Libraries

Community Facility Strategy Sub-Plan

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Contents

Action Plan

This Action Plan summarises the key parts of the Libraries Facilities Sub-Plan – the key issues and opportunities, the objectives and the actions. The main body provides the details of this Plan.

Key issues and opportunities

Provision

- Provision in smaller settlements where there is limited access to libraries.
- Changing social/community activities and needs require flexible multiuse spaces.
- Most facilities are not fit-for-purpose, either too small or single-use buildings.

Levels of Service

- The main district library in Feilding is earthquake-prone and needs redevelopment.
- Broaden the definition of a library to include concepts of community hubs and connection to other services.
- Condition of facilities varies as do the ability to provide welcoming and modern spaces.
- Demand for technology increases.

Management & Monitoring

- Monitored in terms of usage demand and type to plan for the changing needs.
- Regular maintenance/inspections.
- Role of key stakeholdes and Council is understood.

Key objectives

Provision

Appropriate, accessible and equitable location and distribution of libraries across the region to support community needs.

Levels of Service

Quality library facilities that are fit for purpose, safe, accessible and meet legal standards. A shift towards hub facilities that consider a sustainable design.

Management & Monitoring

Customer-focused planning of facilities that are value for money, affordable and have been streamlined and standardised.

Operational Actions

Key Action	Partners	Cost (est.)	Timeframe
1. Library facilities will have an annual budget and forward work plan for the building in place within 2 years of this plan's implementation.	Council	No Cost	2022-2023
2. Community committees where applicable will meet to address issues or concerns for satellite libraries, facilitated by Council and the library service team.	Council & Community Committees	No Cost	2021-2022
3. Develop incident report procedures in satellite community libraries (similar to the central library in Feilding) to identify safety risk in buildings for the public, staff and volunteers and eliminate or reduce through planning for libraries facilities.	Council & Community Committees	No Cost	2021-2022
4. Regular condition assessments completed for health, safety and building act requirements.	Council	$8,000	2022-2023
5. Apply the Policy Guidance when making day to day recommendations on the provision of libraries across the network (refer to the Community Toolbox for the Policy Guidance specific to Libraries).	Council	No Cost	2022-2023
6. Develop an annual survey to understand the trend in the type of users, what spaces and activities people want in a library, issues or barriers, satisfaction with existing spaces and how they could best be delivered.	Council	$5,000	2022-2023
7. Develop monitoring forms for staff to complete a review for quality control of facilities and undertake regular utilisation checks (i.e. count customers) in library spaces to determine utilisation.	Council	No Cost	2021-2022

Key Action	Partners	Cost (est.)	Timeframe
8. The Library Strategic Framework is a critical part of the decision-making process and should be considered in the future investment of any facility development.	Council	No Cost	2021-2022
9. The Community Development Strategy's Wellbeing Framework has been considered in decision making process and implementation through developing questions that will prompt whether the Wellbeing Framework is being achieved in any decision.	Council	No Cost	2021-2022
10. Undertake exercise to work with communities, particularly Community Committees, to understand the purpose, use and how each library facility could become a hub[1] for community activities. Some level of standardised consistency will be required across facilities.	Council	No Cost	2022-2023

Investment Projects			
Key Action	**Partners**	**Cost (est.)**	**Timeframe**
11. Complete the strengthening, modernising and extension of the District Library in Feilding.	Council	$5.4m	2020-2022
12. Investigate and identify Wi-Fi servicing potential opportunities in satellite libraries.	Council	$3,000	2021-2022
13. Develop platforms for community communication and actively update when appropriate (for example, council website, social media, notice boards).	Council	No Cost	2021-2022
14. Identify key stakeholders and partnership opportunities to help deliver on specific actions specified in this plan. Including financial, skill and resource inputs for support.	Council	No Cost	2022-2023
15. Develop a system to coordinate data and information on each library facility.	Council	No Cost	2021-2022

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[1] Exercise should seek to understand the use and activity demand in the community and develop a functional layout within library facility that provides for flexible and adaptable multiuse spaces.

