

## Activity 3.1: Libraries

Accountable Manager: Carolyn Robertson

### What services are provided?

- Print and digital collections and content readily available for loan, for use in libraries and via the Library's website.
- Community spaces through a comprehensive network of libraries, the mobile service and digitally.
- Equitable access to relevant, timely information and professional services.
- Programmes and events designed to meet customers' diverse lifelong learning needs.

### Why do we provide these services?

To promote reading and multi literacies through providing access to collections of recreational reading, listening and viewing materials and facilitating access to digital content.

To provide opportunities for information democracy, social inclusion and lifelong learning.

To promote and encourage community identity and local heritage.

To provide community spaces where people can engage and receive guidance and expertise through the presence of a network of libraries.

What outcomes are we trying to achieve?	How do the services contribute to desired outcomes?
<p>People have access to information and skills to enable them to participate in society.</p>	<p><i>By providing access to knowledge, ideas and works of imagination; civic and government information and programmes and services, libraries support active citizenship and promote literacy and lifelong learning for diverse communities in the digital age.</i></p>
<p>▀ People have equitable access to parks, open spaces, recreation facilities and libraries.</p>	<p><i>By providing a citywide network of libraries, including joint-use school/public libraries, a mobile library service and comprehensive range of digital services, people can visit libraries in ways and at times that suit their lifestyles and preferences.</i></p>
<p>There is an increasing participation in recreation and sporting activities</p>	<p><i>Increased participation in recreational activities is stimulated by libraries providing access to a wide range of content in all formats, delivering relevant, engaging programmes and events and fostering the joy and benefits of reading for recreation, discovery and lifelong learning.</i></p>
<p>▀ The city's heritage and taonga are conserved for future generations</p>	<p><i>By collecting, curating and making available local content and history in all formats, libraries help ensure the preservation and strengthening of community identity and memory for current and future generations.</i></p>
<p>▀ People have strong social networks</p>	<p><i>By providing a citywide network of facilities that are community hubs, and by offering free public internet access and meeting and display spaces, libraries help people connect, engage and communicate locally, nationally and globally.</i></p>

### Which group or section of the community will benefit from this activity?:

Residents of Christchurch including:

Ratepayers and renters, Children and Teens, Students, Older Adults, Caregivers for old and young, People with limited access, Domestic and International visitors and Students, New Migrants, Ngai Tahu, Tangata Whenua and other iwi, **speakers of languages other than English (LOTE)**, Businesses, Institutions, Educators, Job seekers, People with entrepreneurial needs and Workers in Christchurch contributing to the rebuild.

### Key Legislation and Strategies:

Christchurch Central Recovery Plan 2012, CCC Libraries 2025 Facilities Plan – 2012 Update, CCC Draft Community Outcomes 2013, Facilities Rebuild Project 2012, Public Libraries of New Zealand: a strategic framework 2012-17; Standards for Public Libraries in New Zealand LIANZA 2004. The Edge Benchmark Report 2012; Directions for education renewal in greater Christchurch, Ministry of Education; CCC Suburban Master Plans, Content Development Policy 2007, ANZC Permanent Collection Policy 2008, Aotearoa Peoples Network , ALA State Ranking tables 2005

## Customer

*What business results must we deliver to our customers, to deliver on the outcomes?*

