Waikato

DISTRICT COUNCIL
Te Kaunihera aa Takiwaa o Waikato

Waikato District Council

Library Strategy

September 2019

Sue Sutherland Consulting

About this document

Sue Sutherland Consulting was engaged to develop this strategy in collaboration with the Waikato District council. It has been developed over a four month period from May to August 2019 and has involved interviews with a number of Council staff, workshops with library staff, a workshop with elected members and senior staff and community input through an in-library survey process.

Sue Sutherland and John Truesdale acknowledge with thanks the time and input of all those who contributed their thinking, insights and ideas.

Structure of the document

The document is in four main sections. The first section outlines the Strategy and includes the Libraries' aspiration and purpose, the principles which underpin our service philosophy and our organisational and service values. Four goals and four key enablers are described and the investment needed to achieve the strategy is indicated.

The second section outlines how this strategy aligns with Council's vision and goals as outlined in both the Long Term Plan 2018-2021 and the Waikato Blueprint published in 2019.

The third section outlines the context that has informed thinking to arrive at the strategy: the changes that have taken place in libraries over the last 3 decades, the major societal and technological changes and the local context.

The final section documents the output from various stakeholder and user engagement workshops and surveys and highlights key themes that have helped shaped the things we need to do to make sure our library services go on adding value to the lives of the people of the Waikato District.

The strategy on a single page is attached at the end of the document.

Cover image: Ngaruawahia, Huntly and Raglan libraries

The Waikato District Libraries strategy provides a clear direction for where we need to head over the next ten years to meet our communities' current and future needs.

It positions us firmly within our local context: a large geographical area, with a significant rural hinterland; a number of small towns, all less than 8,000 in population; fast growing areas in both the north of the district and in the south bordering Hamilton City; no large urban centre with a central library which can provide specialist services for the whole district.

The Strategy draws from current best practice in delivering library services, builds on what we have and pushes the boundaries in creating community hubs, that are technology rich, focused on inspiring readers, developing knowledge and skills, connecting communities with ideas and each other and breaking down barriers to enable everyone to access services.

It provides a framework for capitalising on new ideas and needs as they emerge over the next ten years. Nothing ambitious is excluded as a result. More importantly it is achievable with wise and intentional investment both in funding and in energy and time.

Contents

Introduction

This Waikato District Council Libraries strategy has been developed to provide a clear direction for where libraries need to head over the next ten years. Its purpose is to guide decision making, clarify why we have libraries and how they contribute to meeting the Council and community aspirations for the district

The world of public libraries has changed dramatically over the last three decades. The speed of change reflects the acceleration of technological and societal change experienced, particularly in the western world. Libraries have now embraced their roles as pillars of the community in a much more sophisticated and overt way and see themselves as part of an overall entertainment, learning and literacy landscape.

Libraries have maintained their traditional foci on literacy and learning but the way in which services are now delivered has changed dramatically in response to the needs of our 21st century world. This is reflected in the nature of collections, the way technology is used and offered to the community, access to information and the increasing battle to determine what is "real", the re-purposing of library spaces, the strengthening of programme offerings and the types of staff that are employed.

The strategy positions the libraries firmly within the local context: a large geographical area, with a significant rural hinterland; a number of small towns, all less than 8,000 in population; and fast growing areas in both the north of the district and in the south bordering Hamilton City. There is no large urban centre, and no central library which can provide specialist services for the whole district. The strategy is designed to provide a whole of library approach to service provision, whilst recognising that there are local needs in the different towns.

The context is addressed more fully in the section on *Context* on page 12.

A tiered approach to service delivery

We are recommending a tiered approach to service to ensure that everyone in the district has access to a full range of library services. Waikato covers a large geographical area and it's not possible for every resident to access library services by regularly visiting a physical library.

This approach acknowledges the following:

1. Our existing physical libraries provide services to five of our River Towns (as described in the Waikato Blueprint) and the coastal town of Raglan. It is expected that within the timeframe of the strategy a new library and community hub will be built at Pokeno and this will cater for growth in the north of the district. These libraries are able to deliver a full range of services to Waikato people who can visit them.

2. Following recent agreement with Hamilton City, the south-east and south-west of our district will be served through a partnership agreement with Hamilton City Libraries which will provide residents in the areas surrounding the border with access to library services. It is expected, however that contact with library services will be maintained with these residents through events and specialist services such as Waikato heritage.

3. Those without easy access to a physical library must also have access to library services. It is anticipated that a mobile service will be established to enable travel throughout the district in order to take library services to smaller villages, towns, marae, events and wherever people are gathered. Access to eServices online will complement this approach.

Our strategy

Waikato District Libraries
- *Inspiring curiosity*
- *Enriching lives*
- *Connecting communities*

Aspiration and purpose

The Waikato District Council vision is:

"Liveable, Thriving and Connected Communities / He noohanga aahuru, he iwi whai ora, he hapori tuuhono tahi".