1.   Introduction

Manawatū District Council[2] (the Council) provides libraries as an important part of the community's social infrastructure to support lifelong learning and opportunities to improve literacy. Libraries are being transformed from not only places where residents come to get information and ideas but into community spaces where experiences and social connection happen[3]. Essentially our understanding of what a library is has shifted from the 'information age to knowledge societies' and the future of libraries as 'community hubs' can provide both the physical place for people to utilise and access knowledge as well as spaces for people to engage and do leisure or wellbeing activities.

The central library, Manawatū District Libraries – Feilding is earthquake-prone and requires redevelopment. This provides an opportunity to create community hub elements to the central facility and to satellite library buildings where communities are motivated.

Specifically, the contribution that libraries make to the Community Facilities Strategy Vision is an aim to implement the library vision from the Library Strategic Framework (LSF[4]):

'To be the best little library in New Zealand'.

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[2] Council have a role under the direction of the Local Government Act 2002, to "meet the current and future needs of their communities for good-quality local infrastructure, local public services, and performance of regulatory functions" (Section 3(d)).

[3] Public Libraries of New Zealand, 2012.

[4] Goals from the Library Strategic Framework (LSF) have been aligned with the CFS goals as indicated from 1 – 4 in the bullet points and can be found at Appendix # of this Sub-Plan.

2. Goals

To achieve this aim for the Libraries Sub-Plan[5], libraries will:

- have a clear rationale as to **why Council provide them** and the **priority actions** across the network to achieve the 30-year vision. Through this Council can effectively plan and budget for developments well in advance.

- be **modern, adaptive and inspiring, creative hub spaces** that reflect the Manawatū community's identity and meet community needs[6] (LSF Goal 1).

- be **located** in and **accessible** for all users and abilities.

- be **highly utilised** by a variety of users (LSF Goal 1 & 2).

- be in a **condition that meets community expectations** (safe and legal standards) and have **high user satisfaction** (with minimal complaints).

- be **well-positioned to adopt new technologies** through supporting infrastructure services (LSF Goal 3).

- the network is considered in a **sustainable way**.

- have a **coordinated and effective approach**[7] including **accurate and up-to-date data** and information.

- be supported through **partnerships and collaborative opportunities** with key stakeholders (LSF Goal 4).

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[5] This sub-plan has been largely informed by the Manawatū District Libraries – Strategic Framework 2017-2022.

