

Tasman District Council

Library Services Activity Management Plan 2009-2019

TABLE OF CONTENTS

1. EXECUTIVE SUMMARY	4
2. INTRODUCTION	9
2.1 The Library Services Activity Management Plan: What is it and why is it produced?	9
2.2 Rationale for the Council's Involvement in Library Services	9
2.3 Council's Principal Objectives	10
2.4 Community Outcomes	10
3. LEVELS OF SERVICE AND PERFORMANCE MEASURES	13
3.1 Introduction	13
3.2 Customer Research and Expectations	13
3.3 The Activity Goal and Principal Objectives	13
4. EXISTING SITUATION DESCRIBED	17
4.1 Operating and Resource Issues	18
4.2 Business Continuity / Emergency Management	18
4.3 Population Growth	18
4.4 Trends in Community Expectations	19
4.5 Technological Change	19
5. FUTURE ISSUES	20
5.1 Factors Affecting Delivery and Demand for Activity	20
6. RENEWALS CAPITAL EXPENDITURE AND DEPRECIATION	20
7. FUNDING THE ANNUAL NET COST	20
7.1 Funding Issues	20
7.2 Schedule of Fees and Charges	20
8. SIGNIFICANT NEGATIVE EFFECTS	20
9. SIGNIFICANT FORECASTING ASSUMPTIONS, UNCERTAINTIES, AND RISK MANAGEMENT	20
9.1 Assumptions and Uncertainties	20
10. Improvement Plan	21
11. AcMP PLAN REVIEW	21
12. CONCLUSION	21
APPENDIX one: AN OVERVIEW OF THE COUNCIL'S ORGANISATIONAL STRUCTURE AND DECISION-MAKING PROCESSES	22
1(a) Organisational Structure	22
1(b) Management Practices, Data Systems and Decision-Making Processes	23
APPENDIX two: STAKEHOLDERS AND CONSULTATION	24
2(a) Consultation	24
2(b) Stakeholders	24
APPENDIX three: GLOSSARY OF ACTIVITY MANAGEMENT TERMS	25

List of Tables

Table 1: The Four Wellbeings, Community Outcomes, Council Objectives, Group and Activities..... 11

Table 2: Community Outcomes to which libraries primarily contributes 12

Table 3: Levels of Service..... 15

Table 4: Budgeted Expenditure 2009-2019 (these figures are non-inflated) 17

List of Figures

Figure 1: Tasman District Council Organisation Structure22

1. EXECUTIVE SUMMARY

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

Why we do it

The Council is required by law and community expectation to promote the wellbeing of the community. Libraries develop an informed community whose members are literate and inspired.

Contribution to Community Outcomes

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

Our Goal

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

Key Issues

Opportunities for the library are likely to be:

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

Challenges for the library are likely to be:

- Growing the numbers of library users

- Maintaining funding levels to achieve set goals
- Complying with the Library and Information Association New Zealand Aotearoa (LIANZA) Standards as population increases.

Our level of service – What the Council will do (including significant changes) and how it will measure performance

Levels of Service (We provide)	We will know we are meeting The Level Of Service if ..	Current Performance	Forecast Performance Years 1 - 3	Forecast Performance By Year 10
<p>Access to information and leisure sources that satisfy the needs of the community, delivered within the libraries and through outreach programming.</p>	<p>TDC collections compare favourably measured against the LIANZA standard for library book stocks</p> <p>TDC runs modern software with sufficient capacity and functionality to enable public access to the collection.</p> <p>Residents can participate in the digital world via well connected computers in the libraries, measured against the recommended number of computers in the LIANZA standard</p> <p>Tasman District residents are fairly or very satisfied with the public libraries, as measured through the annual residents' survey.</p> <p>A postal delivery service is implemented throughout the District on a cost recovery basis.</p> <p>Additional information is available digitally.</p>	<p>Book stocks are currently at 72% of the LIANZA standard.</p> <p>Current software is at capacity and no longer well supported.</p> <p>With the assistance of the Aotearoa People's Network, we achieved 100% compliance with the LIANZA Standard in 2008.</p> <p>82% of Tasman residents are fairly or very satisfied with the public libraries</p> <p>Currently no postal delivery service.</p> <p>Some database information is available digitally.</p>	<p>The annual Council book budget will increase by \$20,694 in 2009/10 and further \$67,035 in 2010/11, and these figures will be inflation adjusted over future years. This will achieve 75% of the LIANZA standard for book stocks by 2012</p> <p>TDC libraries will upgrade the library management software in 2009/10 with increased capacity and functionality to allow better access to the collections, and TDC will fund ongoing support for the new software. Budget is set aside to replace the system or join a National consortium by 2011/12</p> <p>Ongoing 100% compliance with the recommendations in the LIANZA Standard</p> <p>85% of Tasman residents are fairly or very satisfied with the public libraries by 2012.</p> <p>Service in place by 2009/10.</p> <p>Digital downloadable audio books by 2012.</p>	<p>The Council book budget increase of \$87,729 will continue from 2011/12 to 2018/19. It will be inflation adjusted over the 10 years. This will achieve 85% of the LIANZA standard for book stocks by 2019.</p> <p>Software will be upgraded as required</p> <p>Ongoing 100% compliance with the recommendations in the LIANZA Standard</p> <p>87% of Tasman residents are fairly or very satisfied with the public libraries by 2019.</p> <p>Continue service based on demand</p> <p>Digital newspapers are available by 2019.</p>

