependant on outcomes
Improve access to the library and its collections by developing a strong online presence	Make the library catalogue available online	Council, Information Services, LMS provider, Community Services	In house Staff LMS provider	2008-2009	In house staff time only

### 10.2.1 Explanation of Initiatives

#### ***Improve the Te Kuiti Public Library facility to accommodate increased stock***

At present there is not enough room within the Te Kuiti Public Library to accommodate stock levels that reflect those recommended in the LIANZA standards. The library building is at capacity, with no ability to hold larger collections to meet increased demand. As part of the Recreation and Culture Activity Management Plan, renovations to the Te Kuiti Public Library facility have been identified to address this issue.

Recreation and Culture Activity Management Plan, Figure 3.10: Key Programmes to Achieve Levels of Service

#### ***Improve Te Kuiti Public Library Facility to accommodate community groups within the library***

As a result of the shortage space within the library identified above, there is at present no facility to accommodate community groups. As part of the Recreation and Culture Activity Management Plan, renovations to the Te Kuiti Public Library facility have been identified to address this issue.

Recreation and Culture Activity Management Plan, Figure 3.10: Key Programmes to Achieve Levels of Service

#### ***Improve Te Kuiti Public Library facility to accommodate activities and programmes within the library***

Similarly, there is currently no space within the library to accommodate most library activities and programmes e.g The annual Summer Reading Programme. The Cultural and Arts Centre is regularly booked to accommodate these events. This is not an ideal situation, as it causes a disconnect between the library and the event. As part of the Recreation and Culture Activity Management Plan, renovations to the Te Kuiti Public Library facility have been identified to address this issue.

Recreation and Culture Activity Management Plan, Figure 3.10: Key Programmes to Achieve Levels of Service

**Collaborate with other libraries around the region for resource sharing**

Increased user expectations put pressure on Waitomo District Library services to provide services that are more extensive. Due to the size of the Waitomo District, and its library system, these services are almost always financially impossible to provide alone. The library will seek opportunities, where possible, to resource share in order to provide these services.

Recreation and Culture Activity Management Plan, Figure 3.10.2: Key Strategies Impacting on Future Levels of Service

**Make the library catalogue available online**

Due to increased user expectations, the rural location of many of the districts residents and an increased emphasis on online services, it is unacceptable that the library catalogue is still not available for customer access online. The Library team, Councils Information Services Team and the library management system provider will work together to enable this.

Recreation and Culture Activity Management Plan, Figure 3.10: Key Programmes to Achieve Levels of Service

**10.3 Engage the Community**

**Links to: Connection, Collaboration**

GOAL: *People want to be involved, and now the technology is available to facilitate this. Working with community groups and individuals enables the library to leverage its limited resources to achieve outcomes that can not be achieved alone.*

Policy Statement	Initiative	Parties Involved	Resources	Timeline	Budget Estimate
Develop programmes jointly with community social and educational organisations to achieve positive outcomes	Develop a strong partnership with local preschools and schools including, curriculum support, services for teens, complementary collections and a programme of regular school visits	Community Services, Local Schools	In house staff	2009-2010	Funded from existing budget

Policy Statement	Initiative	Parties Involved	Resources	Timeline	Budget Estimate
	Build strong partnerships with local Iwi, historical and genealogical societies and develop a programme for the collection of our districts stories.	Local Iwi Historical and genealogical societies, In house staff	In house staff Local Iwi Oral History Advisor Historical and Genealogical Society Members	2009-2010	\$2,000
	Provide whakapapa and family history and research facilities and archives	Genealogy database supplier In house staff	In house staff Furniture Ancestry.com	2009-2010	Funded from existing budget and partnership donation
Develop library 2.0 functionality to enable the community to input knowledge	Continue involvement with Aotearoa Peoples Network (APN) and develop the Kete (digital community repository) offered as part of this partnership	Inhouse staff Council Aotearoa Peoples Network National Library Hamilton City Libraries	In house staff time APN Regional Scanner (located at HCL)	2009-2010	APN Network cost funded from existing budget
	Upgrade Library Management system to one that offers library 2.0 functionality	In house staff, Information services	Library Management System Webpage development	2009-2010	Existing capital allocations 2007-2008, 2008-2009. Balance may be required.
Develop ongoing consultative processes with key stakeholder groups	Hold bi-annual focus groups/ meetings with relevant stakeholder groups	Council Local Iwi Community Groups	In house staff	2010-2011	No budget required. In house staff time only.
Renovate the existing Te Kuiti Library Building enhanced with participatory services for youth	Provide technology and other resources to assist with the educational and recreational needs to Waitomo youth	Community services Community Development Local Schools	In house staff Information Services Architect Council	2011-2014	Included in building renovation plan.