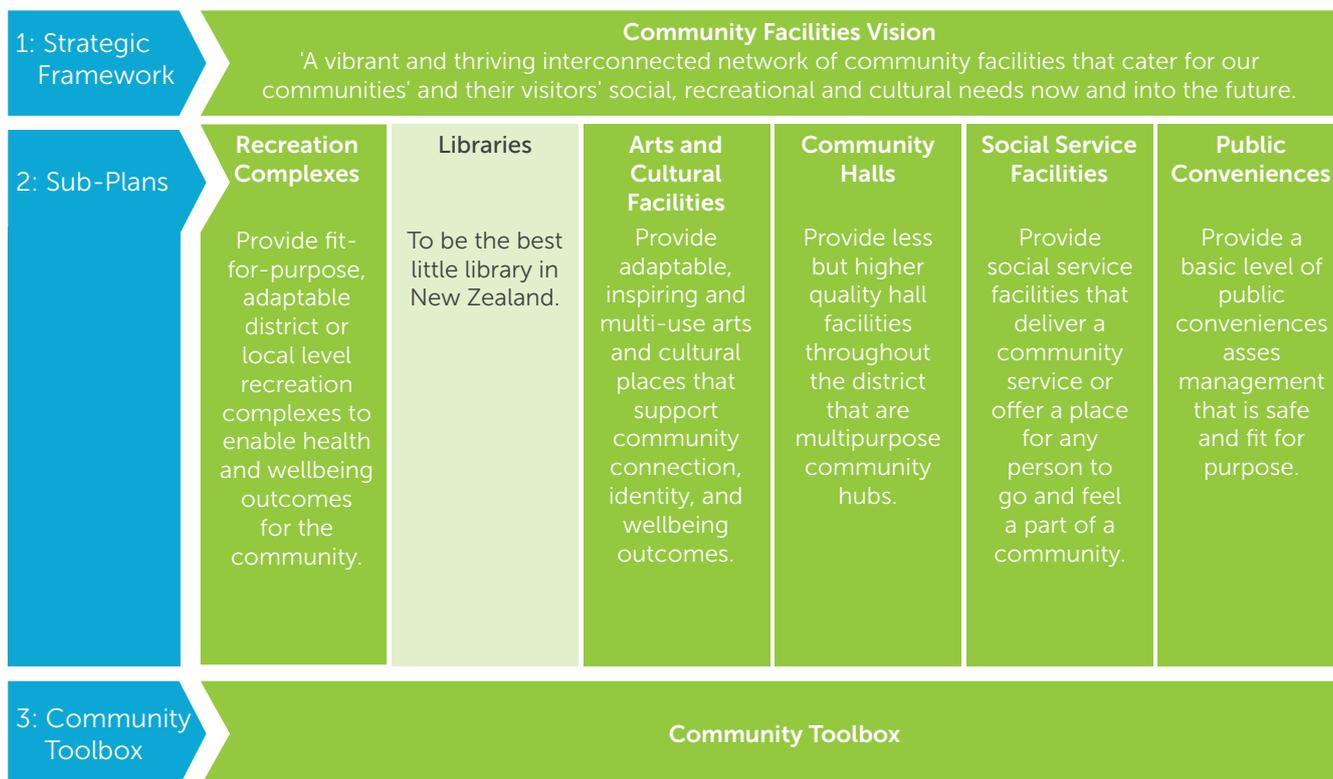[6] enough room for different activities to occur at the same time without conflicts.

[7] For resources, programmes and support of community libraries as well as how they are serviced, managed, planned for and developed.

3. How this Sub-Plan Fits

This Libraries Sub-Plan is one of six created as part of the Community Facilities Strategy (the Strategy). The sub-plans are guided by the Strategy Strategic Framework and are supported through the Community Toolbox[8].

This Sub-Plan is a way for Council and the community to understand the libraries network and how it is intended for development over the next 30 years. It will assist Council to make decisions on planning libraries provision and distribution.

While this Libraries Sub-Plan deals with physical library facilities provision and distribution, the Manawatū District Libraries Strategic Framework 2017−2022 provides the strategic way forward for delivering library services and experiences. The two documents complement and support each other to achieve the vision and outcomes for libraries throughout the Manawatū community.

1: Strategic Framework	**Community Facilities Vision** 'A vibrant and thriving interconnected network of community facilities that cater for our communities' and their visitors' social, recreational and cultural needs now and into the future.					
2: Sub-Plans	**Recreation Complexes** Provide fit-for-purpose, adaptable district or local level recreation complexes to enable health and wellbeing outcomes for the community.	Libraries To be the best little library in New Zealand.	**Arts and Cultural Facilities** Provide adaptable, inspiring and multi-use arts and cultural places that support community connection, identity, and wellbeing outcomes.	**Community Halls** Provide less but higher quality hall facilities throughout the district that are multipurpose community hubs.	**Social Service Facilities** Provide social service facilities that deliver a community service or offer a place for any person to go and feel a part of a community.	**Public Conveniences** Provide a basic level of public conveniences asses management that is safe and fit for purpose.
3: Community Toolbox	**Community Toolbox**					

4. Scope

The Libraries Network has been broken into three tiers[9] (Table 1). The scope this Sub-Plan relates primarily to is 'Tier 1' library facilities that are Council owned building which provide library services to the community, including archives (Table 2 below). Tier two and three facilities are included to capture the wider range of library facilities that contribute to the network as a whole and support the service provision of all the libraries and their services have to offer to communities.

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[8] Provides decision making guidelines and other background information that inform the key priorities and actions in this Sub Plan.

[9] Facilities identified within the three tiers can use the Strategy and Investment Framework to make decisions on recreation complexes provision and distribution.