<p>Access to special collections, and other media as well as professional help to find regional and heritage information</p>	<p>Users have easy access to the wealth of materials available</p>	<p>Poor access to much of the special collections without specialist help</p>	<p>If external funding can be secured, we will digitise artefacts and load them onto the regional history website.</p>	<p>If external funding can be secured for cataloguing and digitising print materials, TDC residents will be able to easily access these collections</p>
<p>Access to a variety of information, leisure, social resources, and services to support those with special needs, via the libraries in Richmond, Motueka, Takaka and Murchison</p>	<p>TDC library buildings provide adequate spaces to enable the delivery of quality library services as measured against the LIANZA standard.</p>	<p>Library building floor area currently at Richmond is 40% of the LIANZA standard.</p> <p>The Takaka and Murchison Libraries floor areas currently meet the LIANZA standard</p> <p>The Motueka Library floor area is currently around 50% of the LIANZA standard</p>	<p>The current redevelopment of the library at Richmond will see TDC achieve 100% of the LIANZA standard for library space by 2010.</p> <p>The Takaka and Murchison Libraries floor areas are maintained at 100% of the LIANZA standard</p> <p>The Motueka Library floor area is retained at its current size.</p>	<p>The Richmond Library floor area is maintained at 100% of the LIANZA standard.</p> <p>The Takaka and Murchison Libraries floor areas are maintained at 100% of the LIANZA standard</p> <p>Council will investigate options for increasing the Motueka Library floor area by 2018/2019</p>

Major activities

First three years –

- Renovation of the library at Richmond which will positively impact major services at the Richmond library site. These services are: provision of library service to Richmond and surrounding area, and district services – activities which support library services across the district. This work is scheduled for completion in April 2010.
- Replacement of the library management software (LMS). Request for Proposal (RFP), selection and purchase of a new LMS will be undertaken by 2011/2012. Libraries will explore the option of joining a national consortium for cost effectiveness.
- Growth of collections – district wide.
- New Services years 1-3 to include: postal delivery service, increased digital collections (e.g. digital editions of newspapers, digital downloadable audio books, premium lending collection).
- Complete renovation of the website so it can function as the fifth branch – with e-commerce enabled and functionality to allow for the delivery of digital services.
- Growth of services in line with population driven demand.

Following seven years –

- Continued growth of collections to reach 85% of NZ Standard.
- Continual increase in digitally available services.
- Continued growth in number of public access computers.
- Increase in programming and outreach from libraries.
- Evolution of website as 5th branch.
- Growth of services in line with population driven demand.

Key assumptions and uncertainties

- Trends in technology for library and information services indicate an increase in the scope and range of digital services that will be provided by libraries in the short to medium term.
- Increased delivery of digital services via the website.
- Capital expenditure costs around generic technology (Microsoft applications) will continue to reside with Council's Information Services budgets.
- Radio Frequency Identification (RFID) technology is likely to become a feasible option for libraries of our size. This will assist the deployment of staff resources.
- Collaborative ventures with Nelson/Marlborough, Top of the South group (Christchurch and north), and nationally will become increasingly viable as a means to achieve more by pooling resources.

New capital expenditure

The only new capital expenditure proposed for libraries over the next 20 years is the upgrade and expansion of the Library in Richmond which houses both the Richmond and District Library services. The budget for this is contained in the Council's property activity.

Significant Negative Effects

There are no significant negative effects from the activities.

2. INTRODUCTION

2.1 The Library Services Activity Management Plan: What is it and why is it produced?

The Library Services Activity Management Plan (AcMP) covers one of 26 activities addressed in the Tasman District Council Long Term Council Community Plan (LTCCP). This plan is created to support the strategic planning process of the LTCCP. The LTCCP 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 summarise, the library services component of the 2009 LTCCP.

- The AcMP excludes management of the libraries' buildings which are covered in the Properties Asset Management plan.
- The AcMP demonstrates responsible management of the function on behalf of ratepayers and stakeholders.
- The AcMP 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 AcMP is based on existing levels of service, proposed increases in service levels, currently available information, and the existing knowledge/judgement of the Council staff.

This plan has been prepared in line with the requirements of the Local Government Act 2002 and in accordance with the general principles of Basic Activity Management recommended in the International Infrastructure Management Manual.

