

Long Term Plan 2018-28 Service Plan for Libraries

Adopted by Council with the final Long Term Plan 2018-28 on 26 June 2018
Updated with Annual Plan 2019/20 adopted by Council 25 June 2019

Approvals




Role	Name	Signature and date of sign-off
Activity Manager	Carolyn Robertson	
Finance Manager	Michael Down	
General Manager(s)	Mary Richardson	

Table of Contents

What does the overall Group of Activities do and why do we do it?	4
1. What does this activity deliver?	5
2. Why do we deliver this activity?	6
3. Specify Levels of Service.....	8
4. What levels of service do we propose to change from the current LTP and why?	14
5. How will the assets be managed to deliver the services?.....	14
6. What financial resources are needed?	15
7. How much capital expenditure will be spent, on what category of asset, and what are the key capital projects for this activity?	15
8. Are there any significant negative effects that this activity will create?	15
9. Does this Service Plan need to change as a result of a service delivery review?	16

What does the overall Group of Activities do and why do we do it?

Through the Communities and Citizens Group of Activities the Christchurch City Council enhances the wellbeing and resilience of its citizens and communities.

We contribute to safe, healthy and inclusive communities by providing high-quality library, sports and recreation, arts and cultural, community development and emergency management services.

We provide opportunities for people to express themselves and be challenged by art, music, theatre, dance and other media and to understand and celebrate our many identities and heritage.

Our libraries act as a vehicle for access to knowledge, ideas and information and as a democratic service open and available to anyone. Libraries are a trusted and recognised feature of local communities, but are also part of a network, with branches covering all parts of our city.

We encourage more people to be more active more often through the provision of a range of sport and recreation facilities and programmes.

We provide community centres, halls and houses to encourage participation in local activities and build a sense of community.

We provide information and advice to help citizens and communities. We offer support to community organisations to help them deliver the valuable services they provide.

Our activities aim to ensure all citizens have the opportunity to participate in community and city decision-making.

These activities help communities become stronger, more resilient, and healthy, so that Christchurch becomes a better place to live and provides opportunities for all.

1. What does this activity deliver?

Christchurch public libraries are vibrant and welcoming community hubs, at the heart of local communities. They provide vital connections to the world of knowledge, ideas and imagination and foster literacy and learning from an early age. By ensuring free and equitable access for all, libraries enable people to participate as citizens and strengthen their communities, culturally, socially and economically. Cultural services are provided, often in partnership, to meet the needs of specific user groups, such as Māori, Pacifica and people of other ethnicities. A new service to assist people without homes will be offered from the new Central Library when it opens in 2018.

This activity includes the following services:

- **Collections** – including general, specialist, heritage and digital content, are available to meet the needs of the community.
- **Community spaces** - through a comprehensive network of libraries, the mobile service and digitally.
- **Access to information** - Equitable access to relevant, timely information and professional services.
- **Programmes and events** designed to meet customers' diverse lifelong learning needs.

A snapshot of provision and use for 2016/17:

- 21 libraries and a mobile service
- Library website and growth in digital content
- 3.6 million visitors
- 4.5 million issues
- 979,000 enquiries answered
- 410,700 digital downloads
- 134,600 programme attendees
- 183,352 registered members

2. Why do we deliver this activity?

Community Outcomes

Libraries contribute to building *Strong Communities* through the following activities and services:

- Literacy and lifelong learning are promoted through equitable access to knowledge, ideas and works of imagination and fostering the joys and benefits of reading for recreation and discovery.
- Local content and history is collected, curated and made available to ensure the preservation and strengthening of community identity and memory for current and future generations, and to celebrate our arts, heritage and culture.
- A future-focused citywide network of facilities that are community hubs, is provided, offering free public internet access and meeting and display spaces, which enable citizens to connect, engage and communicate, contributing to thriving suburban and rural centres, and a vibrant central city.
- Citizens are supported to be active participants in their community and wider society through the provision of civic and government information and the co-creation of relevant engaging programmes and events to strengthen that community connection.

Libraries support the *Liveable City*, notably a *vibrant central city and thriving suburban and rural centres*, through provision of

- A future-focused citywide network of facilities that are community hubs, is provided, offering free public internet access and meeting and display spaces, which enable citizens to connect, engage and communicate, contributing to thriving suburban and rural centres, and a vibrant central city.