Table 1 - Tiers for libraries facilities

Tier 1	Council owned library facilities (including land) for public use (for example the Manawatū District Libraries – Feilding building).	Council owned
Tier 2	Council have a vested interest and/or there is a potential future risk that Council may contribute greater financial assistance to the facility (for example the community archives at the Coach House Museum).	Council vested interest
Tier 3	Libraries owned by another organisation (for example a Ministry of Education owned complex such as school libraries).	No Council vested interest

Physical resources such as books and computers within libraries are outside the scope of this plan. Libraries that are located on private land or are associated with activities outside of Council jurisdiction such as school libraries also sit outside the scope of this plan with regard to management and direct decision-making influence.

5. Current Library Network Provision and Distribution

Fit for purpose

The type and placement of library facilities within the network will impact people's ability to access the opportunities and benefits that a library provides. For example, access to books or the internet. Gaps in provision create inequal access to facilities and oversupply is an inefficient use of public money and unaffordable to the community. Therefore, it is important to have an appropriate and equitable network of library facilities for current and future community need.

Demand

The demand for library facilities (and its services) is driven by a range of factors including but not limited to:

- a growing reliance on technological and online information
- changes in the types of services that library facilities are providing to people
- increased and ageing populations.

Provision

There is currently adequate provision of library facilities and their services within the Manawatū District being located centrally within Feilding and within five local village communities. There has been limited community demand for libraries to be located elsewhere in the district, however, the service provision, in particular, could be improved to other small village communities as they do not receive any type of library facility provision.

Table 2 identifies the current network provision which has been split into the three tiers (as explained in Section 4 above). These have been categorised into three hierarchies (high, medium and low profiles) that identify the nature of facilities within a specific tier (see Section 6 for more detail).

Table 2 - Library facilities network (tier and hierarchy)

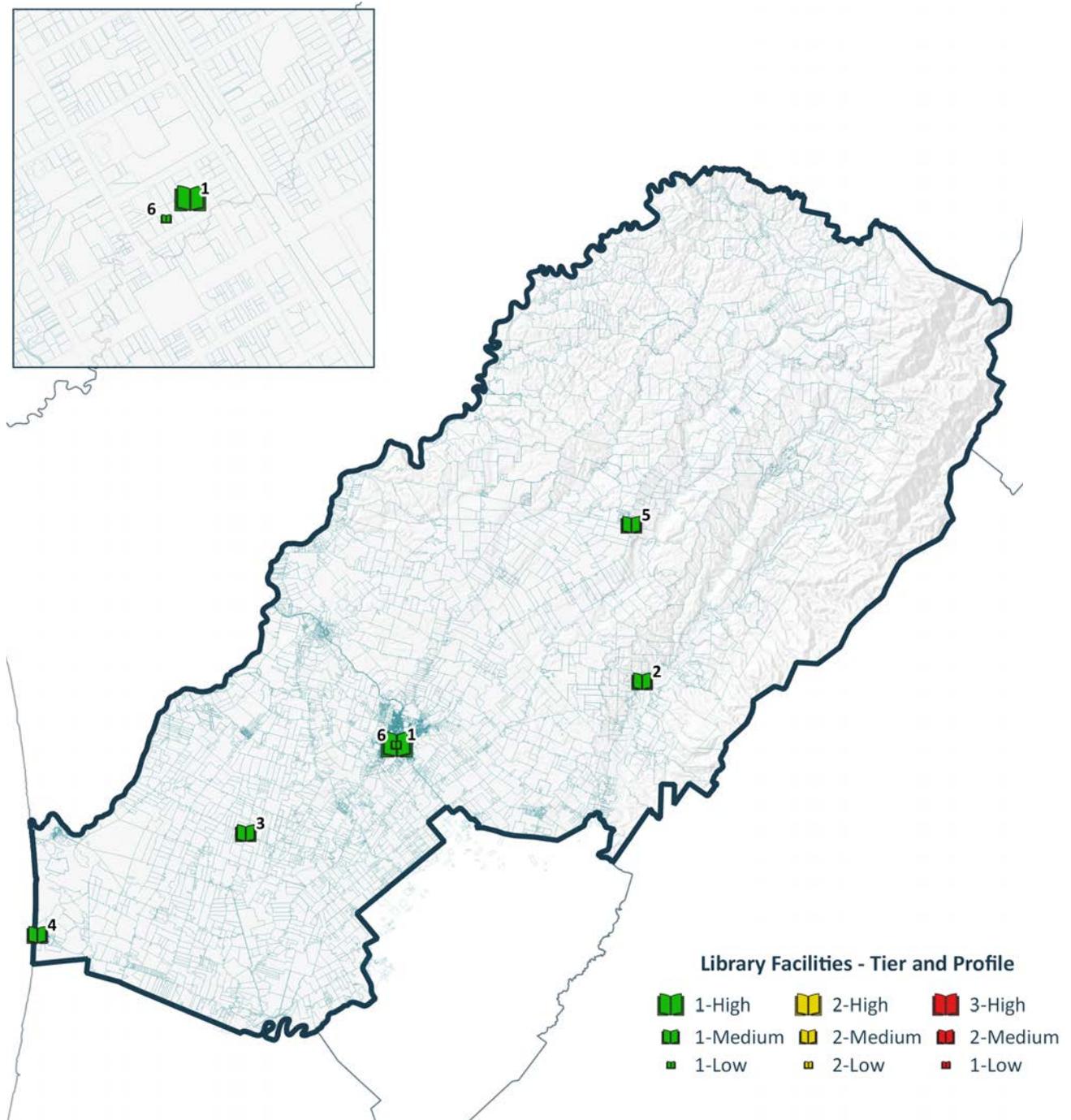| Libraries Network	High Profile	Medium Profile	Low Profile
Tier 1	• Manawatū District Libraries, Feilding	• Kimbolton • Himatangi Beach • Pohangina • Rongotea	• Regional Archives Central (40 Bowen Street, Feilding)
Tier 2		• Tangimoana	• Feilding and Districts Community Archives (Coach House Museum)
Tier 3			• School libraries