2.2 Rationale for the Council's Involvement in Library Services

Library Services is comprised of the following activities:

Under the Local Government Act 2002 No. 84 - 'Community Wellbeing'
"to provide free membership to libraries"

The purpose of local government is—

- (a) to enable democratic local decision-making and action by, and on behalf of, communities; and*
- (b) to promote the social, economic, environmental, and cultural well-being of communities, in the present and for the future.*

Our current Long Term Council Community Plan includes eight *Community Outcomes* that contribute to the *Community Well-being*.

The Library Services activity contributes to the well-being of the community by (see Table 2):

- Providing access to regional history, heritage and culture
- Providing access to a range of cultural, social, educational and recreational materials and activities
- Encouraging a forward thinking and tolerant society
- Providing access to materials for self-education which in turn enhances the economic wellbeing of the community
- Supporting our dynamic arts sector
- Supporting our agriculture and business sector
- Providing a model of sustainability through the sharing of community resources via the libraries
- Providing our youth with opportunities for self-development and recreation
- Providing safe public spaces for community interaction

- Providing training to all sectors of the community in the use of electronic and print information sources
- Providing access to local and central government information and legislation enabling good participatory democracy at local and national levels.

As such, libraries contribute to the sustainable development of the district and the wellbeing of the community.

Further rationale for Council's involvement in libraries activity includes:

1. The community expects the Council to play a role in the provision of the service
 - a. To support lifelong learning
 - b. To support the business community
 - c. To support the rural and agricultural sectors
 - d. To support the recreational needs of the whole community
2. The community have expressed satisfaction with the current provision of the service with 82% very/fairly satisfied with the service.
3. Public Libraries of New Zealand: a Strategic Framework 2005-2015 – a framework for public library services for all of NZ
4. Standards for New Zealand Public Libraries 2004 - industry standards for library service developed for public libraries
5. e-Government Strategy - making all government information and services available online
6. The Digital Strategy 2.0 – a strategy for making New Zealand a world leader in using information/technology to realise economic, social, and cultural goals

2.3 Council's Principal Objectives

The Council's stated vision statement is for "***An interactive community living safely in the garden that is Tasman District***".

This is supported by the Council's Mission statement to "***Enhance community wellbeing and quality of life***".

A number of corporate objectives directly relate to the Activity Management process:

- (a) *To implement policies and financial management strategies that advance the Tasman District.*
- (b) *To enhance community development and the social, natural, cultural and recreational activities relating to Tasman District.*
- (c) *To promote sustainable economic development in the Tasman District.*

2.4 Community Outcomes

Through consultation, eight Community Outcomes have been identified. These community outcomes are linked to the four dimensions of community well being and Council's objectives as shown in Table 1.

Table 1: The Four Wellbeings, Community Outcomes, Council Objectives, Group and Activities

Community Wellbeing	Community Outcomes	Council Objectives	Council Groups and Activities	Council Activities
Environmental Wellbeing	1. Our unique and special natural environment is bountiful, healthy, clean and protected.	To ensure sustainable management of natural and physical resources and security of environmental standards.	Environment and Planning	Resource Information Resource Consents and Compliance Environmental Education, Advocacy and Operations Library services Mapua Rehabilitation Regional Cycling and Walking Strategy.
	2. Our built urban and rural environments are functional, pleasant, safe and sustainably managed.			Land Transportation Coastal Structures, Aerodromes Refuse Wastewater & Stormwater Management Rivers Water Supply
	3. Our transport and essential services are sufficient, efficient and sustainably managed.	To sustainably manage infrastructural assets relating to Tasman District.	Transportation, Sanitation, Drainage and Water Supply	
Social and Cultural Wellbeing	4. Our vibrant community is safe, well, enjoys an excellent quality of life and supports those with special needs.	To enhance community development and the social, natural, cultural and recreational assets relating to Tasman District.	Cultural services and grants.	Libraries Cultural services and community grants
	5. Our community understands regional history, heritage and culture.		Recreation and leisure.	Community recreation Camping grounds Parks and Reserves Development impact levies
	6. Our diverse community enjoys access to a range of spiritual, cultural, social, educational and recreational services.		Community support services.	Community facilities Emergency management Community housing Governance
	7. Our participatory community contributes to district-decision making and development.			
Economic Wellbeing	8. Our growing and sustainable economy provides opportunities for us all.	To implement policies and financial management strategies that advance. To promote sustainable development in the Tasman District.	Council Enterprises	Forestry Property Council controlled organisations.

The way in which the Library Services activity contributes to community outcomes is shown in Table 2.

