

Libraries Activity Management Plan

Connecting communities and changing lives

Preface

Introduction/Summary

Libraries Activity Management Plan (AMP) covers one of 12 activities addressed in the Invercargill City Council Long Term Plan (LTP). This Plan is, therefore, strongly linked to the overall strategic direction for the District. The LTP is the document and process that alerts the Community to the key issues and strategies contained in this document.

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

The Libraries Activity operates two libraries, a central library in the City Centre and a small branch library in Bluff. The central library is open seven days a week for a total of 62 hours and the Bluff library is open six days a week for a total of 23 hours. The central library also provides access to the Community Archives.

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. A meeting room 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. Library programmes in Bluff are provided off site as there is limited space in the Library.

Shared Services collaboration includes membership of EPIC (electronic databases), Overdrive/Bolinda Borrowbox (e-books and e-audiobooks), Aotearoa New Zealand People's Network (public internet and Wi-Fi), Any Questions (guided homework help) and Southlib (regional grouping for Public Libraries New Zealand).

Free membership is available to all members of the Southlib consortia – Waitaki District, Central Otago District, Queenstown Lakes District, Dunedin City, Clutha District, Gore District, Southland District and Invercargill City.

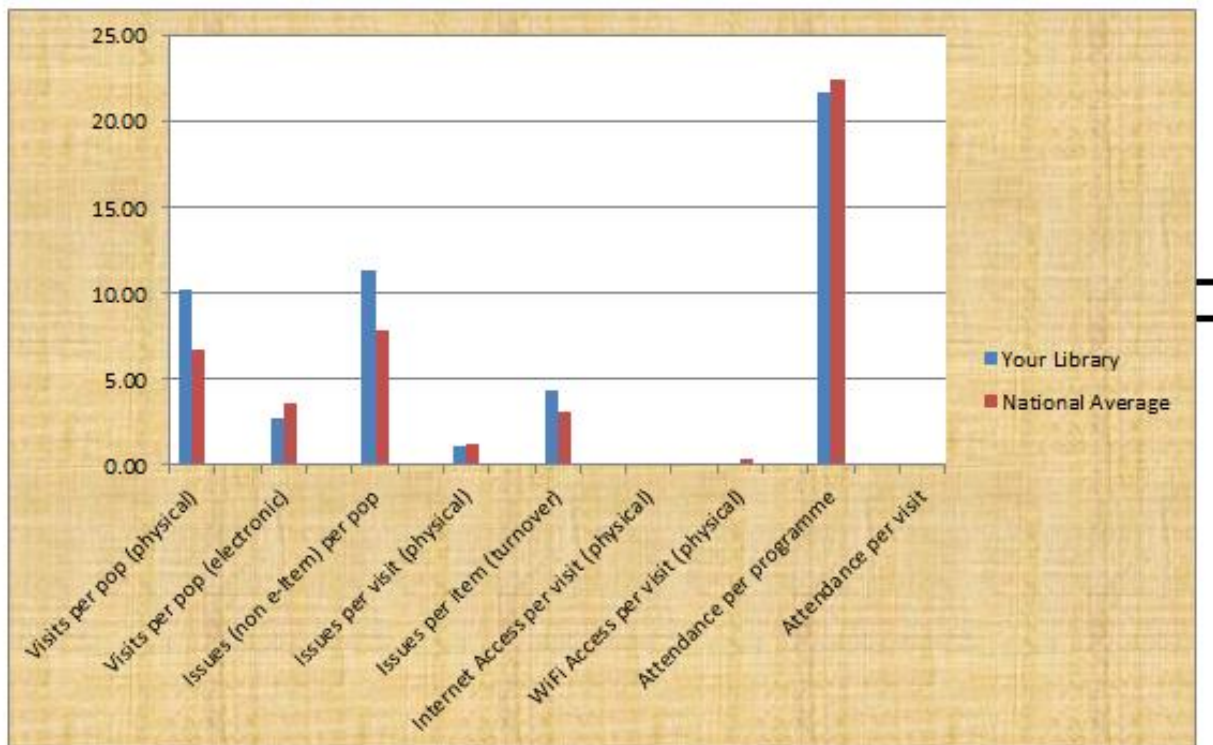
Table 1

Snapshot of Current Library Statistics

Snapshot of current statistics	2019/2020
Population served (2018 census)	57,100 ¹
Membership (Active – carried out one or more transactions within the past 24 months))	14,620
Collection size (physical)	146,421
Collection size (e-items)	19,781
Issues (physical)	498,608
Issues (e-items)	33,037
Internet access (total number of internet accesses from physical machines owned by the Library and/or APNK)	70,636
Wi-Fi Access (total number of internet accesses from a user’s private or mobile device via the Library’s public network)	61,540
Public space available in central library/archive	2,712 m2

Figure 1

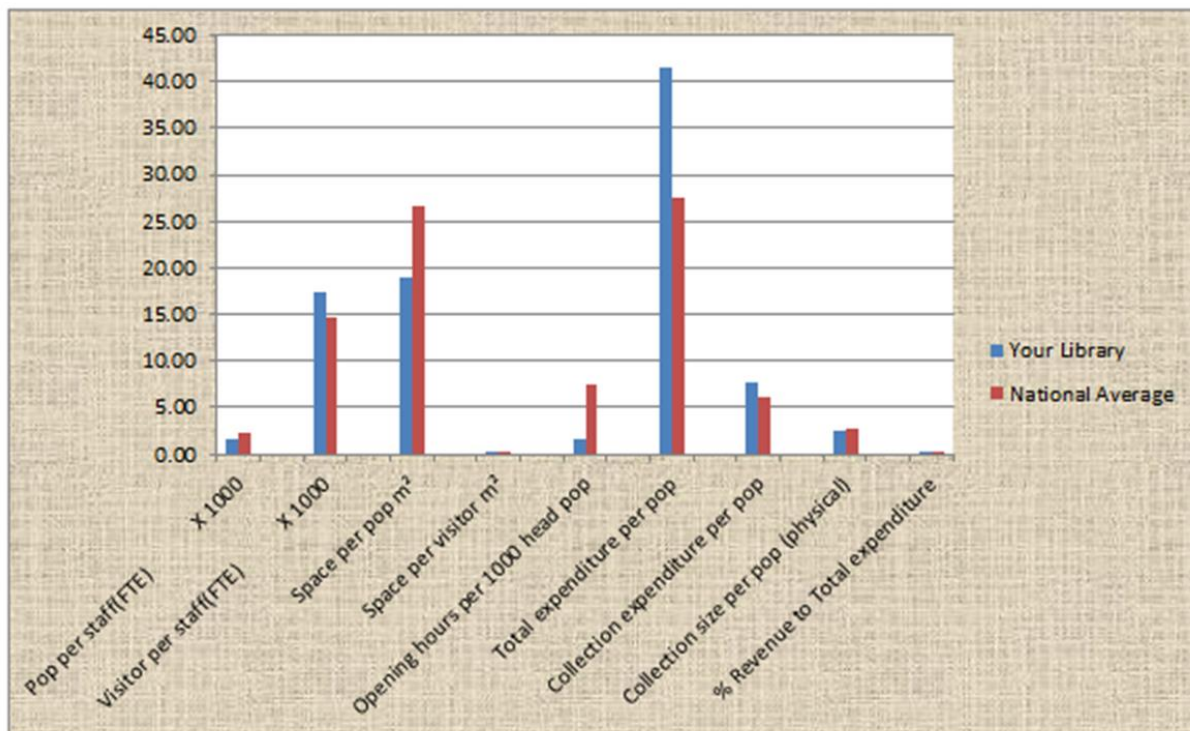
2018/2019 Performance of Invercargill City against national average



¹ [Subnational population estimates \(TA, SA2\), by age and sex, at 30 June 1996-2020 \(2020 boundaries\) \(stats.govt.nz\)](https://stats.govt.nz)

Figure 2

2018/2019 Performance of Invercargill City against national average



Invercargill in general matches the national average for Public Library statistics. There are more visits than the national average and those visitors have checked out more items than average from the Library Catalogue.

Invercargill City Library is below the national average for public space per population - the refurbishment project was completed in 2018 increasing the amount of public space by 10%. There is room for improvement particularly increasing digital visits and reducing total expenditure.

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.

Table 2

Library Programmes – Events and Attendance 2019/2020

	2019/2020
Events	1344
Attendance	19,331

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 over 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

Table 3

Community Outcomes

Community Outcomes	Council's Role in Achieving	How the Activity Contributes
Enhance our City	Invercargill's business areas are bustling with people, activities and culture.	Providing freely accessible shared community spaces which encourage social interaction and community cohesion.
	New residents feel welcomed and embraced by Invercargill culture.	Providing freely accessible shared community spaces which encourage social interaction and community cohesion.
Preserve its Character	Invercargill is celebrated for preserving its heritage character.	Collecting, creating and conserving content relating to local community culture, identity and history.
	Strong, collaborative leadership of the City is demonstrated.	The Library Service collaborates with and provides leadership for inner city initiatives
Embrace Innovation and Change	Technology is utilised in both existing and new City services.	Providing access to the online world and the world at large through internet computers and access to Wi-Fi. Enabling members of the community to develop the appropriate skills and knowledge to be technologically competent and effective digital citizens
	Residents of, as well as visitors to, Invercargill give positive feedback and have great experiences.	Programmes and events are provided for all ages.

Invercargill City Libraries supports the Public Libraries of New Zealand Strategic Framework 2020-2025. This framework identifies 4 key themes

- Panui/Read
- Pangia/Relate
- Parakitihī/Rehearse
- Pupiri/Remember.