Distribution

The district has the central town of Feilding that includes its largest library: Manawatū District Libraries - Feilding. This library services the whole of the Manawatū District and acts as a distribution hub and support to the satellite community libraries. Satellite libraries are located in the southern and northern areas of the Manawatū District, with Kimbolton located to the north of Feilding and Tangimoana and Himatangi Beach on the coast south west of Feilding.

As the central library is able to service other satellite community libraries, it is considered that there is an adequate distribution of facilities. The distribution of library facilities (and its services) could be improved to other small village communities where there are currently no physical places to go to receive the use and benefits of services that libraries provide.

There are a range of factors that can contribute to adequate library provision and distribution including funding and costs, volunteer decline and transportation options.

Figure 1 - Distribution of library facilities

Library Facilities - Tier and Profile

1-High	2-High	3-High
1-Medium	2-Medium	2-Medium
1-Low	2-Low	1-Low

#no	Tier	Profile	Valuation	Name
1	1	High	14101/05200	Manawatū District Libraries - Feilding
2	1	Medium	13860/65100	Pohangina
3	1	Medium	14260/02800	Rongotea
4	1	Medium	14300/02100C	Himatangi Beach
5	1	Medium	13830/16600	Kimbolton
6	1	Low	14101/05400	Regional Archives Central

6. Hierarchy of Libraries

The hierarchy of library facilities guides Council's decisions around the appropriate level of planning, operation and investment for libraries facilities throughout the district. For example, the purpose and role of library facilities/ services are the same throughout the Manawatū Districts communities, however, their quality and location varies depending on the catchment of that the facility services. Therefore, Council must provide the right type and quality of facility for its location.

The high, medium and low facility profiles detailed in Table 3 help explain the nature of facilities within each tier group (as identified in Table 2). Attachment 1 of this Sub-Plan provides the criteria for each hierarchy profile. In this way, Council and community can easily understand the expectations to be met for a given facility.