Table 2: Community Outcomes to which libraries primarily contributes

Community Outcomes	How the Activity Contributes
1. Our vibrant community is safe, well, enjoys an excellent quality of life and supports those with special needs.	1. Libraries safe space for our community to interact. Libraries provide resources which enrich quality of life for all.
2. Our community understands regional history, heritage and culture.	2. Libraries collect and preserve local heritage materials. Libraries are involved in regional history/heritage projects which will increase access to the local historical/cultural information and materials.
3. Our diverse community enjoys access to a range of spiritual, cultural, social, educational and recreational services.	2. Libraries provide access to a wide range of materials in a variety of formats to support the recreational, educational, cultural, social and business needs of the community..
4. Our participatory community contributes to district-decision making and development.	3. Libraries are open to all in the community and freely provide unbiased access to all information; as such libraries are an integral part of a strong democracy at local and national levels.
5. Our growing and sustainable economy provides opportunities for us all.	4.
6.	5.

3. LEVELS OF SERVICE AND PERFORMANCE MEASURES

3.1 Introduction

A key objective of this AcMP is to match the level of service provided by libraries with agreed expectations of the community and their willingness to pay for that level of service. Activity management planning requires a clear understanding of why we do what we do. The Levels of Service are intended:

- to inform people of the proposed type and level of service to be offered (now and in the future),
- as a focus for the work required to deliver the agreed level of service, and
- to enable people to assess suitability, affordability and equity of the services offered.

There are many factors that need to be considered when deciding what level of service the Council will aim to provide. These factors include:

1. Council needs to understand and endeavour to meet the needs and expectations of the community.
2. Council must meet its statutory obligations as outlined in Section 1.2
3. The services must be operated within Council policy and objectives, as outlined in Section 1.
4. The community must be able and willing to fund the level of service provided.

3.2 Customer Research and Expectations

The Council's knowledge of customer expectations and preferences is based on a variety of consultation activities. These are summarised in Appendix 2 and include:

- Direct feedback to the libraries
- Customer surveys
- Public meetings
- Feedback from elected members, advisory groups and working parties
- Analysis of customer service requests and complaints
- Consultation via the LTCCP and Annual Plan processes.

3.3 The Activity Goal and Principal Objectives

The strategic direction is to provide Council's library services in a customer focused, professional and competent fashion. With respect to each library services activity, our operating intentions with respect to level of service are:

3.3.1 Activity Goal

The library services activity goal is to:

Provide quality services which enrich the life of the community by promoting lifelong learning and the creative use of leisure.

3.3.2 Principal Objectives

The principle objectives of the Library Services activity are to:

1. To provide access to information and leisure from a broad range of relevant, up-to-date, quality material – in a variety of formats including print and electronic both in the libraries and via the web site.

2. To connect users to the digital world and to electronic information sources through the provision of internet access and electronic databases
3. To provide community space that enriches community wellbeing by providing space and encouraging the development of social capital
4. To provide outreach programming to better serve the special needs within the community

Table 3: Levels of Service

Community Outcome	What we will provide	We have achieved this when:	Current performance	Future performance
<p>Access to information and leisure sources that satisfy the needs of the community, delivered within the libraries and through outreach programming.</p>	<p>TDC collections compare favourably measured against the LIANZA standard for library book stocks</p> <p>TDC runs modern software with sufficient capacity and functionality to enable public access to the collection.</p> <p>Residents can participate in the digital world via well connected computers in the libraries, measured against the recommended number of computers in the LIANZA standard</p> <p>Tasman District residents are fairly or very satisfied with the public libraries, as measured through the annual residents' survey.</p> <p>A postal delivery service is implemented throughout the District on a cost recovery basis.</p> <p>Additional information is available digitally.</p>	<p>Book stocks are currently at 72% of the LIANZA standard.</p> <p>Current software is at capacity and no longer well supported.</p> <p>With the assistance of the Aotearoa People's Network, we achieved 100% compliance with the LIANZA Standard in 2008.</p> <p>82% of Tasman residents are fairly or very satisfied with the public libraries</p> <p>Currently no postal delivery service.</p> <p>Some database information is available digitally.</p>	<p>The annual Council book budget will increase by \$20,694 in 2009/10 and further \$67,035 in 2010/11, and these figures will be inflation adjusted over future years. This will achieve 75% of the LIANZA standard for book stocks by 2012</p> <p>TDC libraries will upgrade the library management software in 2009/10 with increased capacity and functionality to allow better access to the collections, and TDC will fund ongoing support for the new software. Budget is set aside to replace the system or join a National consortium by 2011/12</p> <p>Ongoing 100% compliance with the recommendations in the LIANZA Standard</p> <p>85% of Tasman residents are fairly or very satisfied with the public libraries by 2012.</p> <p>Service in place by 2009/10.</p> <p>Digital downloadable audio books by 2012.</p>	<p>The Council book budget increase of \$87,729 will continue from 2011/12 to 2018/19. It will be inflation adjusted over the 10 years. This will achieve 85% of the LIANZA standard for book stocks by 2019.</p> <p>Software will be upgraded as required</p> <p>Ongoing 100% compliance with the recommendations in the LIANZA Standard</p> <p>87% of Tasman residents are fairly or very satisfied with the public libraries by 2019.</p> <p>Continue service based on demand</p> <p>Digital newspapers are available by 2019.</p>
<p>Access to special collections, and other media as well as professional help to find regional and heritage information</p>	<p>Users have easy access to the wealth of materials available</p>	<p>Poor access to much of the special collections without specialist help</p>	<p>If external funding can be secured, we will digitise artefacts and load them onto the regional history website.</p>	<p>If external funding can be secured for cataloguing and digitising print materials, TDC residents will be able to easily</p>