The objective is to “assist New Zealanders at every stage of life – to empower communities nationally through literacy and life-long learning.

Our vision

Connecting communities and changing lives.

Our activity objectives

Library services are provided to assist users at every stage of life and to empower communities through literacy and life-long learning.

The principal objectives of the Libraries Activity are to:

- Assist the local community at every stage of life.
- Empower the local community through literacy and lifelong learning.
- Collect create and conserve content to the local community's culture, identity and history.
- Provide access and guidance to the online world.

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.



Activity Management Plan Strategic Framework



Our Customers

The Library service has interest to a large range of stakeholders and customers. These customers generally come to the facility as individuals or as part of community or school groups. The Library is also available 24/7 via it's website with items able to be viewed and/or downloaded using a library card to access digital resources.

Table 4

Libraries Stakeholders

Stakeholder and Community	Area of Interest	Engagement
Invercargill Community	Operation	<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
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
Iwi Groups	Operation with specific focus on culture and heritage	Liaise with local marae and organisations via the Community Connections Librarian
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
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	Financial assistance and direction	Liaise
Building Assets	Building environment	Level of service agreement
Information Systems	Technical support	Liaise

Our Levels of Service

The Libraries Activity **enhances our city** through 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. It **preserves the character** of our city 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 annual residents' survey.

Table 5

Libraries Measures for Levels of Service

MEASURE 2021-2031	TARGET
Percentage of Collection published in the past 5 years (excludes Heritage Collections)	>60%
Percentage of library customers who rate the library collections as satisfactory or greater in annual residents' survey.	>85%
Number of visits per year	515,000

Table 6

Libraries Baseline Measures and Targets

Baseline	Measure	2021/22 Target	2022/23 Target	2023/24 Target	2024-31 Target
>60%	Percentage of Collection published in the past 5 years (excludes Heritage Collections)	>60%	>60%	>60%	>60%
>85%	Percentage of library customers who rate the library collections as satisfactory or greater in annual residents' survey.	>85%	>85%	>85%	>85%
515,000	Number of visits per year	515,000	515,000	515,000	515,000

Assessing demand - current and future

Factors Influencing Demand

Libraries are reaching wider audiences through moving services to online environments. Libraries are transforming to be not only where residents come to get ideas and information but also to be an experiential place where they can connect with others to create and share knowledge, and learn about new ideas in a social context. Some government departments are now referring clients to the public library as a place where those who do not have their own individual access to the internet can connect with government services².

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. These were all drivers leading to a refurbishment of library spaces in 2018.

² Public Libraries of New Zealand: a strategic framework 2012-2017

Changing demographics will also influence demand on the activity as an ageing population will require different or modified services in order to meet their requirements. Statistics New Zealand predicts that those over 65 years will make up 23% of Invercargill's population in 2031³. The other major factor influencing demand is changes in technology and expectations that arise from that.

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	<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"> Continue to maximise service delivery with current resources No low shelving, large signage, website meets accessibility standards
Changes in library use	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	Continue to maximise service delivery within current resources
Changes in technology	Anticipated increasing use of technology will change demand for collections to be available online	<ul style="list-style-type: none"> Currently part of consortia for supply of eBooks and eAudio. Provide access to newspapers and magazines as part of EPIC subscription Added streaming service “Beamafilm” in 2020 Working with National Library to extend range of Content for Southland Times 	<ul style="list-style-type: none"> Investigate online resources for magazines and music Increase range of digital content with focus on local history

Projected Growth or Decline in Demand for the Service

Demand on this activity is largely influenced by population changes, changes in demographics, economic changes, technological change and societal trends.

It is expected that demand will remain reasonably static even with an increase in population or increased unemployment as library services are able to change to meet these needs.

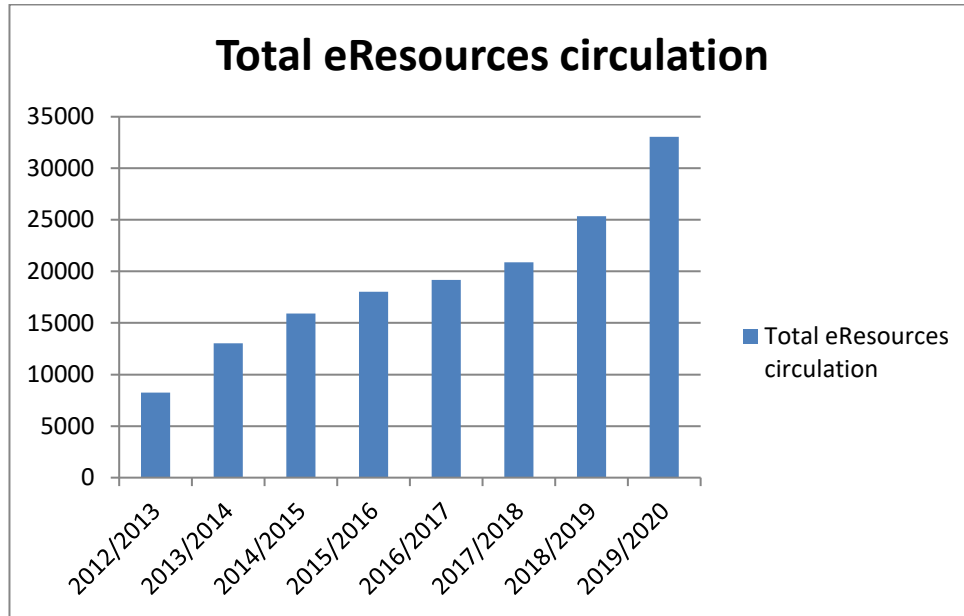
The closure of the library due to Covid 19 Alert Level restrictions saw the Library pivot to provide increased access to e-resources. The use of these collections showed an increase of 30% over

³ NZ Census Area forecast www.stats.govt.nz

the previous year. Expenditure will continue to increase on electronic resources and services and reduce on physical collections with the overall budget remaining the same.

Figure 3

Total eResources Circulation – 2012-2020

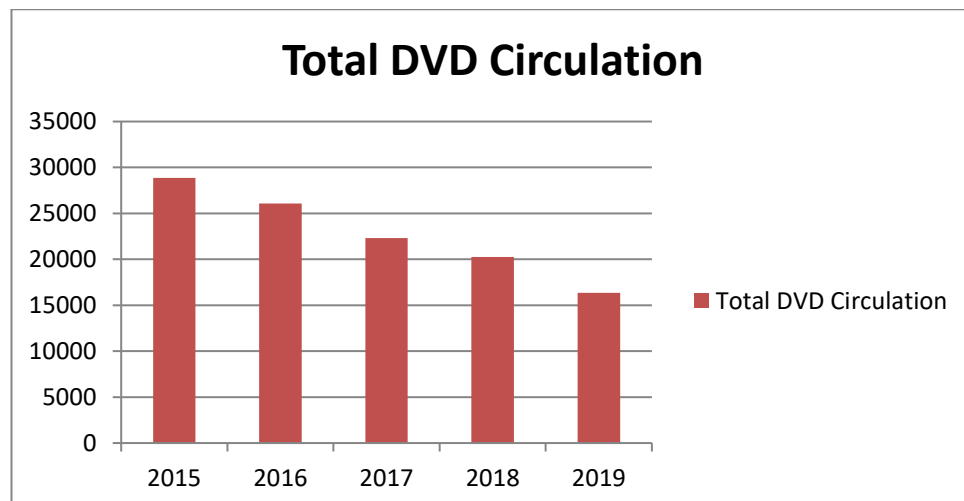


There has been recent decline in the circulation of multimedia (e.g., DVD's), as this content is now generally available via streaming content online and it is expected the collection will change to reflect this. The Library now subscribes to a streaming service called "Beamafilm" which complements the multimedia collection.

The rental charge for Children's DVDs was removed in July 2020. This has resulted in increased circulation and in the future the rental charge for the remaining DVD collection may have to be reduced or removed.

Figure 4

Total DVD Circulation – 2012-2019



The increase in electronic resources also requires additional staff support for library users in the use of new technology and with the programmes provided to support their use.

A recent review of Library opening hours has seen a reduced demand for extended evening hours Monday to Friday. Invercargill Library hours were changed to closing at 6pm Monday to Friday. Weekend hours have remained the same.

Changes in Service Expectations (Future Levels of Service)

Users have come to expect that anything they want to know will be found on the Internet. It is safe to predict that the public will continue to demand more from the library in technology and will not use the library if the library does not respond. As new technologies become available the Library is a place for customers, either physically or virtually, to experience these new innovations and apply this learning to their personal goals, civic and e-government responsibilities, educational and recreational needs.

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.

Libraries have seen an increase in demand for assistance in learning new technology and help in navigating government and library applications. In response to this Library Services have partnered with the Digital Inclusion Alliance Aotearoa to foster socially inclusive communities where everyone has equitable opportunities to meaningfully engage with digital technologies, and benefit from the use of them.

Expected Implications for the Activity

At this stage the majority of circulation continues to be of physical material. Circulation of e-items has 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

When the circulation of e-resources increases to more than physical items (at present it is less than 10%) this would require a review of Library services. With the changing demographic to an ageing population who predominantly still prefer physical items the requirement for physical collections will still be required in the medium term.

In line with the 2016 results, Research First (August, 2020) found the majority of respondents could not think of any improvements that could be made to the ICC Library Services. The majority of respondents use the Library Service for borrowing. However, there is also a large number of residents (35 percent) who use the Library as a social space or for internet access.