Waikato District Libraries plays an important role in helping achieve this vision. We connect people with information, ideas and stories for their personal growth and enjoyment, while building knowledge and skills. We provide opportunities and experiences for lifelong learning and creativity, and public spaces where all are welcome and communities can gather to meet, listen, watch or participate. Enabling access to the digital world and supporting people to acquire the digital skills to participate and experiment with new technologies is also part of our role.

Our aspiration is for Waikato District Libraries to be at the heart of our district: **inspiring curiosity, enriching lives and connecting communities.**

Principles

Our service is underpinned by four principles: equity of access, freedom of information, trust, and partnership

Principles:
- *Equity of access*
- *Freedom of information*
- *Trust*
- *Partnership*

- Equity of access. Everyone living in our district has a right to access library services regardless of age, ethnicity, gender, religion, ability or socioeconomic status. If you cannot get to a library we will try and bring library services to you. Where possible we will remove barriers that make it difficult for people to access library services.
- Freedom of information. The right to know and access information is fundamental to a democratic society. Our collections will reflect diversity of opinion allowed within the law.
- Trust. We value and respect the trust placed in public libraries over the decades. We strive to provide quality service and resources to be worthy of that trust.
- Partnership. Libraries belong to the community and we will work with you to shape and deliver the services that best fit the needs of our different communities. We will work with other organisations with similar objectives, where we can make a bigger difference than by working alone.

Values

In addition our organisational values, we have three values that reflect the way we deliver our service.

- Manaakitanga – welcoming, hospitable
- Kaitiakitanga –stewardship, guardianship
- Whanaungatanga – relationships, sense of family connections

DO IT RIGHT
REPRESENT THE DISTRICT
GEARED FOR GROWTH
HERE TO SERVE
TEAM UP

Waikato District Council values

Goals

In developing our goals, we have focused on the areas where we can make the most difference and which will provide the best outcomes for the people in our district. The Council's Long-Term Plan 2018-2028, and the Waikato Blueprint (June 2019) provide the local context. Our knowledge of how library services in New Zealand and internationally are developing has shaped our thinking, as has input from stakeholders and users. We recommend further community engagement as the initiatives in the strategy are implemented. The strategy focuses on four key goals.

1. Building the reading experience

Being able to read is a foundational skill that makes so much else possible in life. We know that children who have stories read to them hear up to 1.4million[1a] more words by the time they are five, setting them up for better outcomes in education and life. As with any skill, the more it is practised the better reader a person becomes. Whether a person reads to find out something, or to lose themselves in the power of a story, or reads an instructional manual, it is all reading. We want to:

- Enable every child to be a reader
- Provide great collections for reading, listening to and viewing
- Open up new possibilities for readers
- Support young adults and adults who have reading difficulties
- Remove barriers to use such as fines and hold charges

We will continue to have a broad range of books and magazines, run programmes for all ages, support book groups, reading challenges, under 5 programmes, author talks and partner with literacy agencies. We will explore the possibility of creative writing courses.

Desired outcomes of *Building the reading experience* are:
- Increased literacy
- Best start in life for children
- Improved job prospects and productivity for our young people

"When libraries are strong, communities thrive. Strong libraries build strong communities"[1].

- American Library Association

2. Connecting communities

Library spaces provide the opportunity for people not only to connect with ideas and stories but also to each other. Whether that is attending a group meeting or a programme, or just having a chat with a staff member or a friend, library space provides a neutral, non-commercial environment which helps break down isolation. Each of our communities has its unique identity and our libraries should reflect that as much as possible while still retaining a consistent service across the district. The Waikato Blueprint provides many good ideas about how we can support local aspirations. We want to:

- Provide 'cool' spaces for recreation, engagement, creativity and learning
- Work in partnership with Iwi to deliver services for hapu and whanau
- Strengthen relationships with local groups to meet specific interests and needs
- Have programmes and events that connect the generations and the cultures
- Work closely with Hamilton City Libraries to meet the needs of residents in the south-east of our district

Residents at a Waikato Blueprint focus group

Desired outcomes of *Connecting Communities* are:
- Greater social cohesion and reduced isolation
- Stronger communities
- A more tolerant and inclusive society

3. Bringing the library to you

Not everyone in our district has easy access to library services. This may be because of geographic isolation or lack of transport. Others may think the library has nothing to offer them or feel shy or uncomfortable about going into the library as they were not introduced to libraries when they were young. We need to find better ways to engage with non-library users where ever they are, to show them what is available. We want to:

- Launch a mobile vehicle to service small towns, villages and take to marae and events
- Expand our eResources for online access and help users to become familiar with them
- Strengthen services to the housebound, rest homes and early childhood centres

A mobile vehicle would enable us to take reading materials and technology to small towns and villages and places that do not have easy access to a library, such as Port Waikato in the most northern part of the district. It would also enable us to visit Marae, local gathering places, and attend events to promote library service. A campaign to promote the library's eResources, backed up by tutorials to help users get connected is planned.