<p>Access to a variety of information, leisure, social resources, and services to support those with special needs, via the libraries in Richmond, Motueka, Takaka and Murchison</p>	<p>TDC library buildings provide adequate spaces to enable the delivery of quality library services as measured against the LIANZA standard.</p>	<p>Library building floor area currently at Richmond is 40% of the LIANZA standard.</p> <p>The Takaka and Murchison Libraries floor areas currently meet the LIANZA standard</p> <p>The Motueka Library floor area is currently around 50% of the LIANZA standard</p>	<p>The current redevelopment of the library at Richmond will see TDC achieve 100% of the LIANZA standard for library space by 2010.</p> <p>The Takaka and Murchison Libraries floor areas are maintained at 100% of the LIANZA standard</p> <p>The Motueka Library floor area is retained at its current size.</p>	<p>access these collections</p> <p>The Richmond Library floor area is maintained at 100% of the LIANZA standard.</p> <p>The Takaka and Murchison Libraries floor areas are maintained at 100% of the LIANZA standard</p> <p>Council will investigate options for increasing the Motueka Library floor area by 2018/2019</p>
--	--	---	--	---

An annual summary will be provided as part of the Annual Report and trends monitored when reviewing this activity management plan

4. EXISTING SITUATION DESCRIBED

Tasman District Council currently operates a library service at four sites, plus access via the web site and outreach service via link libraries in rural areas, housebound services in Motueka and Richmond and Takaka; school and preschool visits in Richmond, Motueka and Takaka and Murchison.

Table 4: Budgeted Expenditure 2009-2019 (these figures are non-inflated)

Libraries	2008/2009 Budget \$	2009/2010 Budget \$	2010/2011 Budget \$	2011/2012 Budget \$	2012/2013 Budget \$	2013/2014 Budget \$	2014/2015 Budget \$	2015/2016 Budget \$	2016/2017 Budget \$	2017/2018 Budget \$	2018/2019 Budget \$
INCOME											
General Rates	1,540,223	1,854,026	1,931,094	1,989,045	2,016,519	2,019,531	2,029,622	2,071,864	2,097,435	2,104,143	2,122,844
Fees & Recoveries	272,180	273,500	277,500	281,000	284,500	288,000	291,500	295,000	298,500	301,000	305,500
Sundry Income	102,715	97,866	119,454	121,265	121,197	121,129	121,062	120,991	120,921	120,848	120,782
TOTAL INCOME	1,915,118	2,225,392	2,328,048	2,391,310	2,422,216	2,428,660	2,442,184	2,487,855	2,516,856	2,525,991	2,549,126
OPERATING COSTS											
District Operations	269,517	215,969	230,155	234,802	250,201	252,764	256,158	258,730	305,723	308,613	313,138
District Library	716,624	1,011,077	1,037,156	1,047,925	1,061,196	1,063,391	1,068,096	1,109,976	1,104,415	1,108,065	1,120,034
Motueka Library	400,843	439,070	435,771	479,896	481,836	482,657	485,139	486,895	478,636	480,055	484,667
Takaka Library	274,136	248,168	257,778	260,797	261,583	262,164	263,696	264,477	260,153	261,050	263,365
Murchison Library	6,624	7,604	8,045	8,331	8,132	8,248	9,416	8,286	8,348	8,462	8,346
Link Libraries	2,171	2,501	2,648	2,744	2,677	2,716	2,772	2,729	2,749	2,788	2,747
Tapawera Library	15,338	16,003	16,495	16,815	16,591	16,720	16,907	16,762	16,832	16,958	16,829
Depreciation	140,486	81,635	130,141	173,543	209,938	246,474	277,006	299,255	320,989	342,369	360,789
TOTAL OPERATING COST	1,825,739	2,022,027	2,118,189	2,224,853	2,292,154	2,335,134	2,379,190	2,447,110	2,497,845	2,528,360	2,569,915
NET COST OF SERVICE (SURPLUS)	-89,379	-203,365	-209,859	-166,457	-130,062	-93,526	-62,994	-40,745	-19,011	2,369	20,789
TOTAL FUNDS REQUIRED											
NET COST OF SERVICE (SURPLUS)	-89,379	-203,365	-209,859	-166,457	-130,062	-93,526	-62,994	-40,745	-19,011	2,369	20,789
Capital	229,865	285,000	340,000	340,000	340,000	340,000	340,000	340,000	340,000	340,000	340,000
NON FUNDED DEPRECIATION											
Depreciation to be funded at income statement level	140,486	81,635	130,141	173,543	209,938	246,474	277,006	299,255	320,989	342,369	360,789
	140,486	81,635	130,141	173,543	209,938	246,474	277,006	299,255	320,989	342,369	360,789
	140,486	81,635	130,141	173,543	209,938	246,474	277,006	299,255	320,989	342,369	360,789
	140,486	81,635	130,141	173,543	209,938	246,474	277,006	299,255	320,989	342,369	360,789
Deficit requiring funding	-	-	-	-	-	-	-	-	-	-	-