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 hold fees show that this fee could be increased to be more in line with other libraries.

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 communications team.

The growing 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. 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:

- Responding to the changing environment (both natural and technological) and retaining Invercargill's character including the built environment. Three key areas of focus are:
 - Planning for the impacts of climate change
 - Responding to changing community requirements for water quality outcomes, reflected in changing Central Government regulations
 - Revitalising the inner city.
- Meeting our long-term renewal expectations for infrastructure.
- Encouraging growth projects whilst ensuring financial and operational sustainability for future generations.
- Ensuring the Council works in a financially prudent manner that promotes the current and future interests of the community.
- The City's changing demographic profile and its ability and willingness to pay.

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.

Increasing the range of digital content available via the library website and providing local content as part of collaboration with other heritage organisations.

Key operational issues

Operation/Maintenance Strategy

Day to day operation is managed by Library Services team. The Library Management System (LMS) is managed by Invercargill City Council IT staff. The library's public internet service is managed under contract by Department of Internal Affairs on behalf of Aotearoa People's Network Kaharoa. The reports and recommendations to Council are made through the Infrastructure or Performance, Policy and Partnership committees.

Key operational issues include:

- Management of fees and charges
- Management of customer expectations around digital content

The Building Assets supervisor looks after the majority of the operational and maintenance requirements for our assets. This requires co-ordinating with the Libraries activity manager and contractors to have any repairs and maintenance undertaken. Each building is visually inspected monthly for building warrant of fitness purposes; any maintenance requirements are noted during these inspections and forwarded to contractors for action. Further maintenance, renewal and improvements are documented in the Service Level Agreements. Any other repairs or maintenance are undertaken in a re-active maintenance manner.

Operation/Maintenance Standards and Specifications

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

Operation/Maintenance Options and Alternatives

An alternative to the existing arrangement could involve contracting management of the Libraries Service to an external provider or library staff. This however would require a paradigm shift in Council's asset philosophy, particularly of building assets which delivers a consistent approach to asset management across all Council buildings.

Recommended activity programme

Renewals cover the progressive replacement of existing assets as they reach the end of their useful life. The rate of asset renewal is intended to maintain the overall condition of the asset system at a standard that ensures the community's investment is maintained. If existing assets are not replaced with assets of similar standard, the ability of the service to deliver the required Levels of Service will be reduced. Maintenance of the lending collection is carried out by collections staff. Items are checked to identify any damage or low use. Damaged items are then repaired prior to being returned to the shelves. Items damaged beyond repair or items with low turnover may be disposed of, moved to another collection or replaced. Library plant and equipment including furniture, cash registers and shelving are repaired or replaced on an ad-hoc as required basis.

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	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 2021-2031 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

Key Assumptions from 2021-2031 LTP related to Libraries Services

	Assumption	Level of certainty	Impact of uncertainty	Management response
	Population			
Significant Assumption	<p>Population growth At 30 June 2020, the estimated population of Invercargill was approximately 57,100⁴⁵.</p> <p>The population growth for Invercargill is around 1%⁶. This rate has been observed during eight of approximately the past twelve years, making it a reasonable assumption for the current plan.</p> <p>Based on a 1% growth assumption, the expected population for 2031 is estimated to be around 62,810.</p> <p>Covid-19 might significantly change the previous growth forecasts for Council. Population growth is expected to be minimal in the short term as a result of Covid-19 limiting the ability of students and migrant workers to travel, along with continued aging of the population.</p>	Medium	<p>Council is not planning for a major change in population during the life of the current plan.</p> <p>There are multiple uncertainties related to population growth in Invercargill:</p> <ul style="list-style-type: none"> • While International students currently in New Zealand are able to return to SIT for study, the number of EFTS⁷ to date for 2021 is only 337. This is compared to 775 in 2020. • Riding out recession impacts of Covid-19 Alert Levels 4 and 3 • Proposed Tiwai Aluminium Smelter closure • Mid-range population forecast but noting underlying increase in population that has already surpassed StatsNZ estimates 	<p>Library services provide collections and programmes for all ages.</p> <p>The critical infrastructure and resources that Council provides were designed for a city with a population larger than we are now. Council has appropriate infrastructure and resources to service our population without significant financial impact as we have plenty of room to grow.</p> <p>This is in line with the higher forecast of the Southland Regional Development Strategy.</p> <p>Council will continue to monitor change in population growth during the life of the current long term plan to prepare for/respond to any significant changes realised from the multiple uncertainties identified.</p>
Significant	Diversity	Medium	Interruptions to travel may affect	Library Services have included a position

⁴ [Subnational population estimates \(TA, SA2\), by age and sex, at 30 June 1996-2020 \(2020 boundaries\) \(stats.govt.nz\)](#)

⁵ [Stats NZ Overview of data quality ratings, interim coverage and response rates, and data sources for 2018 census](#)

⁶ As above.

⁷ EFTS – Equivalent Full Time Student

Assumption	The population will continue to become more diverse. The Maori population will grow from 17% to 19% ⁸ . The Asian population will grow from 6% to 9% ⁹ .		international migration although it is not expected to effect this assumption significantly. Impact of uncertainty is low.	with focus on increasing diversity. Council continues to explore new ways of engaging and ensures a balanced sample in customer research to ensure it understands changing needs and expectations.
Significant Assumption	Ageing population Those aged 65 and older will form 23% of the population in 2031, which is higher than the current aged population in 2020 ¹⁰ (estimated at 10,000 of 57,100, or 17.51%) ¹¹ .	High	The pattern of aging in the population is a long-term trend which is not expected to be disrupted.	Library is able to change buying patterns and programmes to meet demand. The needs of older people and younger people are different from those in the working age and Council will continue to consider the needs of all users of its services.
Economy				
Significant Assumption	Economy A recessionary period is expected for the first five years of the LTP and longer-term structural changes to the economy beyond this time. This will lead to higher unemployment and lower GDP. ¹²	Medium	The shape of the recession (u or v) is as yet unknown. The relative impact across regions, based on industries impacted most by COVID-19, as well as potential impacts of proposed Tiwai closure and SIT becoming a subsidiary of Te Pūkenga needs to be better understood by Council in order to reduce this uncertainty. Significant errors in this area could have a significant impact on Councils budgets over the forecast period ¹³ .	Library services are funded both via rates and through fees and charges. Planning for sustainability means these costs must be balanced against the benefits that they will offer whilst ensuring the continued affordability of the activity for the community. Council will focus on efficiency savings. Investment will only be made in activities which can be serviced. Council will continue to review its work programme and priorities as the level of uncertainty reduces.
Social and cultural				

⁸ Growth in line with NZ stats estimate of 2% growth in the Southland region (NZ. Stats, population projections)

⁹ Growth in line with NZ stats estimate of 3% growth in the Southland region (NZ. Stats, population projections)

¹⁰ NZ Census Area unit forecast

¹¹ [Subnational population estimates \(TA, subdivision\), by age and sex, at 30 June 2018-20 \(2020 boundaries\)](#)

¹² BERL Local Government Cost Adjustor Forecasts – Three Scenarios Reference No: #6109

¹³ <https://www.infometrics.co.nz/industry-concentrations-and-the-fall-of-think-big/> ; <https://www.infometrics.co.nz/examining-the-nz-industries-hit-hardest-by-the-covid-19-pandemic/> ; BERL Local Government Cost Adjustor Forecasts – Three Scenarios Reference No: #6109

Activity Level Significant Assumption	Socio-economic The impact of COVID-19 is yet to be realised, and there may be changes in Invercargill's socio-economic patterns over time. Māori have been disproportionately affected by the economic crisis brought about by the COVID-19 containment measures, and it is expected to continue to play out over the ten year recovery period. ¹⁴	Medium	With GDP softening the long range economic outlook will hinge largely on the ability for the current and successive governments to provide economic stimulus. This may have an impact on Council activities that rely on users discretionary spend for revenue	Library services provide a safe place to interact socially and also provide opportunities for lifelong learning. Council acknowledges the potential community expectation that Council will be positioned to distribute grants to fund community wellbeing related activities.
	Resilience			
Significant Assumption	Community wellbeing The COVID-19 response measures will have long term impacts on the wellbeing of communities, requiring a long term perspective response.	Medium	The situation is evolving and will continue to be monitored.	Library services are funded both via rates and through fees and charges. Planning for sustainability means these costs must be balanced against the benefits that they will offer whilst ensuring the continued affordability of the activity for the community. Council has tasked Great South, the regional development agency, to focus on resilience and economic diversification. A Community Wellbeing Fund has been established.
Asset/ Activity Plan level	Community resilience The amalgamation of Southern Institute of Technology with Te Pūkenga, and the potential loss of zero fees advantage, will have an uncertain long-term effect on Invercargill's population and economy.	Medium	The effects of COVID-19 on immigration will impact student numbers in the short to medium term. The risk of losing the zero fees advantage could have an impact on our growth strategy.	Council funds Great South to promote the region and continues to monitor and plan for the impact.
Asset/ Activity Plan level	Community resilience Tiwai Point Aluminium Smelter will continue to operate until 31 December 2024.	Medium	A transition plan will be developed to prepare for the eventual closure. It is not yet clear where and how the impact will be felt in the community.	Council is working with the Just Transition team and Great South on economic diversification.
Significant	Natural disaster	Medium	The impacts of a disaster will be	Council has a focus on resilience. Council

¹⁴ BERL (July 2020). Economic Scenarios to 2030. The post-COVID-19 scene.