Desired outcomes of *Bringing the library to you* are:
- More people are able to access and benefit from services
- Greater fairness and equity of access
- Greater return on investment

4. Developing knowledge and skills

Helping people learn new skills and research ideas in an informal setting is part of our role in providing lifelong learning opportunities. As well as reading, people learn by listening, watching, doing and experimenting. In today's world being proficient and safe while using digital technologies is an essential skill for everyone. As new technologies such as virtual reality (VR), augmented reality (AR) artificial intelligence (AI) and 3D printing begin to impact our lives we want to ensure our communities have opportunities to try out and experiment with them. There is a strong emphasis on young people needing to be proficient in science, technology, engineering and maths (STEM), so having a chance to try out robots, learn coding and gaming is important. There is also renewed interest in arts and crafts such as sewing. We want to:

- Develop and promote our libraries as community innovation and entrepreneurial hubs
- Provide opportunities for people to 'learn by doing'
- Help people grow their digital literacy and digital citizenship abilities
- Partner with schools and others working with young people to grow their talents

Desired outcomes of *Developing knowledge and skills* are:
- Digital inclusion and personal cyber safety
- More informed decision making
- New skills leading to new opportunities

Rotorua Library's mobile vehicle

Dot and Dash Kit   View Master VR Kit

Borrowable tech kits, Hamilton Libraries (above), Selwyn Libraries (below), Indiana State Library (bottom)

Key enablers

For our strategy to succeed we need to focus on making some changes to our buildings; have appropriate technologies that will improve the customer experience and our efficiency; support and empower staff to achieve; and work in partnership with others to deliver more than we can alone.

Space

We have already begun a strategy for improving our physical facilities with a small extension to Tuakau Library and moving the Meremere Library alongside the community hall. Of the remaining libraries Te Kauwhata Library is the newest and is a good size for its population. Both Ngaruawahia and Raglan Libraries are too small for the populations they serve with very limited space for community meetings and customer activities. We recommend extensions of between 150-200m^2 for these two libraries.

Huntly Library is an appropriate size but needs to be reconfigured to make best use of the available space to accommodate a tech space and a larger community meeting space. The possibility of opening up the river facing wall to provide a seating area and small café as suggested through the community consultation could be explored.

By 2045 the population of Pokeno is projected to grow to 11,964 from 2132 in 2018. Planning for a new library/community hub for Pokeno will become a priority in the near future if the library is to be available for use by the time the population reaches 5-6000. Once the Tuakau library extension is complete and the projected library in Pokeno is built there should be no need for the 'grandfather' arrangement with Auckland City for access to Pukekohe Library. Once retail and other services are available in Pokeno residents will not have the same need to travel to Pukekohe for services.

At the same time as we make changes to the size of our libraries we need to rethink how services are delivered which will inevitably result in a reconfiguration of space. For example, as we move to self-service for circulation of materials, librarians should move out from behind a large counter or desk and stand alongside the customer to support them with the use of the library and the technology. This will affect how council customer services are delivered possibly requiring a separation of the two functions in the one space. This would address some of the issues identified in relation to privacy, etc. We need more comfortable seating, desks with power points for customers to use their own devices, group seating for meetings and small gatherings and space for activities. Décor is important and should reflect the culture of the area, with good lighting and acoustics.

Cool space for young people, Turanga, Christchurch City Libraries

"Public libraries are places where the feet can rest and the mind can soar"[2]

- Penny Carnaby, former National Librarian of NZ

We will:
- Develop a ten year plan for asset improvement and extension so that our libraries are able to fulfil their role as community hubs
- Rethink our service strategy, including the best way to deliver on the differing requirements of council and library services
- Meet the growth needs of the north of the district through a new library at Pokeno

Technology and collections

Fit for purpose technology for customers and staff is vital to delivering the strategy. Moving to RFID technology is recommended as this will enable customer self-service as well as better and more efficient circulation and collection management functions. This will free up some much-needed staff time to be used in working with customers and communities on supporting their learning. Planning for digital developments and budget for buying technologies for customer use and experience is a priority. This should include small scale technology kits for loan and technologies to use in libraries and in programmes. The technology kits for loan should be regarded as collection items. Hamilton City Libraries is already lending a variety of kits in four categories: Create, DIY, Explore and Play.[2a]

Other areas of collections development should include providing eAudio materials. This is a fast growing area in libraries and both BorrowBox and Overdrive have excellent selections. Widening the collection range and ensuring we have sufficient materials to support adult readers who have literacy difficulties is important. This is likely to require reprioritising our current budget expenditure.

We will:

- Develop a plan and budget for rolling out digital technologies for customer use, experience and loan
- Introduce RFID technologies to improve customer service and efficiency
- Establish eAudio collections and broaden our range of eCollections

Customer using a self-issue machine

Staff

Staff are the lifeblood of our services. We need focused leadership and sufficient resilient, adaptable staff who have strong digital skills. Service leadership could be strengthened by the identification of specific responsibilities such as children's services and there is a need for a person with the right digital skills and knowledge to plan, support and deliver increased digital services identified in the strategy. We also need a more co-ordinated approach to programmes that are designed to advance the goals outlined in the Strategy. Programmes will be part of delivering the outcomes of all four goal areas.