Both the Hierarchy profiles and Attachment 1 criteria help to categorise current and future provision and distribution of a range of different library facilities.

Table 3 - Hierarchy for the nature of libraries

High Profile	Medium Profile	Low Profile
High profile for library facilities relates to the main central library in Feilding (Manawatū District Libraries – Feilding). The facility will be located in a high-profile central area to provide access for the entire Manawatū District community. It allows full, free public access for all of the community.	Medium profile for library facilities relates to satellite community libraries within the Manawatū District. The facilities will serve the local community, be placed in accessible, visible locations and may have a variety of services and activities that are supported by the central library. Community committees will drive initiatives to create hub facilities and provide additional services.	Low profile library facilities are those that support library needs, services or resource. For example, the Coach House support the library but storing community archives in this location. These spaces may be accessible to the public by appointment. A school also limits access by the general public but helps deliver library services.

7. Key Issues and Opportunities for Community Libraries

The issues and opportunities presented in this section have shaped the outcomes for this Sub-Plan including the Actions and Objectives specific to this facility group. This section has been informed and developed following ongoing discussion with relevant Council staff members, an online public survey, key stakeholder interviews, document analysis and online research.

Provision and Distribution

District provision and distribution is adequate, but future outreach would improve current provision	The Manawatū District Libraries – Feilding services the entire District and the **provision of libraries throughout the district is adequate** with 5 satellite libraries located in areas with stronger rural populations and active volunteers that manage the facility, however, **there are a number of smaller villages that do not have access to library facilities**[10]. There is an opportunity to discuss and develop the provision opportunities with the community committees of each of the 15 village communities in the Manawatū District.
Work to extend the Feilding library facility at its current location will be undertaken	The Manawatū District Libraries – Feilding has reached its capacity and now requires more space to cater to the current and future demands and needs of library users at this facility. **Work to extend the library facility at its current location will be undertaken.**
Earthquake-prone	The Manawatū District Libraries – Feilding is **earthquake-prone** and it is unknown what condition the other library facilities are in which may impact the future provision of libraries in the District. A decision has been made to modernise and extend the footprint of the library in its existing location.
Demand for library facilities is higher at Feilding, than at the satellite libraries	The **demand for library facilities is higher at the Manawatū District Libraries – Feilding, than at the satellite libraries** where their communities are now largely commuter villages that service Feilding and Palmerston North. As such, there are fewer people who rely on the satellite libraries and the size of the current Manawatū District Libraries – Feilding library is considered to be too small to provide for all user groups and the activities that have been identified in the Needs Assessment.
There is a shift to more casual spaces	The purpose of a library is shifting, and the **spaces within libraries from structured to more casual spaces** to accommodate and facilitate places where a range of activities and interactions happen.
Single use of a building as a library is no longer effective	The **single use of a building as a library is no longer an effective** way to deliver services nor is a library simply just a place to loan books. The purpose and use of library spaces need to be reassessed to better cater to wider community needs.
Library facilities to become flexible, multi-use spaces as well as to develop existing other community facilities	There is an opportunity for **facilities to become flexible, multi-use spaces as well as to develop existing other community facilities** such as halls to house the library and complimentary community services where there are identified gaps in provision.

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[10] Particularly those vulnerable groups such as the elderly, disabled people or young children who may be less mobile and have little opportunity to travel to Feilding or one of the satellite libraries (which have restricted hours).

Deliver specific needs to the community	Library facilities are non-discriminatory, safe places that house the services that provide all people regardless of age, race, gender or ability with access to information and knowledge for example books, internet and programmes. These services and interactions facilitate capacity building as well as ensure cultural heritage is protected, celebrated and practised. External service providers also use the library as a space to **deliver specific needs to the community** and these activities (including any sensitivities) should be considered when library provision is being planned.
Regional Archives need a suitable place to move the archives if 40 Bowen Street is disposed of	The building at 40 Bowen Street is earmarked for disposal which house the Regional Archives Central. Between the various stakeholders there will be a need to **ensure that Regional Archives** has a suitable place to move the archives to a space that the building environment can be monitored and regulated.