Assumption	No natural disaster is expected to impact the City during the life of the plan.		<p>assessed at the time and an appropriate response prepared.</p> <p>Infrastructure renewals are undertaken using resilient design practices.</p>	continues to support and invest in Emergency Management Southland.
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A full list of assumptions can be found online.

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.

It is unlikely that the Libraries would have negative effects, but if it did, the negative effects would be from the nature and content of the resources supplied by/accessed through the libraries.

Table 11

Libraries – Positive Effects and how they are provided

Positive Effect	How We Provide This
Access to knowledge	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, 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 and the replenishment of the human spirit.
Community Public Space	Libraries are a venue in which groups and individuals can participate in community activities. They produce a “living room away from home” that people can use and relax in. They provide people with a welcoming and familiar place in which to gather and use resources for creative leisure.
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
Assets	The Council has, over many years, acquired a large number of library assets that have formed a significant investment in communities.

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. The ongoing operational expenditure of the facility also includes internal charges to cover building charges, infrastructure and financial overhead 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
- Future development of a Council policy on sustainability.

Risk

The Council recognises that it is obliged to manage effectively and to review regularly its risks at a strategic, operational and project level. The Council has done this by developing a Risk Management Framework and a range of risk management processes that apply across the organisation. Risk assessment is a major consideration in planning and budgeting processes at all levels within the Council. Risks must be considered and documented as part of the justification for undertaking our activities. Risk assessment and monitoring must form part of the management of operational activities. The Chief Executive and the Council encourage the taking of controlled risks to better improve the effectiveness and efficiency of the services and functions that the Council provides on behalf of the community, provided the resultant exposures are acceptable.

Risk Framework/Standard

Council has previously adopted a risk management process that is consistent with Australian/New Zealand Standard AS/NZ 4360 which defines risk assessment and management. The key risk criteria adopted for assessing the consequences of identified risks are:

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

Council has undertaken an organisation wide review of risk management practices in the 2018/19 financial year and this may impact on how risk is assessed and managed. Results from this review will be included in Management Plans where necessary and risk assessments will be updated as required.

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.

Risk Identification and Assessment

Table 13

Health and Safety Risk Identification and Assessment

Strategic Outcome	Level of Service Indicator	Caused By	Consequence							Weighted Averaged Consequences Score	Likelihood	Risk Severity	Controls	
			Health and Safety (0.20)	Service Delivery – Customer Impact (0.15)	ICC Financial Impact (0.20)	Financial – Community (0.15)	Corporate Image and Reputation (0.10)	Legal Compliance (0.20)					Current Practice	Recommended Actions
	Closure of Library service.	Power outage.	1	5	1	1	1	1	1	1.6	B	M	Risk beyond Council's control. Service provider not able to provide power. Service usually returned within one hour.	Install genset - Generator for back up electricity
	Closure of Library service	Pandemic	1	5	1	1	1	1	1	1		M	Risk beyond Council's control. Comply with health and safety requirements as advised by Ministry of Health	Provide increased e-resources and online programming
	Serious harm incident to a member of the public.	Trip, fall or the building not complying with the Building Act safety requirements.	6	4	5	4	5	4	4	4.7	F	M	Regular checks undertaken. Warrant of Fitness for building is current.	Continue current practice.

Note: risk schedules will be updated following implementation of corporate framework.

There are no significant negative effects from the activities. The main negative effect is the cost on ratepayers associated with delivering the activities. To mitigate this effect staff are continually reviewing the way they deliver these activities to ensure they are delivered cost effectively.

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"> • Design Standards • Seismic assessment completed for Library buildings • Evacuation plans
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 • Annual Community Survey • Suggestion forms from library users
Closure of Library due to health risks of pandemic	<p><i>Current</i></p> <ul style="list-style-type: none"> • 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

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*¹⁵ has four dimensions and three drivers within each:

➤ Health and Well-being

¹⁵ <http://www.100resilientcities.org/resilience>

- 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 does not have a business continuity plan with the expectation that core services would be reinstated as a pop-up library as used in Christchurch.

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.

Summary of Resilience Issues and Challenges

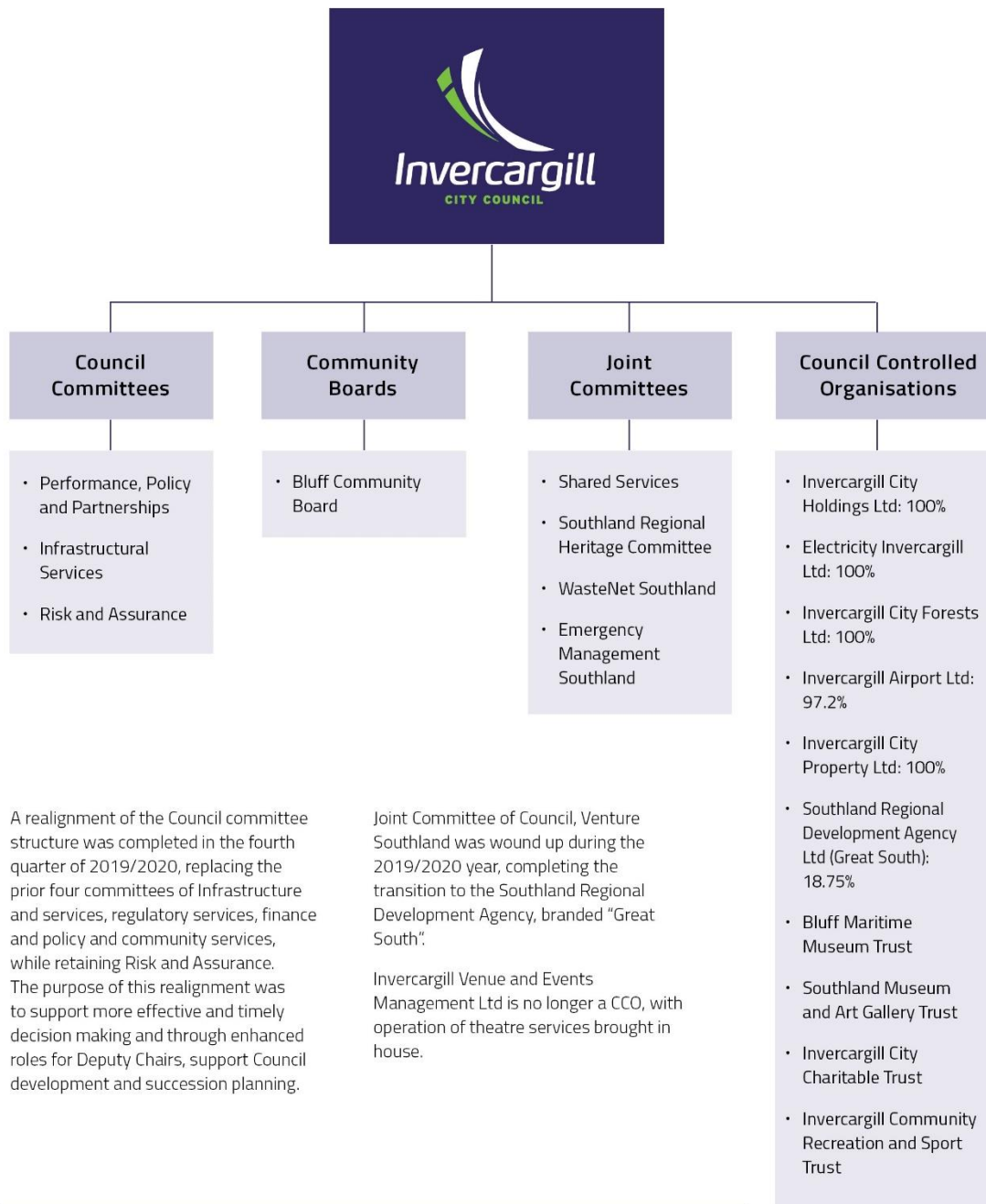
This delivery of the Library Service has a lower priority for disaster recovery and resilience against other Council assets and activities. As such, a specific Business Continuity and Resilience plan is not in place for this activity.