### 10.3.1 Explanation of Initiatives

***Develop a strong partnership with local preschools and schools, including curriculum support, services for teens, complementary collections and a programme of regular school visits.***

Library staff to develop a partnership with local schools to better utilise public library facilities. Library staff to visit local schools regularly to promote the library, its services and programmes, to children and teens.

***Build strong partnerships with local Iwi, historical and genealogical societies and develop a programme for the collection of our districts stories.***

As time passes many of the stories about this Waitomo District disappear. Library staff to work with key community groups to collect the districts stories in oral history format. This will involve developing a project plan and identifying local experts who may be engaged to assist with this project.

The budget identified is for the purchase of a video camera or recording equipment, on which to record these stories.

***Provide whakapapa and family history and research facilities and archives.***

The library in partnership with the local genealogical society will provide access to Ancestry.com, a family history research tool, within the library. Over time the library will develop a small collection of genealogy print materials to assist with this type of research.

***Continue involvement with Aotearoa Peoples' Network (APN) and develop the 'Kete' (digital community repository) offered as part of this partnership.***

As part of the libraries, partnership agreement with the Aotearoa Peoples' Network a 'Kete' (digital community repository) will be provided. This repository will provide storage space for the digitisation of the districts unique history. Much like other web 2.0 resources, the 'Kete' allows members of the community to add their own content i.e pictures, videos and add comments to others to create a valuable community asset.

Eventually the content of these 'Kete' will be 'harvested' by Digital New Zealand and archived by the National Library of New Zealand.

This is hosted by the Aotearoa Peoples' Network, thus removing the burden the storage of this material from WDC.

***Upgrade Library Management system to one that offers library 2.0 functionality***

As outlined in section 8.2 the library will make its catalogue available to customers online. As part of this process, the library will upgrade its current library management system. Library 2.0 functionality will enhance customer's interaction with Waitomo District Library services and their online services.

Recreation and Culture Activity Management Plan, Figure 3.10: Key Programmes to Achieve Levels of Service

***Hold bi-annual focus groups/ meetings with relevant stakeholder groups***

To ensure that Waitomo District Library services continue to develop in a way that is relevant to the districts residents, library staff will hold bi-annual meetings with key community stakeholders to evaluate the library's projects and services and to receive feedback on desired future directions.

***Provide technology and other resources to assist with the educational and recreational needs to Waitomo youth.***

Due to a low level of technology available within the districts homes, it is important that Waitomo District Library services provide such resources to enable the development of digital

and information literacy for the districts youth. This type of literacy will be essential to them later in life in information seeking, further education or work.

Recreation and Culture Activity Management Plan, Figure 3.10: Key Programmes to Achieve Levels of Service

## 10.4 Spark Creativity

### Links to: Concentration, Connection, Collaboration

GOAL: *Economic development requires innovation, which in turn demands knowledge, imagination and diversity. The library can contribute to this by improving access to information and ideas through creative collection building and by providing enhanced Internet access.*

Policy Statement	Initiative	Parties Involved	Resources	Timeline	Budget Estimate
Build book and media collections that surprise as well as serve	Continue intensive collection development work	In house staff	Collections budget	2009-2010	\$74,000 annually
Provide convenient internet access from all library facilities	Develop additional computer services at Te Kuiti Public Library	In house staff Information Services	1 computer dedicated to Whakapapa and family history research 1 computer dedicated to customer reference needs	2009-2010	Refer sections 7.1 and 7.3
	Develop broadband computer services at community libraries	In house staff Information Services Hall management committees Volunteer Network	4 computers (2 per year) Cabling	2012-2013 2012-2014	Refer sections 7.1 and 7.3

### 10.4.1 Explanation of Initiatives

#### ***Continue intensive collection development work.***

Over the last two years, the library staff has invested significant time into collection development work. To ensure that the Libraries collections remain relevant and current this work must continue.

Recreation and Culture Activity Management Plan, Figure 4.6: Key Programmes to Meet

#### ***Develop additional computer services at Te Kuiti Public Library.***

As part of these additional services one computer will be provided and dedicated to Family history and Whakapapa research within the library. This computer will be available to all residents who are interested in this type of research. A computer is available for this function.