The following expenses relate to the levels of service and are outside the current operating expenditures

- Additional funding to achieve the 85% level of books/materials holdings = \$85,000 p/a 2009-2019 adjusted for inflation and population growth
- Funding to maintain 100% level of computer access = \$5000-10,000 p/a 2011-2019 adjusted for inflation and population growth
- Funding for new library management software \$62,000 in 2009/10. for an upgrade and support costs of \$20,000 annually 2010-2014. The costs may be lessened by joining a nationwide consortium and a further \$487,000 across the ten years has been allowed to replace the software in the most advantageous way.
- Funding has been allocated for the renovation work on the Richmond library
- Additional money for staffing to account for growth driven by demand of growing population

4.1 Operating and Resource Issues

There are several drivers affecting future operations of libraries. These include:

- Increasing proportion of electronic materials and services- proportional increase in expenditure on technology- hardware, software, database subscriptions, website maintenance costs
- Impact of global economic situation – possibly likely to create more demand for library services
- Fluctuations in for/ex rates impacting on book and materials budgets
- Rate of population growth in the district. Sustained growth will mean a greater demand on stocks and services
- An Increasing number of collaborative and consortia agreements with other libraries/councils should provide means of cost sharing/economies of scale over longer term in some areas

4.2 Business Continuity / Emergency Management

Libraries have a Pandemic Action plan identified. Staff are located at Richmond, Motueka, Takaka and Murchison libraries. The Council has identified a key area of risk as being the threat of disruption to services resulting from loss of significant numbers of staff over a prolonged period. The scenario of dropping 30% below normal staffing levels for a period of eight weeks, as a result of, say, a flu epidemic has been tested with activity managers. Council's Business Interruption insurance covers "loss consequent upon interruption to the business as a result of damage to property insured by the Material Damage policy, resulting in losses or increased costs..."

Council has a daily backup-to-tape schedule in place for all information stored on the computer system and a mirror system which is updated at 10 minute intervals is located off-site at the Richmond Library. These arrangements appropriately backup all critical data which can be retrieved if required. The Council has in place Dangerous Buildings and Dangerous Dams Policies to address earthquake risk as required under the Building Act 2004.

Intermittent short term closure of the Richmond library is likely due to the simultaneous upgrade to the building and the library operating software during 2009/2010.

4.3 Population Growth

The scale of population growth anticipated in the District is likely to be reflected in a proportionate increase in activity levels within this function. Council has used a growth model which projects forward expected growth in population and dwellings. The effect of this growth is likely to require

additional resources to cope with demand for services. The current refurbishment and expansion of the Richmond library should meet the demands of the population growth for the Richmond and plains area. The Richmond library also supports the services in the three branch libraries so that should meet much of the growth based demand in the rest of the district. A planned postal service due to be implemented in the 2009/10 year should deliver better service to the rural population especially those in the Murchison/Lakes ward. An enhanced web site in the 2009-2010 year should also improve access to all residents of the district

4.4 Trends in Community Expectations

The 2008 community survey indicates that 82% of residents are satisfied with library services in Tasman. Those least satisfied are from the Lakes/Murchison ward and this likely to be related to the lack of library facilities nearby. Of those residents who were dissatisfied the main reason given was a desire for more and newer books.

4.5 Technological Change

The current library management system is 6 years old and is no longer well supported by the supplier Civica. The current system is inflexible and out of date. A new library management system is required in the next 12 months. There are several options for replacement under consideration. Apart from TDC buying a new system from a vendor, library management is also investigating a consortium option either regionally with other libraries in Canterbury and the top of the South Island or in a nationwide consortium currently under investigation at National Library.

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

5. FUTURE ISSUES

5.1 Factors Affecting Delivery and Demand for Activity

Council recognises that future demands for library services will be influenced by:

- Population growth and demographics
- Technological change
- Changes in community expectations

The impact of these influencing factors on the demand for library services and the effect on the current mode of delivery is discussed below.