Libraries are learning organisations and as such we aspire to have a learning culture that embraces a community-engaged service model. We want to involve our communities in the design and delivery of services and get out into the community to understand needs and build relationships.

We need our people to be agile and responsive to changes as they occur in society and in people's expectations of library services, by testing out new ideas and running pilot programmes before rolling out across the district.

As the district grows and services expand to meet demand, additional staff will be needed for Pokeno Library. A mobile vehicle will require additional resources to operate. We recommend that this is not one single driver but rather the vehicle is operated out of different locations to service the different parts of the district under the management of one of the existing librarians. In this way it becomes

Christchurch City Libraries staff member helping customer

"The most important asset of any library goes home at night – the library staff"[3].

–Timothy Healy Former President of the New York Public Library 1989-1992

part of the outreach from the individual libraries and not an entirely separate service

We will:

- Develop a learning culture that encourages and empowers staff to explore and acquire new skills and responsibilities
- Be customer-driven and focus on understanding community needs and building relationships
- Be agile and responsive to change
- Make the case for additional staff resources to address growth in service demand and to deliver on the strategy

Partnership approach

More is achieved if we work together with other groups and individuals who share similar goals, such as literacy agencies, youth workers, or those who have expertise that would benefit our users. We want to leverage expertise in Council and seek sponsors and funders for appropriate initiatives. Our agreement with Hamilton City Council is an important partnership and we will work with them to serve the residents of the southeast of our district, and on other initiatives for mutual benefit. We will be alert to opportunities for greater regional collaboration where that benefits the people of the Waikato in getting best quality library services for all.

Of primary importance is finding the best way for libraries to work in partnership with local Iwi to shape our services to meet hapu and whanau needs, particularly those of young Māori. Advice was sought from the Council's Iwi and Community Partnerships Manager on the preferred way to engage with Māori. His advice was to engage through existing council channels and not to proceed separately as Libraries. Community Boards are also a possible way to get input into the best way to implement the strategy for hapu and whanau.

We will:

- Leverage expertise in Council and locally
- Seek sponsors and funders for appropriate initiatives
- Work with other literacy, learning and social service providers for greater impact
- Work with Hamilton City Council to serve residents in the south-east

Investment

To achieve the desired the following new initiatives will require funding:
- A new mobile vehicle service
- Providing access to new and emerging technologies for both in-library use and for loan
- RFID circulation and collection management technology
- A new library/community hub in Pokeno

Existing services which will need some additional funding to achieve the strategy include:

- Expanding the purchase of and access to eResources
- A revamp of Huntly Library
- Possible extensions or new builds in Ngaruawahia and Raglan
- Additional staff resource

A report prepared for LIANZA on *Valuing our libraries* researched and reviewed studies done in Australia, the UK and America on the economic return on investment (EROI). They found that for every dollar spent on public libraries there was a return of between $3 and $5 dollars. Although we have no comparable New Zealand study there is every reason to believe that the results would be similar.

Aligning our strategy

The Council has indicated its priorities through the Long-Term Plan (LTP) 2018-2028, and in the Waikato Blueprint document. In terms of the five community goals outlined in the LTP, the strategy will contribute to the goals of:

Supporting our communities: Kia tautoko ki a taatou Haapori	We consider the well-being of all of our people in all our planning and activities. We support and plan for the development of complete and connected communities.	A key goal of the libraries' strategy is connecting communities through providing spaces and events where people come together.
Working together with you: Kia mahi tahi taatou	Our communities work with us so we are collectively focused on the right things at the right time.	We aspire to be customer-driven and focus on understanding community needs and building relationships
Providing value for money: Ka whai painga mo te puutea	Residents and ratepayers get value for money because we find innovative ways to deliver strategic, timely and fit for purpose infrastructure and services at the most effective cost	Libraries are part of the sharing economy supplying resources that are used many times and are not consumed by that use. We use technologies to improve efficiency and effectiveness.

The Libraries Strategy will contribute to six of the nine goals in the Waikato Blueprint.

Identity	Create a world class Waikato River corridor identity and strengthen Raglan's local character	Strong vibrant libraries that reflect the local identity
Iwi	Build on the Joint Management Agreements and other agreements, celebrate Maaori culture, and promote the use of Te Reo	Library collections in Te Reo; promotion of the language and culture through events, e.g. Matariki; taking service tasters to marae.
Communities	Strengthen, enable and connect local communities and citizens, and support those most in need	Connecting communities and providing places for meeting, learning and participation breaks down isolation; specialist services for those with literacy needs, housebound etc
Growth	Direct cohesive growth outcomes which support all community needs	Growth in the north accommodated by a new library/community hub in Pokeno; growth in the Southeast by a partnership with Hamilton City
Economy	Support the rural and urban economy, and attract more visitors, entrepreneurs, and employment uses	Providing opportunities to try and experience technologies; focusing on developing knowledge and skills of young people
Transport	Leverage value off accessibility, help those disadvantaged by a lack of transport options, prepare for future passenger rail	Taking the library to where people are, both with a mobile vehicle and expanding online access to content

Context

The strategy has been informed by information gathered from desktop research into the trends and changes in libraries; societal changes that could have an impact on communities in the district; reading relevant council and other documents to understand the future changes likely to happen in the Waikato district, and the aspirations of the council and community for its future well-being. All libraries were visited.