### Performance Standards for LTP

Performance Standards for LTP	Current performance	Benchmarks	Recommended LOS	Rationale	LTP Committee Direction
<b>Print and digital collections and content readily available for loan, for use in libraries and via the Library's website</b>					
<p>3.1.1 Collections are available to meet the needs of the community.</p>	<p>A) 3.4 items per capita</p> <p>B) 16.91 items issued per capita of city population, per year.</p> <p>C) 17% of the combined issues and retrievals for the year are electronic</p> <p>D) Purchased e-book and downloadable audio books make up 0.34% of the collection</p>	<p>A) 3 – 3.5 items per capita. Standards for NZ Public Libraries (2004)</p> <p>B) 12.68 is the average for level 1 (Metro) NZ Public Libraries (NZ public Library statistics)</p> <p>C) No national benchmark</p> <p>D) No national or international benchmark available</p>	<p>3.1.1.1 Maintain collections at 2.9 - 3.5 items per capita</p> <p>3.1.1.2 Maintain number of issues per capita of city population, per year, at national average or better (<i>excluding periods of closure</i>)</p> <p>3.1.1.3 Increase proportion of electronic retrievals to at least 20% of the combined issues and retrievals by end of 2015/16</p> <p>3.1.1.4 Increase current size of purchased e book and downloadable audio book collection by at least 30% per year</p>	<p>Key business driver: A wide range of reading, listening and viewing materials is collected, managed, stored, loaned and/or kept for on-site reference for current and future generations of Christchurch.</p> <p>At least 80% of the collections float between libraries. This process has assisted with giving customers more choice, refreshing individual collections, and gaining more efficiencies in the way the collection is used overall.</p> <p>New technologies have seen advances in e-books, smart phones and many other mobile devices. This has enabled libraries to deliver digital content (web, subscription databases, and digitised content repository) to customers anytime and anywhere. <b><i>E-book and e-resource collection is a priority for development.</i></b></p> <ul style="list-style-type: none"> <li>• Total collection size is 1,265,832 items</li> <li>• Total size of purchased e-books and downloadable audio books is 4305 items. High customer demand is a driver for increasing e-collections within existing budget.</li> </ul> <p>6,090,684 issues in 2009/10 year 4,592,448 issues in 2011/12 year, a drop of 24.6%, due to libraries operating at 51% of total space capacity 10,307,786 total transactions (incorporating database usage) in 2011/12 year</p>	<p><b><i>Add more focus on the development of digital content to the rationale. It needs to be clear in the AcMP that every possible effort is being made to increase the digital collection</i></b></p>

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<b>Community spaces through a comprehensive network of libraries, the mobile service and digitally</b>					
<p>3.1.2 Residents have access to a physical and digital library relevant to local community need or profile.</p>	<p>A) Weekly opening hours: Metropolitan 67 to 72 hrs B) Suburban: 48 to 67 hrs; C) Neighbourhood: 36 to 57 hrs</p> <p>B) Provide a mobile library service to extend the library reach in order to increase community participation and reduce isolation</p> <p>C) Visits per capita of 10.77 per annum</p>	<p>A) National average for NZ metropolitan public libraries: Metropolitan: 65 hrs. Suburban &amp; Neighbourhood: 51 hrs</p> <p>B) Most NZ metropolitan public libraries (pop &gt; 150k) provide a mobile library service.</p> <p>C) National average for level 1 NZ public libraries is 8.39</p>	<p>Provide weekly opening hours for existing libraries: <i>(excluding periods of closure)</i></p> <p>3.1.2.1 Temporary Metropolitan and Suburban Large 57 to 67 hrs</p> <p>3.1.2.2 Suburban Medium 48 to 57 hrs</p> <p>3.1.2.3 Neighbourhood 36 to 57 hrs</p> <p>3.1.2.4 Maintain a mobile library service of a minimum of 40 per week</p> <p>3.1.2.5 Maintain visits per capita of National average or better, per annum, for level 1 NZ public libraries. <i>(excluding periods of closure)</i></p>	<p><b>Key business driver:</b> A citywide network of libraries supported by temporary central library services and mobile services to ensure residents have convenient access to metropolitan resources, local library services and community spaces.</p> <p>Christchurch City Libraries network of libraries is currently comprised of:</p> <ul style="list-style-type: none"> <li>•17 libraries, including 2 shared school/public libraries, and a mobile library service.</li> <li>•The Libraries offer learning centres, recreational space, group learning spaces and cafes for the community.</li> </ul> <p>Library hours vary across the network although there is at least one library open from 9 am until 8 pm Monday to Friday and from 10am until 4pm Saturday and Sunday.</p> <p>Metropolitan temporary libraries: Central Peterborough and Central Tuam 59 hrs</p> <p>Suburban Large libraries: New Brighton 57, Shirley 57, Fendalton 61, Upper Riccarton 67 hours.</p> <p>Suburban Medium libraries: Hornby 48, Papanui 51 hours.</p> <p>Neighbourhood libraries: Lyttelton 43, Little River 37, Akaroa 35.5, Halswell 43, Redwood 43, Spreydon 46, Parklands 51 hours, Linwood Mini 51, Aranui 51 hours</p> <p>Currently closed: Central Library Gloucester Street 72, South 62, Bishopdale 48, Sumner 43. Linwood (see Linwood Mini above)</p> <p>Post earthquake, library hours have decreased by 13%, from 954 to 831 hours. Library space available for public use at August 2012 was 61% of the space available pre-quake.</p> <p>GOAL - to increase hours of operation at Papanui Library to provide 57hrs per week. This aligns with the 2009 decision to extend access to 7 days in north west Christchurch, replacing Fendalton Library with Papanui. Additional staffing costs can be absorbed for 2 years due to closed facilities.</p>	