6. RENEWALS CAPITAL EXPENDITURE AND DEPRECIATION

Library building assets are included in the properties Asset Management Plan.

7. FUNDING THE ANNUAL NET COST

The current funding sources available for library services include:

- General rate
- Fees and charges recovery
- Fines
- Sundry income

7.1 Funding Issues

- TDC Libraries are currently funded through a public / private split of 87%/13%.
- Tasman's private contribution is higher than most other authorities in New Zealand.
- Tasman district spends less on libraries than its population based reference group both in real terms and per/capita. This is reflected in the current levels of service delivered.

7.2 Schedule of Fees and Charges

These are reviewed and adjusted periodically by Council.

8. SIGNIFICANT NEGATIVE EFFECTS

There are no significant negative effects from the activities.

9. SIGNIFICANT FORECASTING ASSUMPTIONS, UNCERTAINTIES, AND RISK MANAGEMENT

9.1 Assumptions and Uncertainties

The most significant assumptions and uncertainties that underlie the approach that has been outlined herein are:-

- a) A reasonable degree of reliability can be placed on the population and other growth projections that have been used in this plan. However, these remain projections, and need to be tracked to ensure that service levels are continually measured against actual growth

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

10. IMPROVEMENT PLAN

Council will conduct a risk management plan for libraries in 2009/10 which will feed into the next Activity Management plan.

The library needs of Motueka community will need to be evaluated in the next LTCCP round.

11. ACMP PLAN REVIEW

This AcMP is a living document that is relevant and integral to daily management of the activity. To ensure the plan remains useful and relevant an on-going process of AcMP monitoring and review activity will be undertaken including a comprehensive review at intervals of not less than three years and each review will be completed to coincide with the next review of the LTCCP.

12. CONCLUSION

The Council will undertake its library activities in accordance with obligations and community expectation.

APPENDIX ONE: AN OVERVIEW OF THE COUNCIL'S ORGANISATIONAL STRUCTURE AND DECISION-MAKING PROCESSES

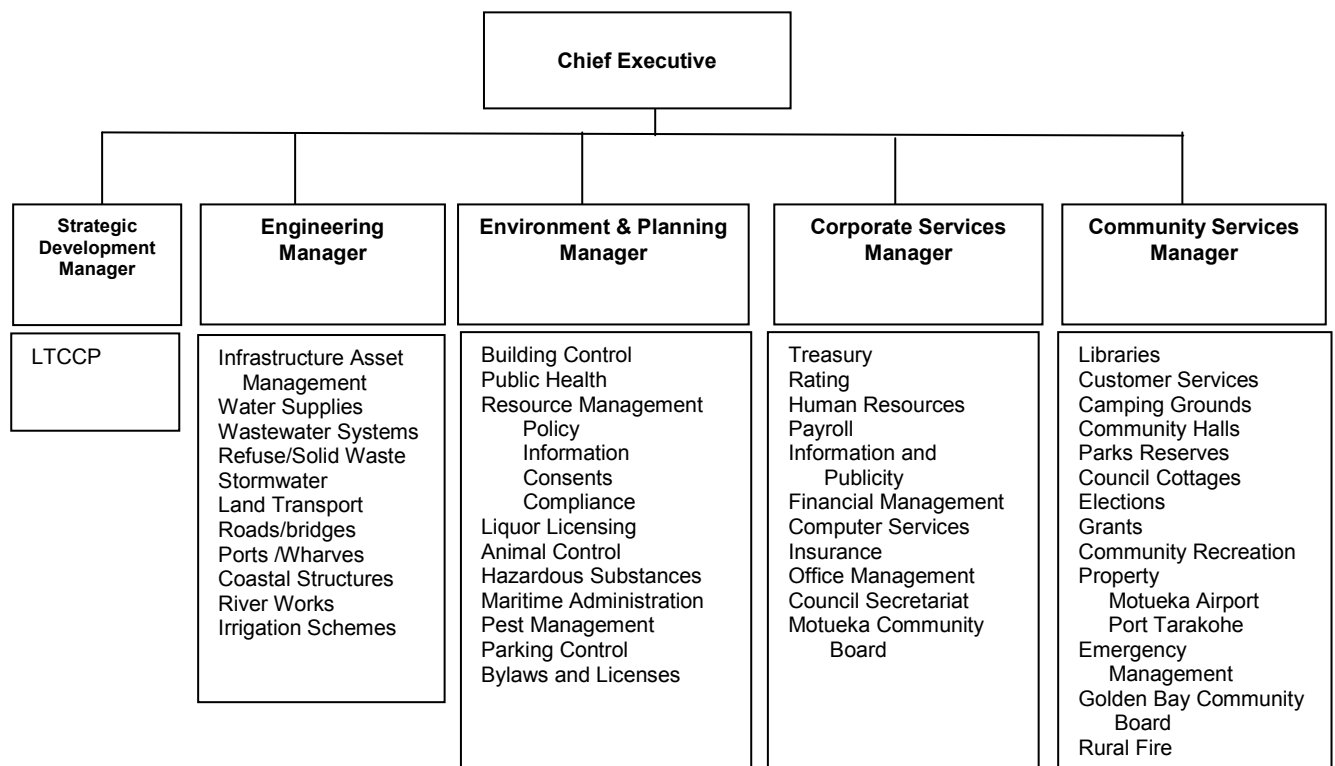
For the purpose of completeness, this Appendix gives a broad overview of the Council's organisational structure and the systems and processes that it uses to manage the whole Library Services activity.

