

*Napier*

# LIBRARY STRATEGY

2018



**NAPIER** | **LIBRARIES**  
CITY COUNCIL  
*Te Kaunihera o Ahuriri*

# Foreword

I began my journey with Napier Libraries in early August 2017 and on my first day; I met a committed, talented and experienced team who passionately believed in delivering a vital service to their community. I was both inspired and humbled to join them on the next part of their journey.

On that first day, I spent much of the day looking around the city for potential temporary homes for our library services, with the current site having been assessed to be earthquake prone. On the same day, we also began the first tentative steps towards developing a strategy for Napier Libraries, which we are proud to present to you now.

The relevance of libraries in the modern world is a hotly discussed subject especially as the proliferation of information and the ability to access it increases at great pace. Our public libraries can play a pivotal role in digesting and engaging with that knowledge in a safe and trusted way. Libraries are not only about sharing knowledge, they are also about building social connections in their communities. They are a place to be a valued member of society, a place to feel safe and spend time without expectation on spending money, a place to connect with people that can empower you for the next steps of your journey.

Being ready for the future does not mean following every fad or trend that comes along, it is about looking forward and making sure our library service is ready for what tomorrow might bring with a flexibility that allows us to shape what we offer to match the changing needs of our community.

I look forward to the continued conversation with our proud community as we grow and adapt for you.

Darran Gillies – Napier Libraries Manager

**“A library in the middle of a community is a cross between an emergency exit, a life-raft and a festival. They are cathedrals of the mind; hospitals of the soul; theme parks of the imagination.”**  
Caitlin Moran's, *Moranthology*



# Library Strategy Overview

## Introduction

Our mission is to make **Napier Libraries the best Public Library Service in New Zealand**. Therefore, we are on a journey to discover how best to achieve this.

This strategy has been developed with Human Design Thinking methodology which begins with people, finding out their needs, accepting the challenges and coming up with innovative solutions that work for them. This is an ongoing process of examining, continuing to engage with the community, testing options to create a vibrant, strong and sustainable library that will be for all, not just for today's people but for future generations.

The first step on our journey was to go out and ask you, the community, what you want from your library. We discovered from our many conversations what our objectives need to be: **enabling access, space for all, knowledge advocacy, community collaborators and sustainable futures** which identified a need for an intentional focus on three customer groups that are articulated in the Library Strategy.

The strategy reflects the many conversations we had with our community about where a library service can be a positive part of their lives today and in the future. We have focused on what we think are the key elements from the conversations that drive our goals and outcomes for the next phase of work for the service.

The strategy also highlights areas of our service that we need to invest greater time and energy to match particular community needs such as a need for outreach programmes and services in the community, availability of services that match people's busy lives and using technology to match modern expectations while maintaining our community's love for reading and access to books.

We believe that strategies should be living documents that need to be reviewed and adapted to reflect the changing needs of our community and take into account the rapid speed of change in our world. Thus this strategy will be reviewed every five years or at an appropriate alternative time. The service delivery model will be monitored and re-assessed annually, reviewing priorities, actions and emerging trends and issues.



# Our Vision for Napier

## A VIBRANT AND SUSTAINABLE CITY FOR ALL

### COUNCIL OUTCOMES

- A vibrant, innovative city for everyone
- Excellence in infrastructure and public services now and in the future
- A sustainable city
- Council works with and for the community
- A safe and healthy city that supports community well being

### CITY VISION PRINCIPLES

- Putting people first
- Open for business
- A port and coastal city
- Our people, our stories
- Ecological excellence
- Pedal power

### NAPIER LIBRARIES OBJECTIVES

- Enabling access
- Space for all
- Knowledge advocates
- Community collaborators
- Sustainable futures

# Napier City Council Values ICE

## INTEGRITY:

- We act in a safe, open, honest and transparent manner.
- In all that we do, we can hold our heads high.

## COMMUNITY AND CUSTOMER SERVICE:

- We commit to listening to the needs of our internal customers and community and delivering excellence in service.
- We engage in a friendly, trustworthy and respectful manner, embracing cultural heritage and diversity with an open mind.

## EXCELLENCE:

- As one team we encourage each other to:
- Set consistent standards, while delivering the highest quality service and celebrating success in this, together.
- Care about the safety, wellbeing and the enhancement of ourselves, community and environment to enable all to flourish and prosper.
- Embrace creativity and flexibility in a safe, collegial environment - where each individual's skills are valued and recognised.

**Vitality in a city...has a visible social life where many economic, cultural and social exchanges occur - Napier City Council City Vision**

# Library Strategy on a Page

## Napier City Council Customer and Community Service Values

We commit to listening to the needs of our internal customers and community and delivering excellence in service. We engage in a friendly, trustworthy and respectful manner, embracing cultural heritage and diversity with an open mind.