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<b>Community spaces through a comprehensive network of libraries and the mobile service and digitally (cont'd)</b>					
3.1.2 (cont'd) Residents have access to a physical library relevant to local community need or profile.	D) Provide for 10 voluntary libraries; rent free facilities, building and maintenance support for collections.		3.1.2.6 Maintain voluntary library buildings rent free and maintain support for collections.	<p>Develop a plan for the voluntary libraries within the Libraries 2025 Facilities Plan framework, the Facilities Rebuild Plan and the Transitional Community Facility Report that will maximise the community use of these facilities. This will include investigating partnership opportunities with external agencies and other Council units. Other Council or community uses could be considered.</p> <p>*Land lease only</p> <p>Voluntary libraries still being provided: Mairehau, Hoon Hay, Riccarton, Opawa Children's Library, *Upper Riccarton War Memorial Library</p> <p>Voluntary Libraries no longer operating from a CCC facility or at all: Redcliffs, Heathcote, Woolston &amp; St Martin's. Opawa Adults library is operating from the premises of Opawa Children's Library.</p>	<b><i>LOS amended: 'remaining' removed. 'Maintenance' changed to 'maintain'.</i></b>

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<b>Equitable access to relevant, timely information and professional services</b>					
<p>3.1.3 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.</p>	<p>A) Staff responds to 239,000 reference and research enquiries from customers per year. (Plus 661,000 Quick Answer enquiries)</p> <p>B) Online catalogue, library website and digital content attracts 10.45 million page views to the web site. 7.59 million external page views to the online catalogue</p> <p>C) Bookable time on public PCs is free with charges on ancillary services</p>	<p>A) National average for NZ metropolitan public libraries is 104,000 reference and research enquiries.</p> <p>B) No benchmark is currently available.</p> <p>A) C) National benchmark is free access to internet resources. International standard, USA and UK libraries, provide free internet access.</p> <p>D) Benchmark from ALA State Ranking Tables (see rationale)</p>	<p>3.1.3.1 Maintain number of reference and research enquiries from customer per year at national average or better. <i>(excluding periods of closure)</i></p> <p>3.1.3.2 At least 20% of all transactions occur online</p> <p>3.1.3.3 Access to online information using public computers is freely available at all libraries</p> <p>3.1.3.4 Maintain ratio of public internet computers at least 2.5 per 5,000 of population</p> <p>3.1.3.5 Free Wifi access is available at Metropolitan, Suburban, and Neighbourhood Libraries</p>	<p><b>Key business driver:</b> Digital access and literacy are the currency for productive living in the 21st century. Public libraries are at the forefront of providing high-quality public access to digital information and resources to ensure all people can benefit from opportunity online. Each year, millions of people use technology services at public libraries to continue their education, find jobs, improve their career skills, access e-government services, research health information, connect with family and friends, and much more</p> <p>The target of 20% of transactions occurring online is driven by the target of 20% of the collection being available digitally. The target aligns with the ICT Strategic envelope of providing community and customer self-service.</p> <p>Free access to internet services ensures our libraries align with other New Zealand Public Libraries.</p> <p>The benchmark measure for provision of public computers in public libraries is the number of computers per 5000 of population served. 2.5 is the current ratio provided by Christchurch City Libraries. The figure of 2.5 would rank Christchurch at 49 out of 51 when compared to the ALA (American Library Association) State rankings.</p>	