Libraries also assist Christchurch to achieve a *Prosperous Economy*, including an *inclusive, equitable economy with broad-based prosperity for all*, through

- Literacy and lifelong learning are promoted through equitable access to knowledge, ideas and works of imagination and fostering the joys and benefits of reading for recreation and discovery.
- A future-focused citywide network of facilities that are community hubs, is provided, offering free public internet access and meeting and display spaces, which enable citizens to connect, engage and communicate, contributing to thriving suburban and rural centres, and a vibrant central city.

Strategic Directions

Enabling active citizenship and connected communities:

Libraries foster participation and connection by providing a diverse and comprehensive range of public programmes, events and outreach services.

Sustainable partnerships and opportunities for co-creation are developed with community, education and business sectors.

Libraries also provide a vital role in assisting citizens to connect with a wide array of Government services, increasingly provided exclusively through digital channels.

Maximising opportunities to develop a vibrant, prosperous and sustainable 21st Century city

The creation of a vibrant central city will be significantly enhanced with the opening of the new Central Library in Cathedral Square in later 2018.

The citywide network of libraries provide important civic and community anchors in key activity centres and local neighbourhoods.

Key Strategies and Plans

The following strategies and plans guide Council's investment in libraries:

Greater Christchurch Urban Development Strategy

Resilience Greater Christchurch Plan

Christchurch District Plan – strategic directions

Land Use Recovery Plan

Settlement Pattern Review (in development)

Central Christchurch Recovery Plan

Cathedral Square Regeneration Plan

Christchurch Visitors' Strategy

Christchurch Transport Strategic Plan

Strengthening Communities Strategy

Libraries 2015 Facilities Plan (2008, updated 2014)

3. Specify Levels of Service

The Levels of Service, Performance Measures and Performance Targets for Libraries activity are provided below. Shaded rows are the levels of service and performance measures to be included in the Long Term Plan. Non-shaded rows are non-LTP management level measures.

Performance Standards Levels of Service (we provide)	Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2027/28	
					Year 1	Year 2	Year 3		
					2018/19	2019/20	2020/2021		
Collections – including general, specialist, heritage and digital content, are available to meet the needs of the community.									
3.1.1	Collections and content including general, specialist, heritage and digital are available to meet the needs of the community.	Collections in a variety of formats are maintained, managed and available to library customers as per Content Development policy	3.1.1.3	3.1.1.3	3.1.1.3	3.1.1.3	3.1.1.3	3.1.1.3	3.1.1.3
3.1.1			2015/16: 3.24 2014/15: 3.25 2013/14: 3.29 items 2012/13: 3.48 items 2011/12: 3.44 items	3.5 items per capita. Standards for NZ Public Libraries	Maintain collections at 3 - 3.5 items per capita	Maintain collections at 3 - 3.5 items per capita	Maintain collections at 3 - 3.5 items per capita	Maintain collections at 3 - 3.5 items per capita	
		3.1.1.4	3.1.1.4	3.1.1.4	3.1.1.4	3.1.1.4	3.1.1.4	3.1.1.4	3.1.1.4
		Collections are maintained at 80% floating across the network to refresh, enable choice and delivery efficiency in use of collections	The number of items issued per capita is at national average or better (excluding periods of closure)	2015/16: 11.22 2014/15: 12.3 2013/14: 12.4 issues 2012/13: 12.6 issues 2011/12: 16.6 issues	10.7 is the average for level 1 (Metro) NZ Public Libraries (NZ public Library statistics)	Maintain number of issues per capita of city population, per year, at national average or better	Maintain number of issues per capita of city population, per year, at national average or better	Maintain number of issues per capita of city population, per year, at national average or better	Maintain number of issues per capita of city population, per year, at national average or better