Libraries are an engine room of social mobility...walking into a library is often the first step a person takes out of social exclusion, unemployment and poverty[5].

- Darren McGarvey, Poverty Safari

"It's also incredibly easy ... at 2 o'clock in the morning and you finish the first book in The Girl with a Dragon Tattoo series, you can just download the next one without having to wait and I think that availability is fantastic"[6]

- Book Council chief executive Catriona Ferguson

Library trends

The past two decades have seen some very significant changes in how people think about libraries, what libraries offer and how they deliver services.

Library mission

The fundamental purpose of public libraries has always been about ensuring that ordinary people had access to knowledge, ideas and stories, as a means to improve their ability to live, work and participate in the life of their communities. The primary avenue for this in the 19th and 20th centuries was the book, and other written information such as newspapers and periodicals. The public library gathered this information together, organised and made it available to people for loan, or for use in the library. Libraries provided space for users to research, study, read and just 'be' in this special place.

In the 21st century the purpose remains fundamentally unchanged. What has changed is the myriad ways that information is shared and made available, the different ways that people learn, other than by reading, and the nature and use of the public civic spaces provided.   There has been a growing awareness by decision makers and funders of the important role that libraries have in social cohesion and connectedness, equity, breaking down barriers and transforming lives.

Collections

Information and content has moved online. EBooks, eAudio books and eMagazines are common place and libraries continue to provide access to quality subscription databases. More content is going behind paywalls and CD and DVDs are being replaced by streaming video and music. Physical books remain the mainstay in libraries although some non-fiction, particularly reference materials, are no longer published in physical formats. Libraries have broadened the range of materials in languages other than English in response to the arrival of new migrants whose first language is other than English. More titles are being published in te reo Māori, but it can still be difficult to keep up with demand. Digitisation of analogue content such as newspapers and selected heritage materials, particularly photographs, has been great for historians and family history interests.

Most libraries have moved to outsource the major part of collection supply and cataloguing resulting in shelf ready materials being delivered direct to libraries.

Café, Docklands Library, Melbourne

Browsing Books online

We want our libraries to be "powerhouses of knowledge, culture and learning in a rapidly accelerating digital world. We must be places where people can come to learn, and to solve their problems[7],"

- Mary, Librarian from Zambia.

Spaces

Libraries have become space for people to connect, create, experience and learn. More space is given over to people activities: study, meeting, programmes, events, comfortable seating and cafes. Libraries are moving from being standalone buildings to being the anchor for community hubs, alongside other council facilities such as community and recreation centres, museums and galleries. Over the last decade there have been numerous new community libraries built in New Zealand and libraries are seen as being part of place making and urban and community regeneration.

There has been a rethink of mobile libraries. Vehicles are smaller, bringing books, technology and expertise to smaller communities and schools which do not have a physical library, or being used as promotional tasters at community events and gathering points.

Technology

Free access to the internet through public wifi and computers and technology for scanning, copying and digitising materials is common place. More recently libraries have embraced the 'maker movement' which provides people with opportunities to experience and experiment with new technologies such as 3D printing, virtual reality (VR), augmented reality (AR) and robotics. As well, craft and older technologies such as sewing machines are having a resurgence and many libraries are making a variety of such tools available for public use. Some libraries are even lending 'things' such as telescopes and sewing machines, accompanied by books and materials that encourage the person to learn about the world through experiencing as well as reading.
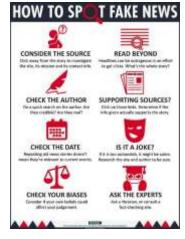
Services

Facilitating and delivering learning programmes and events, a renewed focus on the importance of reading for pleasure and supporting users to be digitally literate are all part of the services provided by public libraries. Self-help technologies make it easier for customers take out and return items, make payments and manage their user record. Services are more focused on meeting needs of local communities. The options are wide ranging and may include services for Māori, Pasifika, new migrants, homeless, differently abled, children and young people, seniors and housebound, business and entrepreneurs and families and whanau.

Staff

As the range of services has broadened so to have the skills and disciplines of people working in libraries. Professional librarians work alongside digital technologists, community workers and educators for example. Staff need to have a good rapport with people, be able to build relationship, have strong digital skills and understand the ethos and principles which underpin quality library service. There is a changing emphasis from sourcing scarce information to helping user find quality, trusted information from the deluge available. Library staff are facilitators, navigators, advisors, information wranglers and organisers.

IFLA[10]

Strategic policy shifts

Trends that have been driving policy changes include: people and communities at the centre of service development including co-design of services; collaboration and partnership to achieve greater benefit and collective impact; and a focus on equity leading to removal of barriers such as charges [12] (fines and holds) which can limit use.