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<b>Programmes and events designed to meet customers' diverse lifelong learning needs</b>													
<p>3.1.4 Provide programmes and events to meet customers diverse lifelong learning needs.</p>	<p>Participation of 200-230 per 1000 of population</p> <p>Trends 08-09: 227 09-10: 250 10-11: 205 11-12: 220</p>	<p>Currently no international benchmarks are available</p> <p>Comparisons of participation rates per 1000 of population for 2009/10</p> <p>Auckland: 270(exclusive of festivals and events)</p> <p>Seattle (King County): 500</p> <p>Christchurch: 250</p> <p>Toronto: 320</p> <p>Average: 333</p>	<p>Maintain participation of 200-230 per 1000 of population <i>(excluding periods of closure)</i></p>	<p><b>Key business driver:</b> The libraries promotes a community driven service model to offer life changing public programmes and events through national and local partnerships with other community, cultural and educational groups. These services are responsive to customer's diverse life long learning needs. Access to quality technology, inclusive of mobile technologies, enables community participation, particularly disenfranchised groups, with local, regional national and international offerings. This has the benefit of strengthening community well being and connections. The show casing of different cultures and groups within the community combined with intergenerational sharing helps to improve understanding and acceptance by others.</p> <p>Participation in these activities has been cited to improve academic outcomes for low-income children, enable continuing education opportunities for adults and instil a life long love of reading and learning for all. The return on this investment is the extension of an educated and literate population participating in community life and decision making. Local communities are strengthened.</p> <p>The target of participation of 200-230 per 1000 population reflects the current level of community need and support. 2011-12 Participation by customers</p> <table style="margin-left: 20px;"> <tr> <td>Children (under 12 years)</td> <td style="text-align: right;">49,389</td> </tr> <tr> <td>Youth (13-18)</td> <td style="text-align: right;">2,092</td> </tr> <tr> <td>Adult (18+ years)</td> <td style="text-align: right;">27,837</td> </tr> <tr> <td><b>Total</b></td> <td style="text-align: right;"><b>79,315</b></td> </tr> </table> <p>Examples of highly valued public programmes and events: Matariki, Wā Kōrero-Story time for under twos, Coffee and computers for older adults, Pacifica e-book club, Digital media clubs for children and youth, NZ book month, Reading Crusade and Library literacy sessions.</p>	Children (under 12 years)	49,389	Youth (13-18)	2,092	Adult (18+ years)	27,837	<b>Total</b>	<b>79,315</b>	
Children (under 12 years)	49,389												
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<p>3.1.8 Customer satisfaction with library programmes and events provided</p>	<p>90.5 % across a mix of programmes</p>	<p>No national benchmark available</p>	<p>90% of customers satisfied with library programmes and events provided</p>	<p>To evaluate the effectiveness of programmes and events and to obtain feedback to track and respond to customer demand. A representative mix of regular programmes to be surveyed at the same time as the overall library customer satisfaction survey and a pre-planned mix of programmes offered during other events that occur throughout the year. The questionnaires will incorporate several standardised questions that use the 5 point scale."</p>									

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<b>Print and digital collections and content readily available for loan, for use in libraries and via the Library's website (cont'd)</b>					
3.1.5 Library user satisfaction with library service at Metro, Suburban and Neighbourhood libraries	2011/12 97.2%  2010/11 99.3%  2009/10 98%  2008/09 92%  2007/08 89%	No national benchmark available	At least <b>90%</b> of library users satisfied with the library service	To monitor and evaluate the effectiveness of library services provided and to obtain feedback that enables the Library to track and respond to customer needs. Does not include Voluntary Libraries	<b>Target changed from 85% to 90%</b>

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### Non-LTP Performance Standards

Non-LTP Performance Standards	Current performance	Benchmarks	Recommended LOS	Rationale	LTP Committee Direction
<b>Print and digital collections and content readily available for loan, for use in libraries and via the Library's website (cont'd)</b>					
<p>3.1.6 Collections are available to, and meet the needs of, the community, in a cost effective manner.</p>	<p><b><i>Cost per transaction of \$2.61</i></b></p>	<p>No Benchmark available for local measure.</p>	<p><b><i>Maintain cost per transaction of no more than \$2.68</i></b></p>	<p>The cost per transaction incorporates the total visits to the library, items issued, items reserved and the total number of physical customer and electronic resource enquiries. Having developed a robust method to measure the use of electronic resources, these transactions are now incorporated into the total number of transactions providing a more complete account of library resource usage. <b><i>The calculation is based on the total transactions (including electronic) divided by the planed net cost of service. The Recommended LOS takes into account Libraries that are closed and new services (Aranui/Tuam).</i></b></p>	<p><b><i>Current actual now provided. Further explanation provided as to why the average transaction cost has increased.</i></b></p> <p><b><i>Retain as non-LTP measure.</i></b></p>
<p>3.1.7 Customers are able to complete library transactions via self service (Ex 3.1.6.2)</p>	<p>Average of self issues is 28% of total issue</p> <p>Self issue for libraries with RFID = 97.6%</p> <p>Self issue for libraries without RFID = 38%</p>	<p>Average for similar sized NZ public libraries is 40%</p>	<p>Achieve self issue average of at least 90% by 2015</p>	<p>By 2015 all libraries will be RFID enabled with 49 self service kiosks in use across the library network. RFID enabled libraries are able to operate at 90% self service and above. Increased Customer Self Service is a driver for controlling operational costs and aligns with the IM&amp;CT ISSP strategic envelope. This is expected to continue to make operational savings, which are factored into future budgets.</p>	