Performance Standards Levels of Service (we provide)	Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2027/28	
					Year 1	Year 2	Year 3		
					2018/19	2019/20	2020/2021		
Community spaces through a comprehensive network of libraries, the mobile service and digitally									
3.1.2			3.1.2	3.1.2.1		3.1.2.1	3.1.2.1	3.1.2.1	3.1.2.1
3.1.4	Residents have access to a physical and digital library relevant to local community need or profile. Ensure residents have convenient access to metropolitan resources, professional local library services and community spaces. Provide a mobile library service to extend the library reach in order to increase community participation and reduce isolation	Facilities are provided as per planned activity from the Libraries 2025 Facilities Plan and are opened according to their profile. (Definitions: Metropolitan – citywide catchment; has regional and national importance, special and unique collections and has civic presence. Offers a wide range of spaces for activities holds and preserves the history of the city. Suburban – catchment ranges from 1.5 km to 3km radius; services population range from 15,000-40,000.)\ Neighbourhood – Catchment ranges from 1km-1.5km radius; serves population from 10,000 to 12,000 people)	Provision of a citywide network of libraries inclusive of 19 community libraries (suburban and neighbourhood) and one metropolitan library, a Digital Library and mobile service (excluding periods of closure).	Weekly opening hours: A) Metropolitan: (Central Library) 74 hours	A) National average for NZ metropolitan public libraries: Metropolitan: 65 hrs. Suburban & Neighbourhood: 51 hrs	Provide weekly opening hours for existing libraries: 3.1.4.1 Metropolitan and Suburban 52 to 74hrs	Provide weekly opening hours for existing libraries: 3.1.4.1 Metropolitan and Suburban 52 to 74hrs	Provide weekly opening hours for existing libraries: 3.1.4.1 Metropolitan and Suburban 52 to 74 hrs	Provide weekly opening hours for existing libraries: 3.1.4.1 Metropolitan and Suburban Large 52 to 74hrs
				3.1.2.2		3.1.2.2	3.1.2.2	3.1.2.2	3.1.2.2
				Suburban: 48 to 67 hrs;		3.1.4.2 Suburban Medium 48 to 57 hrs	3.1.4.2 Suburban Medium 48 to 57 hrs	3.1.4.2 Suburban Medium 48 to 57 hrs	3.1.4.2 Suburban Medium 48 to 57 hrs
				3.1.2.3		3.1.2.3	3.1.2.3	3.1.2.3	3.1.2.3
				Neighbourhood: 37 to 51 hrs		3.1.4.3 Neighbourhood 36 to 57 hrs	3.1.4.3 Neighbourhood 36 to 57 hrs	3.1.4.3 Neighbourhood 36 to 57 hrs	3.1.4.3 Neighbourhood 36 to 57 hrs
				3.1.2.4	3.1.2.4	3.1.2.4	3.1.2.4	3.1.2.4	3.1.2.4
				Mobile service 40 hrs	B) Most NZ metropolitan public libraries (pop >150k) provide a mobile library service.	3.1.4.4 Maintain a mobile library service of up to 40 hrs	3.1.4.4 Maintain mobile library services of up to 40hrs	3.1.4.4 Maintain mobile library services of up to 40hrs	3.1.4.4 Maintain mobile library services of up to 40hrs

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2027/28					
						Year 1	Year 2	Year 3						
						2018/19	2019/20	2020/2021						
3.1.2.5	Residents have access to a physical and digital library relevant to local community need or profile.	Physical, mobile and digital libraries provide reference and information services, access to e-resources, heritage and archival digital content and community repositories, with opportunities for collaboration, learning and creative development of content.	3.1.2.5	Visits are measured by foot count for physical access to library facilities.	3.1.2.5 10.77 per annum	c) National average for level 1 NZ public libraries is 8.39	3.1.2.5 3.1.4.5	Maintain visits per capita of National average or better, per annum, for level 1 NZ public libraries.	3.1.2.5 3.1.4.5	Maintain visits per capita of National average or better, per annum, for level 1 NZ public libraries.	3.1.2.5 3.1.4.5	Maintain visits per capita of National average or better, per annum, for level 1 NZ public libraries.	3.1.2.5 3.1.4.5	Maintain visits per capita of National average or better, per annum, for level 1 NZ public libraries.
		Physical, mobile and digital libraries provide reference and information services, access to e-resources, heritage and archival digital content and community repositories, with opportunities for collaboration, learning and creative development of content.	3.1.3.4	Digital library is measured by 24/7 access to the library website online library services.		d) National benchmark is free access to the internet	3.1.3.4 3.1.4.6	Free 24/7 Wifi access is available at Metropolitan, Suburban, and Neighbourhood Libraries	3.1.3.4 3.1.4.6	Free 24/7 Wifi access is available at Metropolitan, Suburban, and Neighbourhood Libraries	3.1.3.4 3.1.4.6	Free 24/7 Wifi access is available at Metropolitan, Suburban, and Neighbourhood Libraries	3.1.3.4 3.1.4.6	Free 24/7 Wifi access is available at Metropolitan, Suburban, and Neighbourhood Libraries