Social, technological and economic trends

Technology impacts

The first two decades of the 21st century have seen huge changes to how people communicate, get their information, relax and live their lives. Predictions are that these changes will continue with the development of artificial intelligence, robotics, automation and the internet of things made much more possible through 5G networks. A key concern is the impact of these technologies on jobs leading to people needing to learn new skills and retrain. For many, work is already becoming transitory, with unreliable incomes and portfolio careers, where a person has several jobs that make up full time work or contract work. The internet has made it possible for more people to work from home, or to live in one country and do work in another.

Poverty gap

The gap between rich and poor continues to get wider with a rise in a poor middle class. Poverty leads to poorer heath, mental health and educational outcomes with lower literacy, and unemployment higher as a result. We are seeing greater divisiveness in society, social isolation and alienation from civil society with a breakdown in trust in our institutions and government.

Privacy and 'censorship' issues

Growing mistrust of media and information platforms and sources, is being fuelled by the 'fake news' phenomenon and the manipulation of data to deliberately misinform people and to influence readers to a particular point of view. As well there is a new form of censorship in that search engines use algorithms to surface information that already fits with the person's world view so that individuals are no longer exposed to contrary view points but are subliminally encouraged to buy goods or believe facts. Cyber security and the safety of personal data are becoming more concerning and the loss of personal privacy in an online environment is real.

Helping people discern what is real and truthful and how to be safe online is a growing role for libraries and librarians.

Migration

Worldwide people are on the move, fleeing war, violence, climate issues, poverty, religious persecution or seeking a better life for themselves and their families. New Zealand has welcomed many new immigrants and refugees, leading to a diversity of cultures and enrichment of experiences. As well as the positive aspects, the scale of migration globally is leading to a rise in nationalism,

increased racism and extremism. There is a greater need for tolerance and understanding and mechanisms to strengthen inclusiveness in society.

Māori futures

Over the past two decades we have seen the growing powerhouse of the Māori economy as Iwi have settled Treaty claims and invested in improving outcomes for their people. New ways of working in partnership with Māori have been, and continue to be, explored by central and local government. Māori values, Māori ways of doing things, the push for tino rangatiratanga, self-determination, are likely to have a stronger influence in the future as New Zealand looks to improve outcomes for Māori in education, health, prosperity and well-being.

Local issues and opportunities

Council

The Council's vision for the district is outlined in the Long Term Plan 2018-2028 is:

Liveable, Thriving and Connected Communities / He noohanga aahuru, he iwi whai ora, he hapori tuuhono tahi.

Five community goals are designed to deliver on this vision.
- Supporting our communities: Kia tautoko ki a taatou Haapori
- Building our economy: Ka hanga a taatou Oohanga
- Sustaining our environment: Kia toituu to taatou Taiao
- Working together with you: Kia mahi tahi taatou
- Providing value for money: Ka whai painga mo te puutea

Waikato Blueprint[11]

More recently the Council commissioned the development of the Waikato Blueprint for the district to provide a high-level 'spatial picture' of how the district could progress over the next 30 years. It addresses the community's social, economic and environmental needs and is a tool to move from vision to strategy, and from strategy to action by setting out specific, prioritised initiatives at the district and local level.

The Blueprint identified nine themes: identity, nature, iwi, communities, growth, economy, transport, infrastructure and governance. Each area has a high level aim and a number of actions to address the particular needs identified through the process. The major issues facing the district are demographic growth, particularly in the north and south east of the district, economic development and employment, strengthening the heart of communities, providing appropriate infrastructure including community infrastructure, transport and sustainable development.

The Blueprint also has local area blueprints which provide a wealth of ideas and material about local community's needs based workshops held in the different locations.

Library

Current libraries

Waikato District Council provides six libraries based at Huntly, Ngaruawahia, Tuakau, Te Kauwhata, Meremere and Raglan. Huntly, Raglan and Te Kauwhata also provide Council customer services from the same building and the one team provides both services. Apart from Huntly the libraries are single story buildings and all are less than 400m2. The current and projected populations of the towns are provided below.

Tuakau Library

Library	Huntly	Raglan	Ngaruawahia	Te Kauwhata	Tuakau	Meremere
Size	770m^2	373m^2	308m^2	273m^2	266m^2	51m^2
2018	7,491	3,115	5,424	1,769	4,639	564
2045	8,295	3,611	5,615	3,093	10,147	711

From: Waikato Blueprint June 2019

It should be noted that all libraries will be providing services to a wider catchment than the people who live in the towns. Nearby rural populations who come to the towns for services and shopping will also be part of the population catchment.

The majority of the libraries are small and will struggle to accommodate population growth with little room for programmes and activities normally provided in a modern library. Tuakau is about to get a small extension which will cater for current growth but not the projected population for 2045.

Meremere library has just been relocated to a building adjacent to the hall and Te Kauwhata is a satisfactory size and the newest building. Both Raglan and Ngaruawahia would benefit from extensions. Huntly, is an adequate size.