4. How we'll manage what we do

Responsibility and resourcing

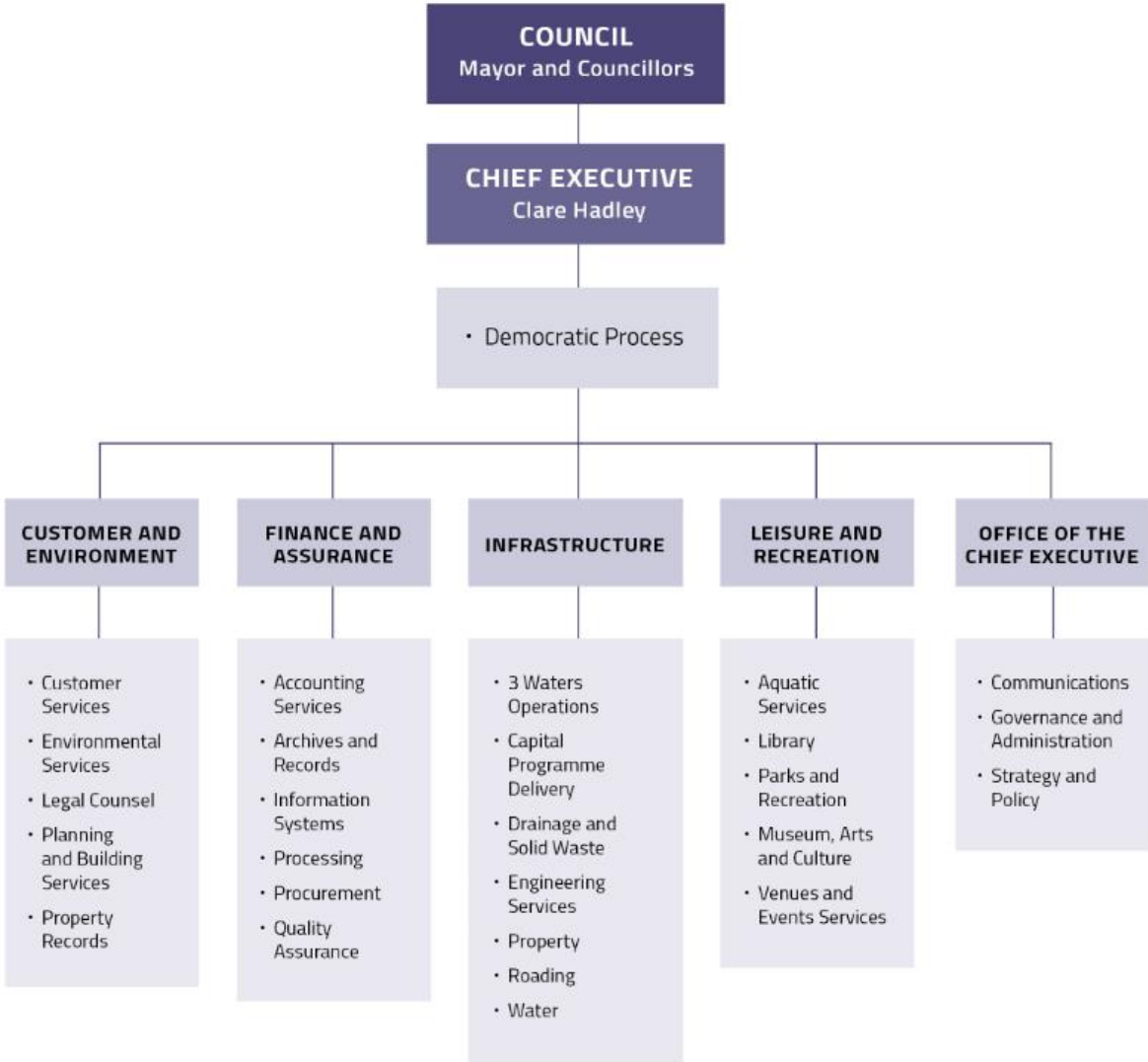
The delivery of library services is managed by the Library Services team as part of the Leisure and Recreation group of the Invercargill City Council.

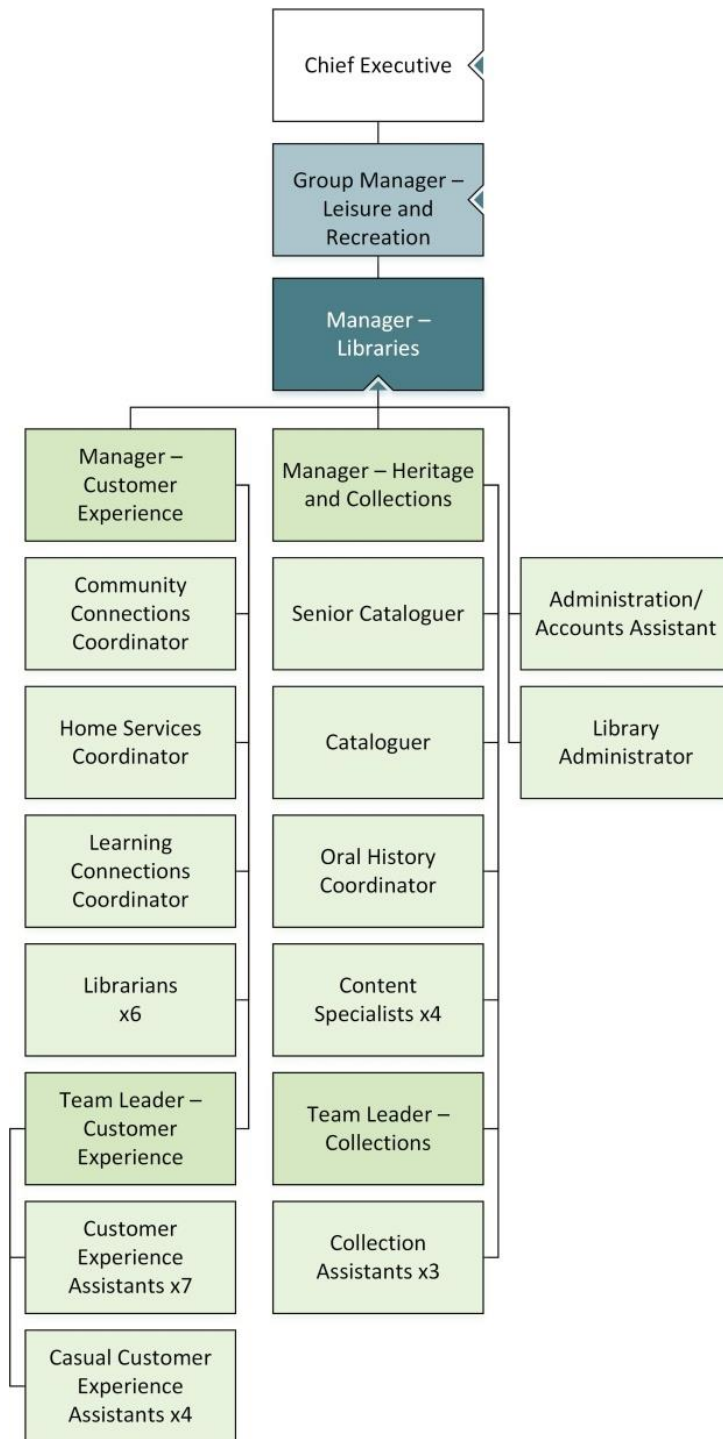
Council Structure



Invercargill introduced

Management Structure





The Library team comprises the following staff:

Table 15

Libraries Employment Positions and Numbers

Position	Number employed in role
Library Manager	1
Accounts Assistant	1
Library Administrator	1
Manager – Customer Experience	1
Community Connections Librarian	1
Home Services Coordinator	1
Learning Connections Coordinator	1
Librarians	6
Team Leader – Customer Experience	1
Customer Experience Assistants	7
Casual Customer Experience Assistants	4
Manager – Heritage and Collections	1
Senior Cataloguer	1
Cataloguer	1
Oral History Coordinator	1
Content Specialist Librarians	4
Team Leader – Heritage and Collections	1
Collection Assistants	3

The position of Library Manager encompasses the following major functions or key result areas:

- Day to day operational management of Library services including financial, people and capability, service delivery, marketing and planning.
- Increasing use of library services through community engagement.
- Establishing a team of staff who are committed to customer satisfaction, well-motivated, and working to a high standard following Council's values and behaviours.

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	2015/2016 Number of Items	2019/2020 Number of items
Art Print	1	1
Music CD	2540	1,465
CD-ROMs	43	13
DVD	7,166	6911
Fiction	27,839	30,028
Graphics	4,347	5,280
Games	315	353
Hot Picks	194	187
Hot Pick Multimedia	168	131
Emergent Readers	1,163	895
Junior fiction	10,973	12,253
Junior Non-fiction	6,637	6,293
Junior Picture Books	6,844	7,440
Shaw Collection	538	362
Junior Audiobooks	853	861
Local Collection	7,488	12,081
Large Print	6,634	7,690
Magazines (titles)	421	368

Description	2015/2016 Number of Items	2019/2020 Number of items
Newspapers (titles)	55	58
Non-Fiction	24,441	20,141
PlayStation	452	349
Puzzles	377	386
Reference	4,049	4,755
Research	14,556	16,706
Audiobook Fiction	1,277	1,229
Audiobook Non-Fiction	292	343
Video	13	15
Wii	93	0
Xbox	298	281
Young Adult	3,833	3,341
eBooks/eAudio	12,937	19,781
	146,841	159,997

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, Government publications, Southland Choral Society Collection, Male Voice Choir Collection and Deborah Wai Kapohe Collection).

Other Library assets include plant and equipment, furniture and software. The most significant of these is the shelving. The Library shelving enables the library books to be displayed in a way that is accessible to Library users. End panels have been added to the shelving to improve signage for collections. 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 throughout the world in thousands of libraries. It is the most commonly used system in New Zealand public libraries. The Symphony system was implemented in 2009 and is updated on a regular basis. A review of the Library Management Software is scheduled within the next 3 years.

Critical Assets

Table 16

Libraries Asset Criticality Criteria

Criticality Rating	Asset Importance	Consequence of Failure
5	<p>Extremely important</p> <p>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.)</p>	<p>Catastrophic</p> <p>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.</p>
4	<p>Very important</p> <p>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.)</p>	<p>Extreme</p> <p>Failure would have major adverse impacts on many customers and stakeholders; and/or significant adverse impacts on the economy and/or the environment.</p>
3	<p>Important</p> <p>The asset serves an important suburban function (e.g. a Collector road, minor pumping station, distribution main, suburban pool, park, housing or community building)</p>	<p>Major</p> <p>Failure would have some adverse impacts on significant numbers of customers, and/or some adverse impacts on the local economy or the environment.</p>
2	<p>Minor Importance</p> <p>The asset serves a primarily local function (e.g. a local road, pipe serving several streets, small community facility)</p>	<p>High</p> <p>Failure would have minor adverse impacts on some customers; and/or minor adverse effects on the local economy or the environment.</p>
1	<p>Not Important</p> <p>The asset serves a minor local function (e.g. a water pipe serving a single street, small local reserve, etc.)</p>	<p>Moderate</p> <p>Failure would have little to no adverse impacts on customers and no impact on the local economy or environment.</p>

The following two items have been identified as being critical.