At present, there is no facility for library staff to work through reference enquires or information/ digital literacy services with customers in a one on one environment. The installation of one dedicated reference computer within the public area will improve the provision of this type of service to library customers.

### **Develop broadband computer services at Community Libraries**

As discussed in section 8.1 *Embrace the District* it is important to extend broadband services to the community libraries. As this technology becomes available in our rural communities, installation should be undertaken over two years, with two facilities connected each year.

Recreation and Culture Activity Management Plan, section 3.6: Service delivery options considered

## **10.5 Perform the Present, Preserve the Past**

### **Links to: Concentration, Collaboration**

*GOAL: Set and attain best practice performance standards for current users while collaborating with other community agencies to ensure that the needs of future generations are met through the preservation of local history.*

<b>Policy Statement</b>	<b>Initiative</b>	<b>Parties Involved</b>	<b>Resources</b>	<b>Timeline</b>	<b>Budget Estimate</b>
Achieve best practice in delivery of services tailored to the Waitomo District	Develop benchmarked performance standards and implement them	In house staff APLM- Association of public Library managers LIANZA GWL Libraries Other New Zealand Libraries	Access to related standards, policies etc	2009- Ongoing	No budget required
	Participate in national library benchmarking exercises	In house staff LIANZA APLM- Association of Public Library Managers National Library Managers Corporate Services Human Resources	Access to relevant information In house staff	2009- Ongoing	No budget required
	Participate in the WDC annual residents survey	In house staff	In house staff	2009- Ongoing	No budget required
Work Collaboratively to record and preserve local history	As outlined under - Engage the Community	As outlined under - Engage the Community	As outlined under - Engage the Community	As outlined under - Engage the Community	As outlined under - Engage the Community
Work Collaboratively to record and preserve local history	Assist Historical Society with the digitisation of their photograph collections	Historical society APN District Residents	Scanner (regional Scanner located at HCL) Storage space (Kete)	2009-2012	No budget required

### 10.5.1 Explanation of Initiatives

***Develop benchmarked performance standards and implement them.***

In order to evaluate Waitomo District Library services performance in the future, benchmarking exercises will need to be undertaken. The Association of Public Library Managers, LIAZNA and other Greater Waikato Libraries are already working in these areas. Waitomo District Library services will draw upon these findings to create performance standards in the future.

***Participate in national library benchmarking exercises.***

As identified above, a number of organisations around New Zealand are working benchmarking or best practice exercises. Waitomo District Library services will provide data to these organisations in order to contribute to the shared knowledge pool.

***Participate in the WDC annual residents' survey.***

Waitomo District Library services will participate in the Waitomo District Council annual residents survey to ensure levels of service are met.

***Assist Historical Society with the digitisation of their photograph collections.***

As part of the work Waitomo District Library services will undertake around 'Kete', the Historical Society will be approached in relation to the scanning of key parts of their historic photograph collection. This work will be undertaken in Hamilton using the regional scanning equipment provided by the Aotearoa People's Network.

### 10.6 Focus on Value Added

**Links to: Concentration, Connection, Collaboration**

*GOAL: With limited resources and a strong community mandate to build customer relationships, the library needs to concentrate on making the best use of its skills and strengths. Outsourcing routine back room activities and eliminating the need to house and service unused materials will free up staff time to engage in outreach activities.*

Policy Statement	Initiative	Parties Involved	Resources	Timeline	Budget Estimate
Where possible outsource activities that do not directly contribute to library objectives	Outsource processing of 50 % new materials	Materials Supplier In house staff		2008- Ongoing	Resource from existing budget
	Outsource cataloguing of 50% new materials	Materials Supplier In house staff	Online library Catalogue Material Supplier	2010-2011	Resource from existing budget
Provide attractive and relevant collections that meet the needs of the community	Maintain stock levels consistent with achieving goals. This allows for improved customer access and maximises use of floor space	In house staff	In house staff	2008- Ongoing	Resource from existing budget
	Benchmark against LIANZA standards	In house staff	In house staff	2008- Ongoing	No budget required

### **10.6.1 Explanation of Initiatives**

#### ***Outsourcing of Processing and Cataloguing***

In order for staff to successfully implement the Waitomo District Library services Strategy and maintain staffing levels, some library functions not directly related to achieving Levels of Service outcomes should be outsourced. This service is inexpensive and frees up staff to undertake "value added" services.

#### ***Maintain stock Levels***

Existing collection management processes must be up kept to maintain a well-utilised, vibrant and relevant collections.