Te Kauwhata Library

Services to the remainder of the district

Waikato District Council recently renegotiated an agreement with Hamilton City Council for access to library services for residents living in the following wards: Tamahere, Newcastle, Eureka, Hukanui-Waerenga (1/3 of this ward) and Horotiu (as it directly borders Hamilton City. People living in these parts of the District tend to shop in Hamilton City and go there for services. The agreement allows residents to access the full services of Hamilton City Libraries

Waikato District Council currently has a 'grandfathered' arrangement with Auckland City Council for a group of residents who were previously part of the former Franklin District which enables those residents to access Pukekohe Library. The agreement is restricted to former residents who were members of the library only and does not apply to anyone moving into the District, or who want to start using the Pukekohe Library, if they were not previously members.

Council customer service

All of the libraries except Ngaruawahia and Tuakau provide both library and council services at the one location. There are major council offices at both Ngaruawahia and Tuakau so council services are provided from these locations. While this is convenient for customers there are occasions when it is difficult to

balance the differing requirements of the two services. Workloads at peak council times can mean library customer needs become secondary. Privacy for council business is not always possible, and on occasions council transactions are acrimonious which is less than desirable if there are young children around.

Stakeholder and community voice

Workshops were held with elected members and staff. Storyboards were used in libraries to gather community views on what was important for libraries to be doing into the future. It is anticipated that further community engagement will happen through long term and annual planning processes.

Comments from the Councillor workshop

"Libraries should be a multi-purpose hub, providing support for people to learn, connect and grow small business"

"We need to build the reading experience…the basics from birth… and connecting children to the written word and the quest for knowledge"

"Providing tech opportunities…virtual reality, 3D printing, gaming…for youth activation"

Sewing machine in use at Turanga, Christchurch City Libraries

Councillor workshop

A workshop for elected members was held on 10 June 2019. They were asked to identify the main barriers to use of library services. These included:

- Public perception - that libraries are just places for books, that they are elite or that they are Pakeha institutions.
- Stigma to use – libraries are old-fashioned and not 'cool', people are afraid to look stupid in an unfamiliar place, or because they cannot read, or read well
- Accessibility – geographic isolation and distance from a library, lack of transport, lack of parking, accessibility for people with physical challenges, opening hours
- Space – lack of community space and meeting space, configurability of space, static spaces, long counters and lack of privacy (particularly in relation to council customer service), no food or drink
- Technology – lack of access to the internet (to use library digital services), lack of technically and digitally skilled staff to enable access, not enough digital equipment in libraries, e.g. 3D printers
- Other barriers identified were lack of ability to access libraries across the Waikato; lack of alignment with other Council strategies to achieve the greatest impact.

Attendees saw libraries as sources of knowledge and learning, a social and community space, a technology hub providing support and opportunities for people to experience new technologies. Ideas for how to provide services to people who were not living near a library, or who didn't see the library as offering them anything, included having a mobile library, or going to places such as marae to bring services to the people. Reading and literacy remained important and services for children and young people a priority.

Other ideas included: co-designing spaces and services with the community, using local knowledge to broaden programme offerings, having a seed bank, and more joined up services, working in partnerships with others.

Staff workshops

Staff identified a number of key areas where they library should be strengthening services or moving in to new areas. These included:

- Broaden library loans – as well as books look at loaning things such as baking utensils, hobby items, games; wider range of eBooks, eAudio, streaming media, and subscription databases, and promoting the collections more
- Facilitate exchange of skills – with an emphasis on using community expertise and groups to deliver programmes, e.g. sewing, arts and crafts, writing, woodwork, etc

Having a VR experience

- Better utilisation of space – updated layouts, meeting rooms at all libraries for community use and programme delivery, quiet and noisier spaces
- Clearer separation of council service point from library service point – less confusing for customers, greater privacy and safer
- Programmes for all ages – ensuring the link with the collections. There was and a recognition that a small programme budget is necessary
- Taking the library to the community – not everyone has easy access to a library because of lack of transport, geographical isolation etc. There was strong support for a vehicle that could take books and technology out to communities and events
- Staying ahead of the digital curve – providing opportunities for people to experience new technologies such as 3D printing, robotics, VR – particularly young people; and using technologies such as RFID to improve customer self-help and efficiencies
- Staffing – there was a need for staff up skilling, and some new specialist roles and responsibilities across the district, e.g. children's specialist, digital specialist
- Site specific autonomy – staff need to be able to do what works for their community within an overall strategy and plan

Staff also completed an exercise in reconfiguring Huntly Library to provide more space for activities and better arrangement of services.