- 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.

Identification of Critical Assets

The Library Disaster Management Plan has also identified a number of critical assets and tagged where they are stored.

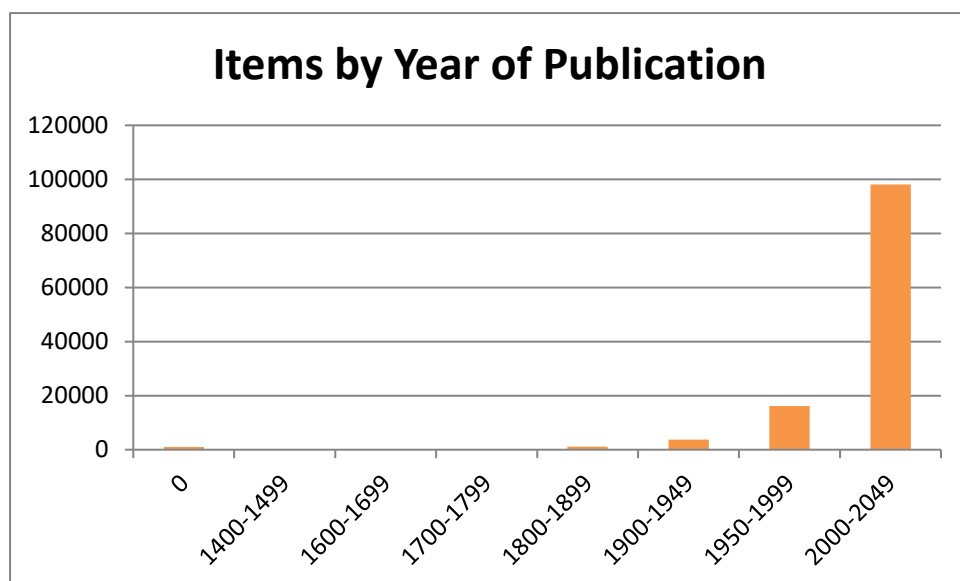
Asset Condition

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 may extend to music CDs. New Plymouth Library has recently withdrawn its music CD collection. As part of the layout changes all storage areas were reviewed with lending items now stored in one area allowing remaining storage areas to be utilised to extend cramped collections such as Young Adults and extend the Learning and Activity area to include a Makerspace.

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 17

Funding for Libraries Activity

Activity	User Charge / Fees	Source of Funding	
		Targeted Rate	Loans
Maintenance and Operation	✓	✓	
Renewals	✓	✓	✓
Capital for Improvement	✓	✓	✓

Library Services are funded from a mix of rates contribution and fees and charges.

Table 18*Libraries Total Expenditure OPEX and CAPEX 10 years*

	2020/21 Annual Plan (\$000)	2020/21 Forecast (\$000)	2021/22 LTP (\$000)	2022/23 LTP (\$000)	2023/24 LTP (\$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)
OPERATING												
Rates revenue	4,460	4,460	2,584	2,703	2,828	2,959	3,096	3,239	3,356	3,478	3,604	3,734
Subsidies and grants (Capital)	-	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants (Operational)	5	5	5	5	5	5	6	6	6	6	6	6
Direct charges revenue	118	116	122	127	132	136	142	148	152	157	162	167
Rental revenue	-	-	-	-	-	-	-	-	-	-	-	-
Finance revenue	4	-	-	-	-	-	-	-	-	-	-	-
Dividends	-	-	-	-	-	-	-	-	-	-	-	-
Fines	1	1	1	1	1	1	1	1	1	1	1	1
Other revenue	26	29	29	30	30	31	32	33	33	35	36	37
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-	-
Total revenue	4,614	4,611	2,741	2,866	2,996	3,132	3,277	3,427	3,548	3,677	3,809	3,945
Employee expenses	1,593	1,749	1,695	1,744	1,787	1,838	1,886	1,933	1,983	2,038	2,092	2,145
Administration expenses	213	148	198	184	189	192	197	201	208	214	219	224
Grants & subsidies expenses	-	-	-	-	-	-	-	-	-	-	-	-
Operational expenses	196	329	329	340	347	357	365	374	383	395	407	415
Repairs & maintenance expenses	12	12	12	12	13	13	13	14	14	14	15	15
Depreciation and amortisation	501	501	501	524	524	524	567	567	567	611	611	611
Finance expenses	44	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	596	-	-	-	-	-	-	-	-	-	-	-
Total expenses	3,155	2,739	2,735	2,804	2,860	2,924	3,028	3,089	3,155	3,272	3,344	3,410
OPERATING SURPLUS / (DEFICIT)	1,459	1,872	6	62	136	208	249	338	393	405	465	535
CAPITAL EXPENDITURE												
• to meet additional demand	-	-	-	-	-	-	-	-	-	-	-	-
• to improve the level of service	-	-	-	-	-	-	-	-	-	-	-	-
• to replace existing assets	-	302	364	399	435	446	457	469	481	494	507	520
TOTAL CAPITAL EXPENDITURE	-	302	364	399	435	446	457	469	481	494	507	520
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-	-

Table 19*Libraries Total Expenditure OPEX and CAPEX 30 years*

	2022-2026	2027-2031	2032-2036	2037-2041	2042-2046	2047-2051
	LTP	LTP	LTP	LTP	LTP	LTP
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
<u>OPERATING</u>						
Rates revenue	14,170	17,411	20,797	24,843	29,673	35,444
Subsidies and grants (Capital)	-	-	-	-	-	-
Subsidies and grants (Operational)	26	30	34	38	42	47
Direct charges revenue	659	786	912	1,057	1,227	1,421
Rental revenue	-	-	-	-	-	-
Finance revenue	-	-	-	-	-	-
Dividends	-	-	-	-	-	-
Fines	5	5	5	8	10	10
Other revenue	152	174	196	218	244	272
Internal charges	-	-	-	-	-	-
Total revenue	15,012	18,406	21,944	26,164	31,196	37,194
Employee expenses	8,950	10,191	11,456	12,776	14,246	15,882
Administration expenses	960	1,066	1,199	1,337	1,492	1,666
Grants & subsidies expenses	-	-	-	-	-	-
Operational expenses	1,738	1,974	2,215	2,474	2,760	3,068
Repairs & maintenance expenses	63	72	81	90	101	111
Depreciation and amortisation	2,640	2,967	3,398	3,773	4,187	4,709
Finance expenses	-	-	-	-	-	-
Internal charges	-	-	-	-	-	-
Total expenses	14,351	16,270	18,349	20,450	22,786	25,436
OPERATING SURPLUS / (DEFICIT)	661	2,136	3,595	5,714	8,410	11,758
<u>CAPITAL EXPENDITURE</u>						
• to meet additional demand	-	-	-	-	-	-
• to improve the level of service	-	-	-	-	-	-
• to replace existing assets	2,101	2,471	2,779	3,098	3,455	3,851
TOTAL CAPITAL EXPENDITURE	2,101	2,471	2,779	3,098	3,455	3,851
Gross proceeds from sale of assets	-	-	-	-	-	-

Table 20*Libraries Capital Expenditure Planned Delivery vs Required*

	2020/21 Annual Plan (\$000)	2020/21 Forecast (\$000)	2021/22 LTP (\$000)	2022/23 LTP (\$000)	2023/24 LTP (\$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)
<u>Capital expenditure required based on age</u>												
• to meet additional demand	-	-	-	-	-	-	-	-	-	-	-	-
• to improve the level of service	-	-	-	-	-	-	-	-	-	-	-	-
• to replace existing assets	432	485	499	512	524	538	551	566	581	597	612	612
Total capital expenditure required based on age	432	485	499	512	524	538	551	566	581	597	612	612
<u>Capital expenditure planned to be delivered</u>												
• to meet additional demand	-	-	-	-	-	-	-	-	-	-	-	-
• to improve the level of service	-	-	-	-	-	-	-	-	-	-	-	-
• to replace existing assets	302	364	399	435	446	457	469	481	494	507	520	520
Total capital expenditure planned to be delivered	302	364	399	435	446	457	469	481	494	507	520	520