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2027/28	
						Year 1	Year 2	Year 3		
						2018/19	2019/20	2020/2021		
3.1.5	Library user satisfaction with library service at Metro, Suburban and Neighbourhood libraries	The annual customer satisfaction survey result is 95% or above	3.1.5 The annual customer satisfaction survey is used to monitor, evaluate and respond to the effectiveness and benefits of library services (Does not include voluntary libraries')	3.1.5 2015/16: 93% 2014/15:93% 2013/14: 96% 2012/13: 96% 2011/12: 97% 2010/11: 99.3% 2009/10: 98%		3.1.5 At least 90% of library users satisfied with the library service	3.1.5 At least 90% of library users satisfied with the library service	3.1.5 At least 90% of library users satisfied with the library service	3.1.5 At least 90% of library users satisfied with the library service	
Equitable access to relevant, timely information and professional services										
3.1.3	3.1.6	Access to information via walk-in, library website, phone, email, professional assistance and digital access to library services.	Reference and research services are provided at point of need (both in library and online). This is measured by regular enquiry sampling throughout the year.	3.1.3 Maintain the number of reference and research enquiries at national average or better (excluding periods of closure) 20% of interactions occur online.	3.1.3.3 Staff respond to 239,000 reference and research enquiries from customers per year. (Plus 661,000 Quick Answer enquiries)	A) National average for NZ metropolitan public libraries is 104,000 reference and research enquiries.	3.1.3.3 3.1.6.1 Maintain number of reference and research enquiries from customer per year at national average or better.	3.1.3.3 3.1.6.1 Maintain number of reference and research enquiries from customer per year at national average or better.	3.1.3.3 3.1.6.1 Maintain number of reference and research enquiries from customer per year at national average or better.	3.1.3.3 3.1.6.1 Maintain number of reference and research enquiries from customer per year at national average or better.
3.1.3				3.1.3 Online catalogue, library website and digital content attracts 10.45 million page views to the web site.	3.1.3.2 B) No benchmark is currently available.	At least 20% of all interactions occur online	3.1.3.2 3.1.6.2 At least 20% of all interactions occur online	3.1.3.2 3.1.6.2 At least 20% of all interactions occur online	3.1.3.2 3.1.6.2 At least 20% of all interactions occur online	3.1.3.2 3.1.6.2 At least 20% of all interactions occur online

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2027/28
						Year 1	Year 2	Year 3	
						2018/19	2019/20	2020/2021	
				7.59 million external page views to the online catalogue.					
3.1.3 A	Free access to online information using public computing devices and the internet and access to mainstream and new technologies	Free access to internet services and wireless is provided to ensure citizens can meet needs related to personal goals, community priorities including health and wellbeing, education, access to government services and employment opportunities. Provision for customers to use their own devices at all libraries	3.1.3 Free 24/7 WIFI access is available at metropolitan, suburban and neighbourhood libraries and is monitored to ensure uptime.	3.1.3.1 Access to online information using public computers and customer devices is freely available at all libraries	C) National benchmark is free access to internet resources.	3.1.3.1 3.1.6.3 Access to online information using public computers and customer devices is freely available at all libraries	3.1.3.1 3.1.6.3 Access to online information using public computers and customer devices is freely available at all libraries	3.1.3.1 3.1.6.3 Access to online information using public computers and customer devices is freely available at all libraries	3.1.3.1 3.1.6.3 Access to online information using public computers and customer devices is freely available at all libraries
3.1.3 B	Access to information via walk-in, library website, phone, email, professional assistance and on-line customer	Regular monitoring of computer utilisation is undertaken to ensure compliance with the ratio of public internet computers per population	3.1.3 The ratio of public internet devices is maintained at least 4 per 5,000 of population.	3.1.3.5 Ratio of public internet computers at least 4 per 5,000 of population	National average for NZ metropolitan public libraries is 104,000 reference and research enquiries.	3.1.3.5 3.1.6.4 Maintain ratio of public internet computers at least 4 per 5,000 of population	3.1.3.5 3.1.6.4 Maintain ratio of public internet computers at least 4 per 5,000 of population	3.1.3.5 3.1.6.4 Maintain ratio of public internet computers at least 4 per 5,000 of population	3.1.3.5 3.1.6.4 Maintain ratio of public internet computers at least 4 per 5,000 of population