Community engagement

Over a two week period in July, library staff provided customers with an opportunity to provide input into rating current and future services against a set of criteria as to their importance. The criteria were:

1=Absolute must do / 2=Good Idea / 3=Not as important, but nice to do / 4=Do not do

Twenty-seven ideas for rating were provided and participants were also given the opportunity to suggest their own ideas. All of the scores were then collated across the district using a weighted average to determine those items which were seen as having the highest priority. The results were tabulated as follows:

"Café overlooking the river would be the ultimate and I would definitely use it regularly, even daily"

- Huntly user

"Cheaper scanning and printing charges, please"

- Ngaruawahia user

"Hobby items to take away, not just book borrowing"

- Ngaruawahia user

Collections

Books and other resources in Te Reo
More new books & magazines,

Help with searching for books and information
More E-books, Audio books and E-magazines
Access to electronic databases e.g. Ancestry, Newspapers and Encyclopaedias

Family History and Heritage resources
Streaming videos and movies

Space

Teen space,
More tables and comfortable seats,
Bigger Children's area

Activity space for Library learning events
Public meeting room

Libraries in community hubs with other services
Café

Technology access

Computer and Wi-Fi access,
Mobile library with technology

Access to printing and scanning
Help with using technology

3D printing
Gaming and coding
Access to VR, robots and other new technologies

Programmes and services

Programme for babies and under 5s
Sharing of community resources

Support for seniors, migrants and job seekers
Extended housebound service for Rest homes etc

Staff one on one customer support for all services
Reading advice

Those coloured yellow were in the top third of the ideas, blue was the second third and green was the lowest priority. Not all participants rated all items so caution is needed in interpreting these results. A number of suggestions were made by participants which are noted in the side bar.

It was disappointing not to be able to seek input from non-users. It may be that less traditional services such as access to new technologies and programmes would have ranked higher with this group.

Prior to the development of the strategy, the community in Tuakau was consulted on their preferred option for an extension to the library, and what they wanted to see in the library and this information has been taken into account.

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Strategy on a Page

Waikato District Libraries: Inspiring curiosity – Enriching lives – Connecting communities

We provide information, ideas, stories, experiences and spaces for learning, engagement and creativity, and access to the digital world anywhere, anytime

Building the reading experience

To achieve this we will:
- Enable every child to be a reader
- Provide great collections for reading, listening to and viewing
- Open up new possibilities for readers
- Support adult literacy
- Remove barriers to use, e.g. fines, holds

Connecting Communities

To achieve this we will:
- Provide 'cool' spaces for recreation, engagement, creativity and learning
- Work in partnership with Iwi to deliver services for hapu & whanau
- Strengthen relationships with local groups to meet specific needs
- Have programmes and events that connect the generations & cultures

Bringing the library to you

To achieve this we will:
- Launch a mobile vehicle to take services to small towns, villages, marae and district events
- Expand eResources for online access and help users get started
- Strengthen services to the housebound, rest homes and early childhood centres

Developing knowledge & skills

To achieve this we will:
- Develop and promote our libraries as community innovation and entrepreneurial hubs
- Provide opportunities for people to 'learn by doing'
- Help people grow their digital literacy and digital citizenship abilities
- Partner with schools & others working with young people to grow their talents

Outcomes
- Increased literacy
- Best start in life for children
- Improved job prospects and productivity for our young people
- Greater social cohesion and reduced isolation
- Stronger communities
- A more tolerant & inclusive society
- More people are able to access and benefit from services
- Greater fairness & equity of access
- Greater return on investment
- Digital inclusion and personal cyber safety
- More informed decision making
- New skills leading to new opportunities

To succeed we need:

Fit for purpose spaces
- Develop a ten year plan for asset improvement and extension so that our libraries are able to fulfil their role as community hubs
- Rethink our service strategy, including the best way to deliver on the differing requirements of council and library services
- Meet the growth needs of the north of the district through a new library at Pokeno

Technology and collections
- Develop a plan and budget for rolling out digital technologies for customer use, experience and loan
- Introduce RFID technologies to improve customer service and efficiency
- Establish eAudio collections and broaden our range of eCollections

Skilled and capable staff
- Develop a learning culture that encourages & empowers staff to explore and acquire new skills and responsibilities
- Be customer-driven and focus on understanding community needs and building relationships
- Be agile and responsive to change
- Make the case for additional staff resources to address growth in service demand and to deliver on the strategy

A partnership approach
- Leverage expertise in Council and locally
- Seek sponsors and funders for appropriate initiatives
- Work with other literacy, learning and social services providers for greater impact
- Work with Hamilton City Council to serve residents in the southeast of the district
- Be alert to opportunities for greater regional cooperation where that improves services

Principles & service values
- Equity of access
- Freedom of information
- Trust
- Partnership
- Manaakitanga – hospitality, welcome
- Kaitiakitanga – guardianship, stewardship
- Whanaungatanga – relationships, sense of family connections

Key priorities

Develop a 10 year investment plan that ensures delivery of the strategy, including:

New initiatives
- A new mobile vehicle service with targeted collections, staff and technology
- Customer access to technologies such as 3D printing, VR, robotics, both to borrow and use in libraries
- RFID circulation and collection management technology for greater efficiency
- A new library/community hub in Pokeno

Existing services and resources
- Expanding the purchase of and access to eResources
- A reconfiguration and refresh of Huntly Library
- Extensions or new builds of the libraries in Ngaruawahia and Raglan
- Additional staff resource to accommodate growth in service demand

- Review how best to deliver council and library services from libraries
- Work with the Council's Funding and Partnerships Manager to seek sponsorship for the purchase and fit out of a vehicle or vehicles for mobile services