Figure 6

Library Operating Revenue – 10 Years

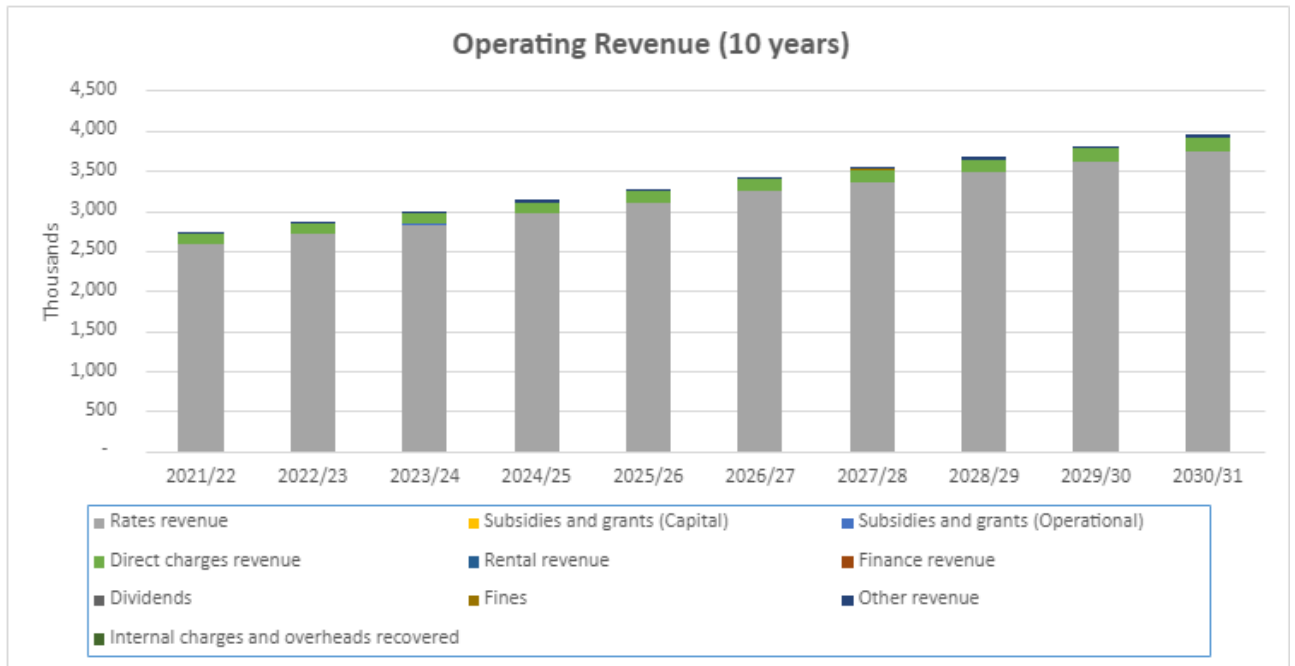


Figure 7

Library Operating Revenue – 30 Years

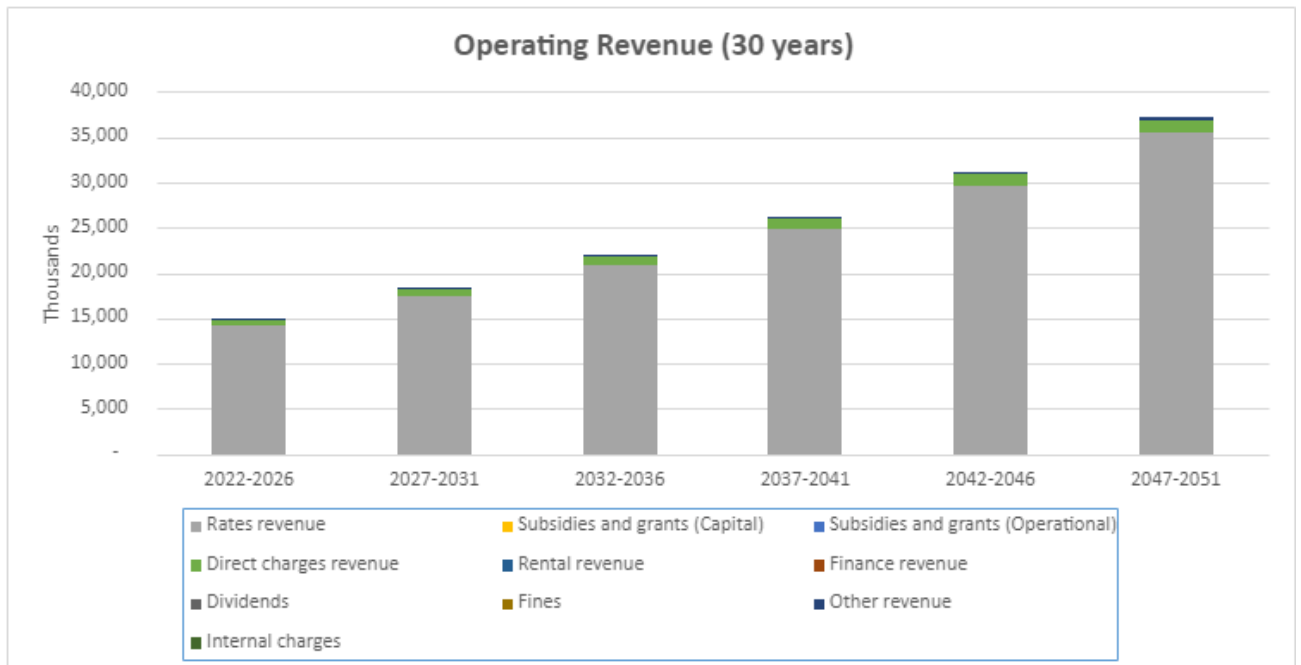


Figure 8

Library Operating Expenditure – 10 Years

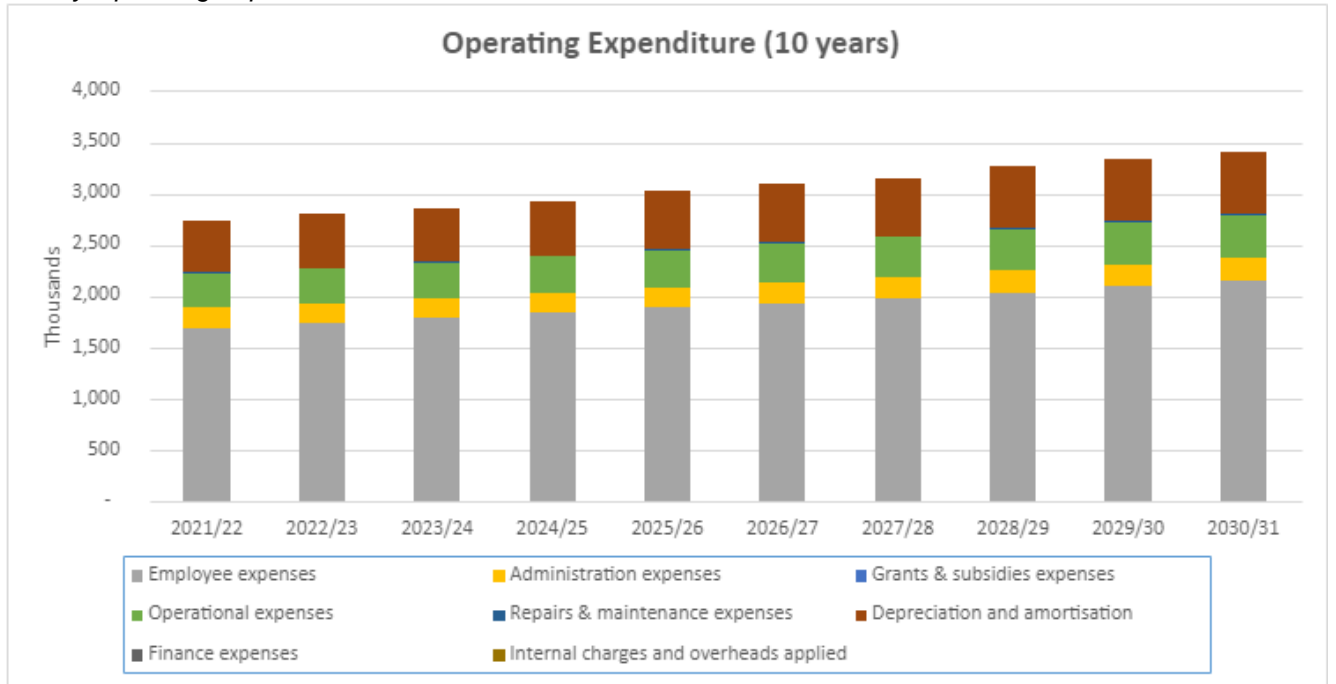


Figure 9

Library Operating Expenditure – 30 Years

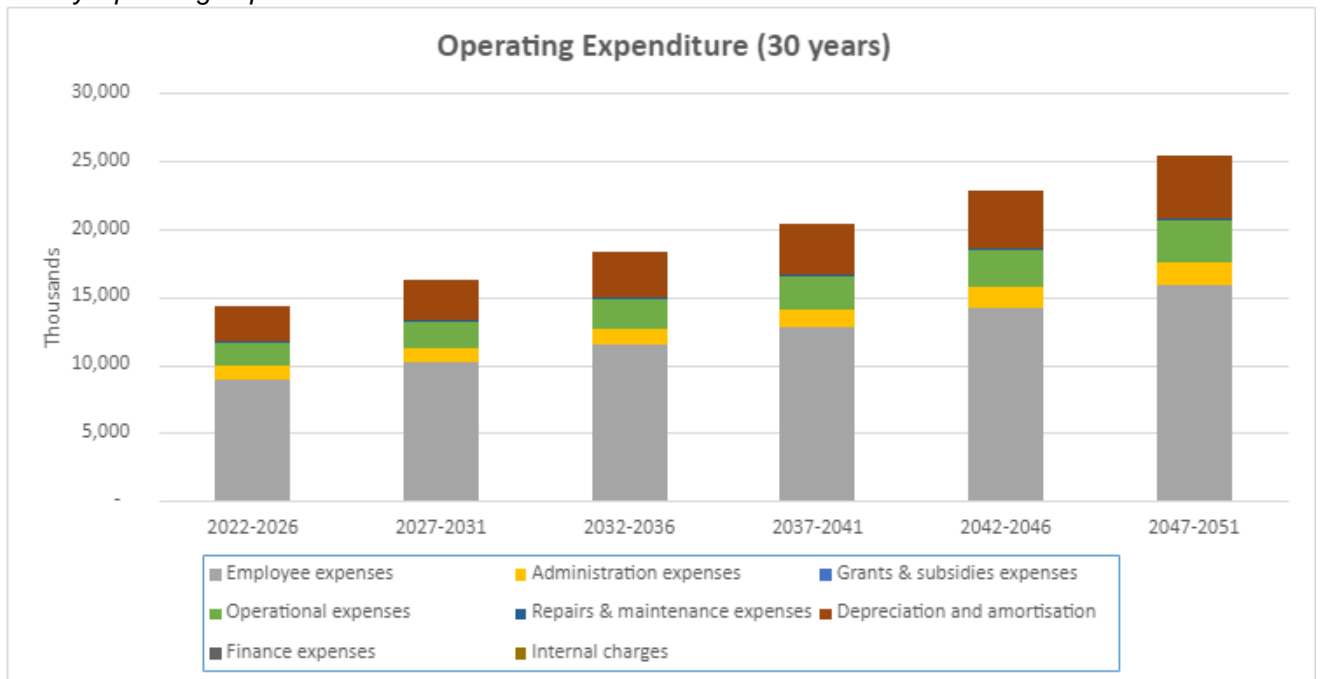


Figure 10

Library Capital Expenditure – 10 years

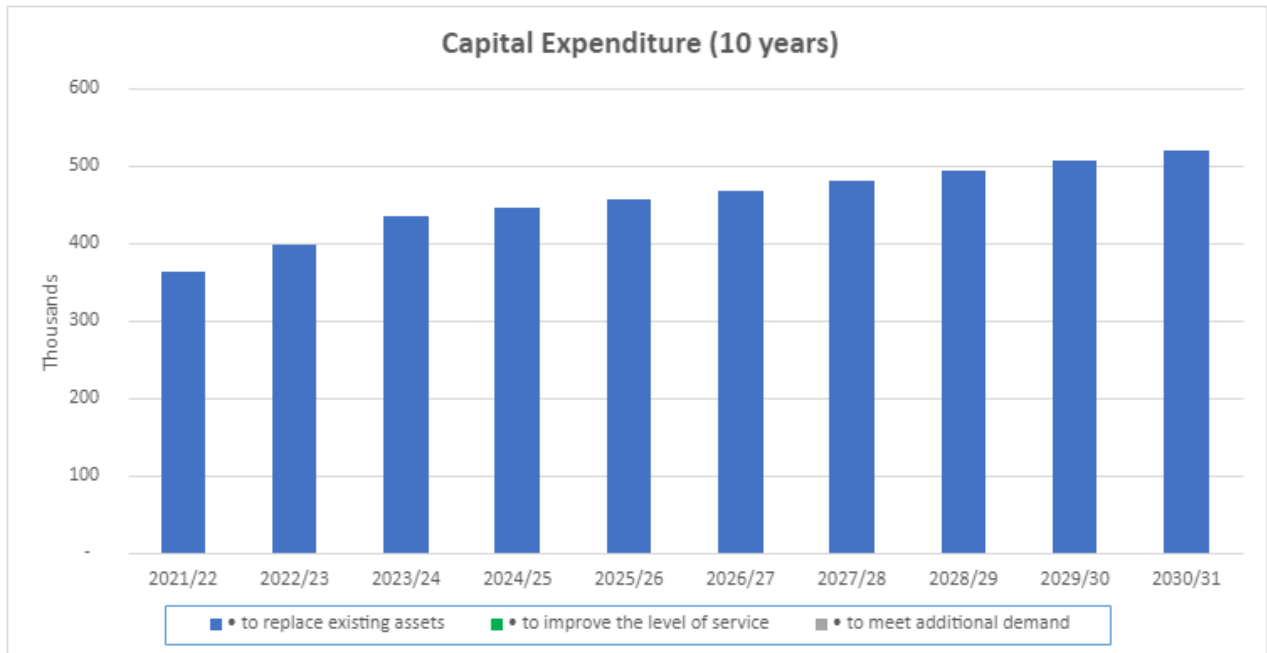


Figure 11

Library Capital Expenditure – 30 years

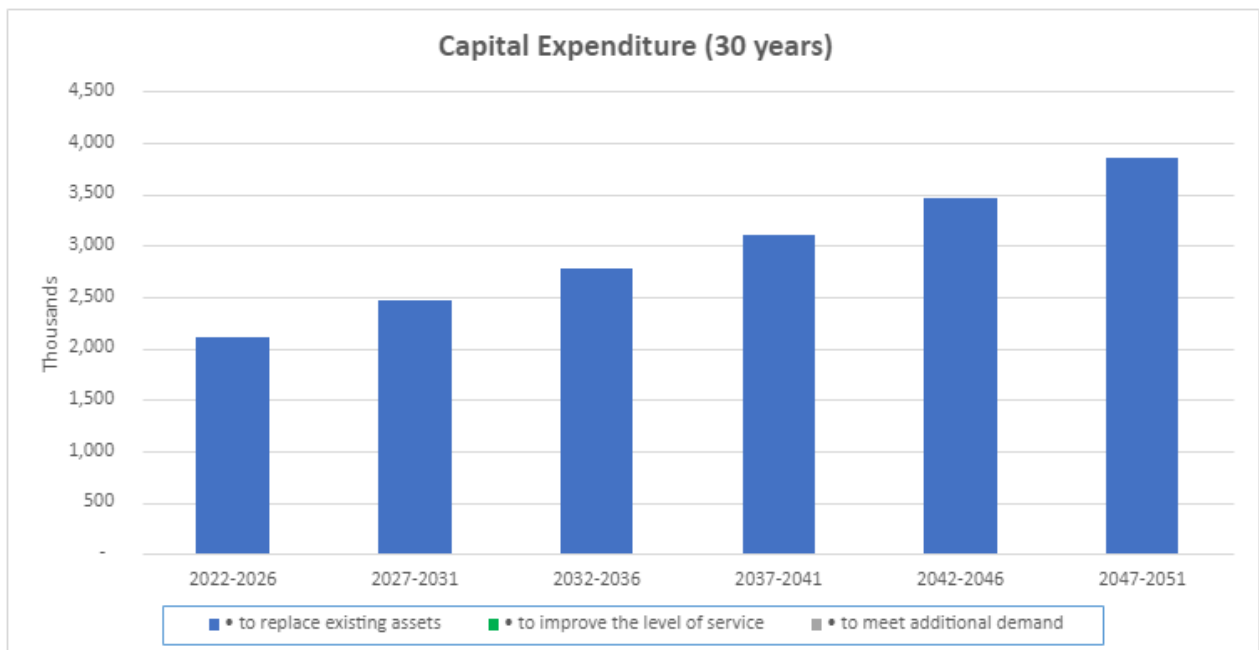