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2027/28
						Year 1	Year 2	Year 3	
						2018/19	2019/20	2020/2021	
	self service. In library access to online information using public computing devices and the internet and access to mainstream and new technologies								
3.1.3 B	Access to information via walk-in, library website, phone, email, professional assistance and on-line customer self service. In library access to online information using public computing devices and the internet and access to mainstream and new technologies		3.1.3	3.1.3.6 Bookable time on public PCs is free with charges on ancillary services		3.1.3.6 3.1.6.5 Bookable time on public PCs is free with charges on ancillary services	3.1.3.6 3.1.6.5 Bookable time on public PCs is free with charges on ancillary services	3.1.3.6 3.1.6.5 Bookable time on public PCs is free with charges on ancillary services	3.1.3.6 3.1.6.5 Bookable time on public PCs is free with charges on ancillary services
Programmes and events designed to meet customers' diverse lifelong learning needs									
3.1.4 3.1.7	Provide programmes and events to meet	The Annual Programme and Events Plan prioritises opportunities	3.1.4	3.1.4 Participation per 1000 of population	Comparisons of participation rates	3.1.4 Maintain participation of	3.1.4 Maintain participation of	3.1.4 Maintain participation of	3.1.4 Maintain participation of 380-450 per

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2027/28
						Year 1	Year 2	Year 3	
						2018/19	2019/20	2020/2021	
	customers' diverse lifelong learning needs.	for the community to participate in literacy, citizenship and life-long learning in ways and times that suit customer's lifestyles and preference. A continued focus on developing strategic partnerships in the co-design and delivery of programmes and events e.g. local community initiatives, CCC events, external partners, national reading promotions.	library literacy events (excluding periods of closure)	2015/16: 292 2014/15:290.4 2013/14: 281 2012/13: 230 2011/12: 219 2010/11: 205	per 1000 of population for 2013/14 Auckland: 391	230-300 per 1000 of population	280-350 per 1000 of population	310-380 per 1000 of population	1000 of population

4. What levels of service do we propose to change from the current LTP and why?

To review changes to levels of service between those adopted for the Amended Long Term Plan 2016-25 (Annual Plan 2017/18) and the draft Long Term Plan 2018-28, refer to [section 4 of the draft Service Plan](#).

5. How will the assets be managed to deliver the services?

The Asset Management Plan (AMP) is a tactical plan for managing Council's facility assets needed to deliver levels of service under this activity over the lifecycle of those assets. It facilitates the high level objective of Asset Management which is to provide the desired Level of Service in the most cost effective manner.

The maintenance and renewal of the Libraries and Information Unit's asset portfolio is guided by the 2018 Libraries Asset Management Plan (AMP). The AMP provides tactical information to the Libraries and Information Unit which is accountable to the Council to manage the individual assets in an efficient and effective manner with the assistance of Council shared service providers including Finance, Facilities, IT and Asset Management. Included in the plan is the provision and maintenance of the physical library assets while meeting agreed levels of service and optimising associated life-cycle costs for present and future customers. Technical service measures detail the number and total size of the Library footprint, storage space, statutory and comfort conditions required to support the Levels of Service detailed in this service plan.

The AMP also informs the Council Long Term Plan, Financial Strategy and the thirty year infrastructure strategy. At a practical level the AMP provides:

- A summary of the physical and financial history of the Libraries' assets.
- A 'snap shot' of the asset current condition and performance, along with current issues and opportunities that need to be considered.
- A plan of works and budget required to achieve and maintain the desired levels of service, in specific detail over the next 3-10 years and in a less detailed form for the 11 to 30 year period.
- An improvement plan which identifies and prioritises specific asset management initiatives which aim to lift the level of asset management performance over time.

6. What financial resources are needed?

Refer to the **Activities and Services** section in the most recently adopted [Long Term Plan / Annual Plan](#).

7. How much capital expenditure will be spent, on what category of asset, and what are the key capital projects for this activity?

Refer to the **Capital Programme** section in the most recently adopted [Long Term Plan / Annual Plan](#).

8. Are there any significant negative effects that this activity will create?

Effect	Mitigation
<i>No car parking available at Central Library site</i>	<ul style="list-style-type: none"> <li data-bbox="792 280 1279 308">• <i>Promotion of alternative travel options</i>

9. Does this Service Plan need to change as a result of a service delivery review?

No, subject to Council's approval.

Successful and stable service delivery with ongoing review and continuous improvement.