Levels of Service

Broaden the definition of a library to include concepts of community hubs	There is an opportunity to **broaden the definition of a library to include concepts of community hubs**[11] by adapting community library spaces to better deliver the right level of services and experiences.
Flexibility within the building to ensure the library can cater to different future demands	Changing public expectations put pressure on the delivery of facilities and their services. There is an opportunity to provide higher quality spaces that require **flexibility within the building to ensure the library can cater to different future demands** as needed.
Work to modernise the library is important	**Work to modernise the library is important** and there is a desire to improve the library facilities to attract more readers, loans, visitors, downloads, and participation in library programmes. The library should provide spaces that assist and encourage these goals.
Sustainable design increasingly important to society	More **sustainable design principles for the building are increasingly important to society** and communities and should be encouraged and considered in the future library facility.
Makerspaces component to libraries need to be recognised	**Makerspaces component to libraries need to be recognised,** which provide collaborative spaces for people to come together to create DIY projects, invent new creations and share ideas, for example, 3D printers, laser cutters, CNC machines, DIY engineering machines, software, electronics, craft and hardware supplies[12].

[11] Many community activities that can occur under the space facility.

[12] https://oedb.org/ilibrarian/a-librarians-guide-to-makerspaces/

The demand for technology will continue to increase	**The demand for technology will continue to increase** into the future and providing these services particularly to the villages, will need to meet the future demand. Opportunities for innovative facility solutions such as 'mobile Wi-Fi' services should be considered.
Provide accessibility and enough space to provide for population growth	An increasing population as well as an aging population means that **facilities are required that provide accessibility and enough space[13] to provide for population growth.**
An expectation that Satellite facilities and their services are continued	The villages surrounding Feilding are largely commuter settlements where people reside and work elsewhere. Satellite community libraries have been provided in more isolated areas where access to the library in Feilding is limited for some people. Traditionally a Satellite libraries role has been to access books and to borrow items distributed from the library in Feilding. **There is an expectation that these facilities and services are continued** to ensure the right quality of the facility is provided for its location and use.
Active transport should be promoted and provided for	**Active transport such as walking and cycling should be promoted and provided for** where appropriate to library facilities, including infrastructures such as bike racks and safe accessible walk and cycle routes to the facility.

Management & Monitoring

Scheduled maintenance/ inspection requirements	Library facilities should be operated via **scheduled maintenance/ inspection requirements** to ensure they are comfortable and safe places to be.
Lack of recorded user numbers or what the needs of each individual community are	It is difficult to determine exactly how many people use the satellite libraries as there is a **lack of recorded information on user numbers in most libraries or to determine what the needs of each individual community are,** however, indicative user numbers are low. There is an opportunity to put systems in place to capture this information to better provide for and manage library facilities.

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[13] the issue of size only refers to the Feilding township.

Usage monitored in terms of usage demand and type	There is a lack of up-to-date information on satellite library usage and all library facilities should be **monitored in terms of usage demand and type** to plan for the changing needs, demands and demographics of the community.
Future provision of satellite library facilities should be assessed	All satellite libraries are managed by volunteers. With recent trends of a decline in volunteers nationally, coupled by the majority of volunteers in the satellite libraries being retired or elderly, the **future management of satellite library services should be considered** in relation to their durability. There is an opportunity to combine some library services with other community facilities such as halls or social service facilities.
Opportunity to automate (through technology[14]) and standardise	With the right support, there is **an opportunity to automate (through technology[15]) and standardise the provision of some library management** and services, particularly in the villages, to ease the responsibilities of volunteers and help install consistency within facilities management.

8. Objectives

Objectives are set in concrete statements that help to achieve goals. The goals listed direct the future of library facilities and the objectives provide the tangible measure of progress to address the issues and opportunities discussed in order to reach the goals and achieve the vision of the Community Facilities Strategy.