1(a) Organisational Structure

The Libraries Manager reports to the Community Services Manager who in turn reports to the Community Services Committee which has delegated powers from the Council. The Community Services Committee has overall responsibility for all library services.

The Tasman District Council organisational structure is shown in Figure 2. As the chart shows, the Library Services falls under the Community Services manager

Figure 1: Tasman District Council Organisation Structure



1(b) Management Practices, Data Systems and Decision-Making Processes

1(b)i Accounting / Financial Systems

Council Accounting and Financial systems are based on Napier Computer Systems (NCS) software and GAAP Guidelines.

Libraries budgets are managed in house using the Spydus Library Management software product from Civica.

Long term financial decisions are based on the development of 10-year financial plans. These 10-year plans are updated every three years on a cycle driven by the LTCCP.

The development of the AcMP is therefore subject to the policies contained in the LTCCP which is available under separate cover.

1(b)ii Information Management Systems

Council is one of a number of local authorities that uses the NCS computer system as a proprietary information management package. TDC libraries is one of a small number of libraries in New Zealand using Spydus v. 6.5 as this software is no longer fully supported by the vendor.

1(b)iii Delegations and Appointment Register

Council has a Delegations Register which codifies delegations to Council committees, councillors and staff. Council also has in place an Appointment Register detailing the warrants of authority held by staff.

APPENDIX TWO: STAKEHOLDERS AND CONSULTATION

2(a) Consultation

2(a)i Purpose of Consultation and Types of Consultation

Council consults with the public to gain an understanding of customer expectations and preferences. This enables Council to provide a level of service that better meets the community's needs.

The Council's knowledge of customer expectations and preferences is based on:

- feedback from surveys
- public meetings
- feedback from elected members, advisory groups and working parties,
- analysis of customer service requests and complaints and
- consultation via the Annual Plan and LTCCP process.

Council commissions customer surveys on a regular basis from the National Research Bureau Ltd¹. These Communitrak™ surveys assess the levels of satisfaction with key services. Council at times will undertake focussed surveys to get information on specific subjects.

2(b) Stakeholders

Stakeholders are those individuals and organisations that have interest in the management and / or operation of the activities. Stakeholders include, but are not limited to:

- Residents and Ratepayers
- Adjoining local authorities
- iwi
- Schools/cultural institutions
- Recreational and other community groups

¹ Communitrak™: Public Perceptions and Interpretations of Council Services / Facilities and Representation, NRB Ltd October 2005.
Library Services Activity Management Plan: (January 2009)

APPENDIX THREE: GLOSSARY OF ACTIVITY MANAGEMENT TERMS

Activity	An activity means the good or service provided by Council to achieve a desired outcome. Cf Section 5, LGA
Activity Management Plan	Activity Management Plans are key strategic documents that describe all aspects of the management of an activity. The documents feed information directly in the Council's LTCCP, and place an emphasis on long term financial planning, community consultation, and a clear definition of service levels and performance standards.
AcMP or AcM Plan	See Activity Management Plan.
Annual Plan	The Annual Plan provides a statement of the direction of Council and ensures consistency and co-ordination in both making policies and decisions concerning the use of Council resources. It is a reference document for monitoring and measuring performance for the community as well as the Council itself.
Level of Service	The defined service quality for a particular activity (i.e. water) or service area (i.e. Water quality) against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental acceptability and cost.
Long Term Council Community Plan	The Long Term Council Community Plan (LTCCP) is the primary strategic document through which Council communicates its intentions over the next 10 years for meeting community service expectations and how it intends to fund this work. The LTCCP is a key output required of Local Authorities under the Local Government Act 2002.
LTCCP	See Long Term Council Community Plan.
LGA	Local Government Act 2002
Objective	An objective is a general statement of intention relating to a specific output or activity. They are generally longer-term aims and are not necessarily outcomes that managers can control.
Performance Indicator (PI)	A qualitative or quantitative measure of a service or activity used to compare actual performance against a standard or other target. Performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction.
Performance Monitoring	Continuous or periodic quantitative and qualitative assessments of the actual performance compared with specific objectives, targets or standards.
Risk Management	The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.