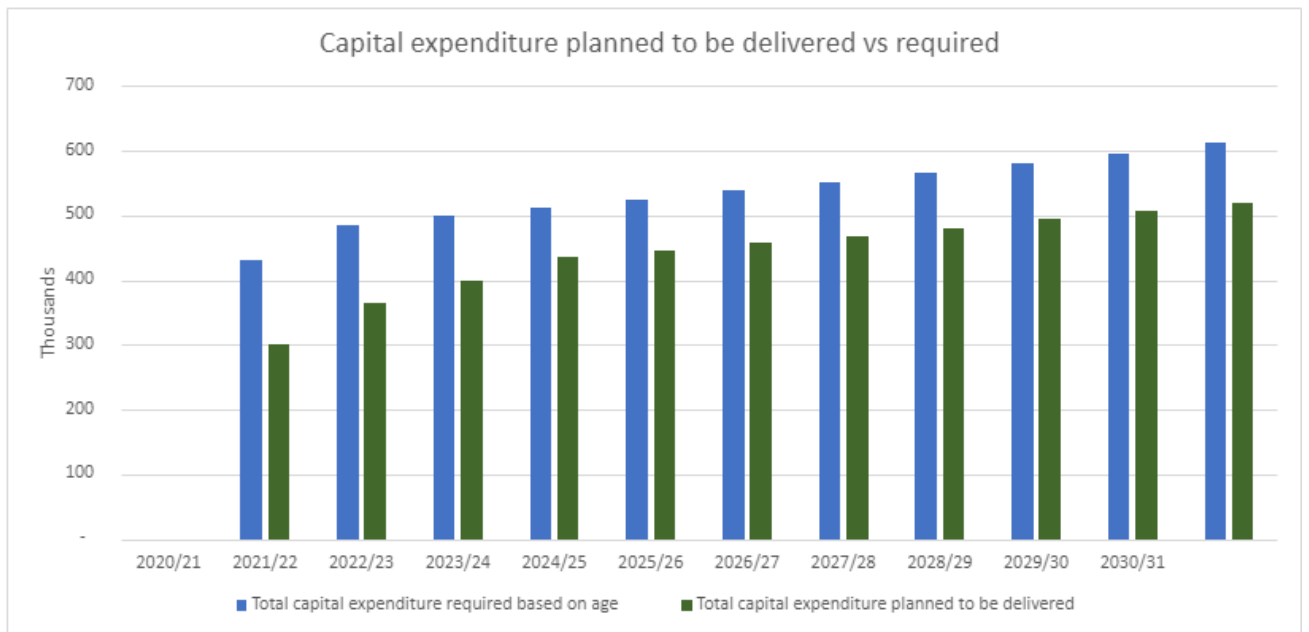


Figure 12

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 for the two committees of Infrastructural Services Committee and Performance, Policy and Partnership Committee that look into each department at Council and are provided with extensive monitoring and reporting of levels of services for activities and assets that come out of that department, alongside monthly financial accounts for each department. The Committee will 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.

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.