Provision

a. Any investment decision to the libraries network will fill a gap in provision that is appropriate and equitable.

b. The redevelopment of the existing library facilities will support existing or future community activity needs.

c. The right library facilities will be located in the right place for those who need them.

d. Libraries will provide a variety of different spaces within the facility to meet the community need such as Makerspaces or quiet reading areas (without conflict).

e. The library facility is available for all members of the community to access regardless of socio-economic status, age or physical and intellectual abilities.

[14/15] Appropriate training or support will be required for those less technically abled volunteers.

Levels of Service

a. The network of library facilities provide the right quality for their location and meet community expectations.

b. The network of library facilities provides community hub spaces that are welcoming and healthy, where people feel comfortable and included.

c. The network of library facilities are safe, accessible and meet legal standards.

d. Library facilities are developed with environmental, social and cultural consideration.

Management & Monitoring

a. A consistent maintenance and inspections process and monitoring of the quality of buildings are continuously in place for library building facilities.

b. Customer-focused planning of library facilities is implemented.

c. Library facilities are value for money and affordable for the community.

d. Library facilities are provided based on robust information, balanced and transparent decision making.

e. Library staff and volunteer Community Committees continuously seek solutions for increased effectiveness, flexibility and adaptive future use to meet the changing needs of the community such as Community Hub options.

f. Library facilities are maintained and sustained through well planned, proactive, financial forecasting and operate with environmental stewardship.

g. Planning and provision will be streamlined and standardised for simplification purposes and transparency.

h. Partnership and community organisations will commit to aspects of this library plans to help deliver and achieve the goals and vision of the Strategy.

i. The Community Development Strategy's Wellbeing Framework will be considered in decision making process and implementation.

j. The Library Strategic Framework is considered a critical part of recognising the success of this Sub-Plan and is also a living document which will be updated to continue to drive library services in the future.

Note: all objectives are bound by the timeframe of this strategy which is 30 years unless specified otherwise.

9. Decision Making Approach for Library Facilities

The following approach should be taken to determining the future of libraries facilities across the Manawatū network.

- Apply the Investment Framework, including Investment and/or Divestment Process for decisions on significant development, upgrade or disposal.

10. Monitoring and Review

Successful implementation of the Community Facilities Strategy – Libraries Sub-Plan will be achieved through continuous monitoring of its performance. It is important that regular review of the plans effectiveness takes place and refinements made to the plan, as new information comes to hand.

The Action Plan section outlines important monitoring requirements as a priority of this plan which further emphasises the importance of this process, particularly in relation to making decisions about the future of the network (including new builds, and rationalisation of facilities).

Initially this plan will be reviewed in one year (March 2021), and every five years thereafter.

Attachment 1: Criteria for Hierarchy Profile's

High Profile	Medium Profile	Low Profile
High profile for library facilities relates to the main central library in the Feilding Township (Manawatū District Libraries – Feilding). The facility will be located in a high-profile central area to provide access for the entire Manawatū District community. It allows full, free public access for all of the community.	Medium profile for library facilities relates to satellite community libraries within the Manawatū District. The facilities will serve the local community, be placed in accessible, visible locations and may have a variety of services and activities that are supported by the central library. Commitment committees will drive initiatives to create hub facilities and provide additional services.	Low profile library facilities are those that support library needs, services or resource. For example, the Coach House support the library but storing community archives in this location. These spaces may be accessible to the public by appointment. A school also limits access by the general public but helps deliver library services.
- Located in the high profile area, central to the Feilding township. - High foot traffic or main thoroughfare. - The facility is positioned to ensure maximum prominence to foot, cycle and vehicle traffic. - New facilities will include community hub features. - May include design that allows for other complimentary community facility services and activities to operate there as well. - Library facility will include design consideration that reflects the local identity, community and cultural values and regional brand. - Will operate all year round with Council staff members.	- Operated by volunteers. - Hub option for facilities is considered an effective means to increase utilisation and opportunities to organise increased service. - Future paid council staff member may be feasible to assist in the delivery of services and management of the library facility. - Located in village and rural locations. - Limited opening hours.	- Operated by volunteers or another organisation. - Assist with library facility provision and distribution of services that Council can form partnerships with. - Limited open hours. - May have restricted entry.