Enabling access	To support learning, literacy and reading meaningfully in a digital age. To update our traditional roles to keep up with the changing technological world.
Space for all	We have a diverse community with differing needs and expectations. People want areas where they feel welcome and safe.
Knowledge advocates	Providing the right content, reducing barriers, responsive to community needs, being a trusted advocate in a time of information proliferation.
Community collaborators	Matching the needs of the wider community. Working with parts of the community most in need of our service.
Sustainable futures	We are in a competitive world where people have more options. We have a responsibility to our environment. Libraries are ratepayer funded with traditional use in decline.

## Our Mission

Helping make Napier the best city in New Zealand by providing the best Public Library Service in New Zealand

Continually developing services, skills and collections to meet changing customer expectations.
Accessible, adaptable and appropriate multi-purpose areas fit for today and the future. Spaces to encourage a safe and welcoming environment.
Easy to access and relevant collections and databases that champion intellectual freedom and equal and free access to knowledge and information.
Develop programmes that will benefit our community. Connect our community to relevant expertise. Collaborate with community and social enterprise to expand our services.
Building expertise to provide a better service. Investing in and empowering our people, growing their knowledge and expertise to be ready for the future. A place for social enterprise to drive environmental good.

## Reflecting on our Past

Before we leap forward into an exciting new stage we need to take a moment to reflect on where we have come from.

“Public libraries have a long history in New Zealand. The European settlers in the 1840s to 1870s brought with them the institutions that they viewed as necessary for a civil society: schools, churches, universities, town halls and libraries. By the mid-20th century, almost all of New Zealand’s public libraries were under the wing of the town or city council, either as a local government managed institution or a part-funded voluntary library.”

Library Information Association of New Zealand Aotearoa (LIANZA)  
Strategic Framework 2006

Napier has had a public library service since the days of the Athenaeum, established in 1865. When Napier and Taradale amalgamated in 1968, the Taradale Library became a branch of the Napier Library. In 1986 the first purpose-built library opened in Station Street, next door to the main Council building. The Napier Library remained the main city library until December 2017 when it closed due to a seismic assessment that met only 15% of New Building Standards.



# Our Present

*Our current membership comes from all parts of our community for many diverse reasons, to read for relaxation, find jobs, meet friends, find new social groups, and use our spaces and services.*

We currently have two locations: The Napier Library is temporarily housed within the MTG Hawke's Bay with a footprint of 540 square metres and we have a branch library in Taradale with a footprint of 1,270 square metres. There is also a central city storage facility for our overflow, and items held there are available as free reserves. We're committed to providing a welcoming environment that honours bi-culturalism and promotes inclusivity.

Both libraries offer a variety of collections in multi-media formats which are free to borrow, these collections strive to match the interests and needs of the community.

Napier Libraries also holds unique collections such as:

A restorative justice collection known as the Robson Collection. This collection is hosted on behalf of the Napier Pilot City Trust / Tō Mātou Taiwhenua Kōkiri o Mataruahau.

The International Humanitarian Law Book Collection which helps to make sense of, and points the way to combatting, the effects of the calamities and insanities of crimes against humanity throughout our world.

The Māori collection contains items written in English, Te Reo Māori and bilingual material. There are works by Māori authors as well as works on general subjects that feature predominantly Māori content.

A special reference and local history collection includes local and central government publications, maps and genealogy resources.

# Napier Libraries Review 2016-2017



# Conversations with our Community

## Engagement Timeline

At the beginning of this exciting journey of discovery, we set out to ask our community what they love about their libraries; what they don't like; and most importantly, what they want in their library service of the future.

### November 2017

In collaboration with Napier City Council Community Strategies we began the process of engaging with the public for consultation as to what their needs and wants for a future library are.

### Feb-April 2018

A survey was conducted both online, in the library and in the community.

#### **We also had 'Pop ups' Napier CBD**

Marewa Shopping Centre  
Taradale Shopping Centre  
Pak 'n' Save Napier  
Pak 'n' Save Tamatea  
Maraenui Golf Club  
Sunday Market  
Napier Aquatic Centre  
Meeanee Speedway  
Te Poho o Tangijianu  
EIT Maraenui  
One-on-one clinics in both libraries, and Council with the Library Manager

### April-August 2018

#### **Meeting community groups**

Deco City Trust  
Napier Community Network  
Pilot City  
Red Cross  
Napier Girls High School Old Girls'  
Rotary Groups  
Youth Council Napier  
Men's Friendship Society  
Ahuriri ladies group  
Napier and Taradale Friends of the Library  
English Language Partner Tutors  
Interviews with Council staff, Library staff, Councilors, Summer Reading participants



## Conversations with our Community

### *This is what our community told us they want*

We decided the best way to understand the differing needs of the community was to spend time with you in your busy lives to discover what you want in a library service and here are some of your comments:

#### ***“More books, more space, book clubs”***

More emphasis on families - teens and after school holiday programmes

Longer opening hours

Kids like kid things, getting to the library is a barrier, bring the library to us  
- pop up libraries in the suburbs

#### ***“Community area such as having a coffee house connected. That way, we could arrange business meetings at the library”***

Quiet reading areas

Stuff for men

More community based events

Technology for young people, maybe blogging workshops

I enjoyed the teens reading club, making friends with other teens with similar interests

#### ***“Better study spaces and quiet zones. Excellent Wi-Fi. Open on week nights”***

Don't like libraries that are too clinical

Stigma that libraries are just about books

Put computers into study rooms

Advertise what services are available

#### ***“More technology, open modern spaces and a playground for kids to play inside”***

Libraries should be spaces that reflect community

Real talks/life skills

A mobile library

Multi-purpose areas

Want quiet and noisy spaces

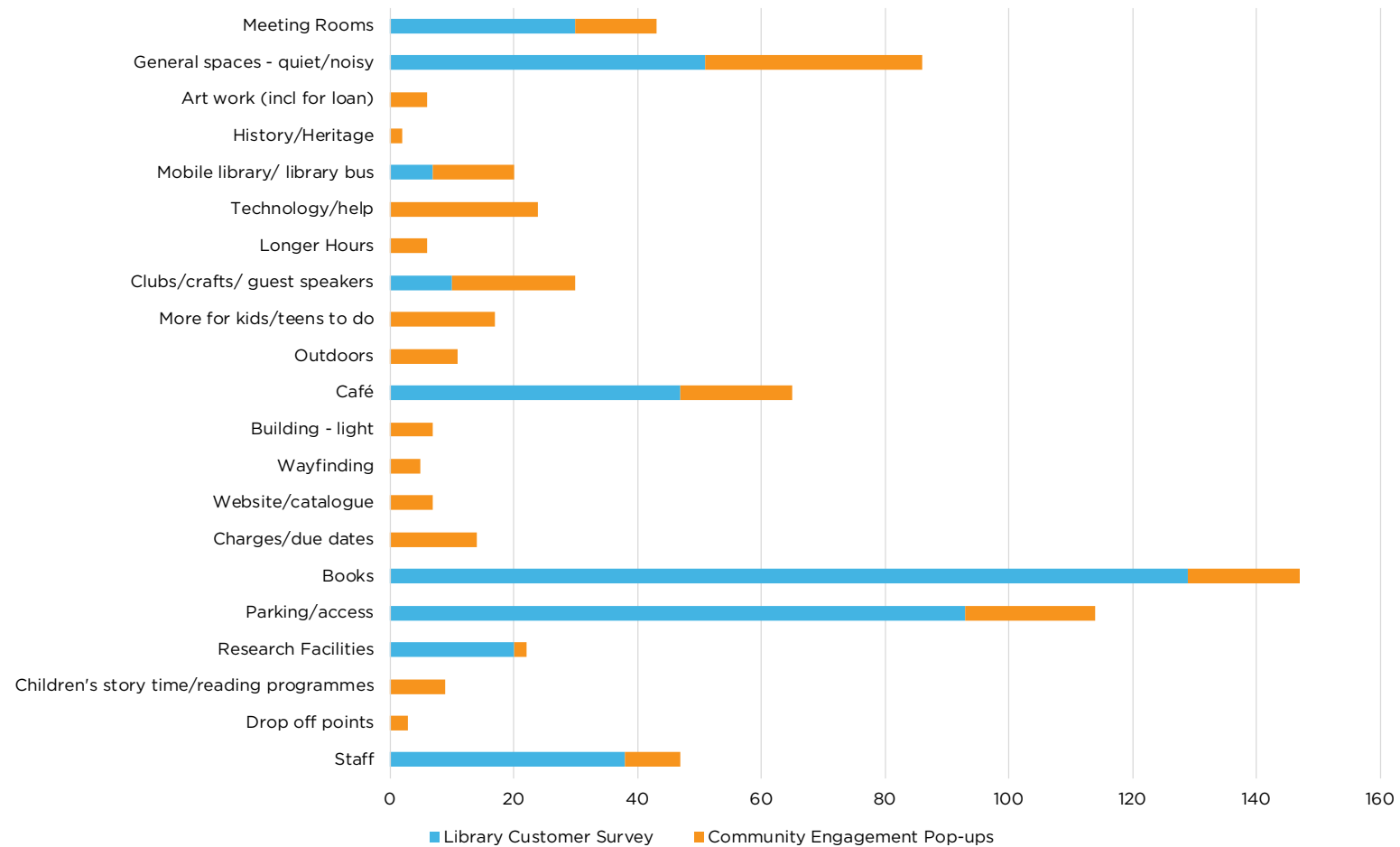
More technology



# Conversations with our Community

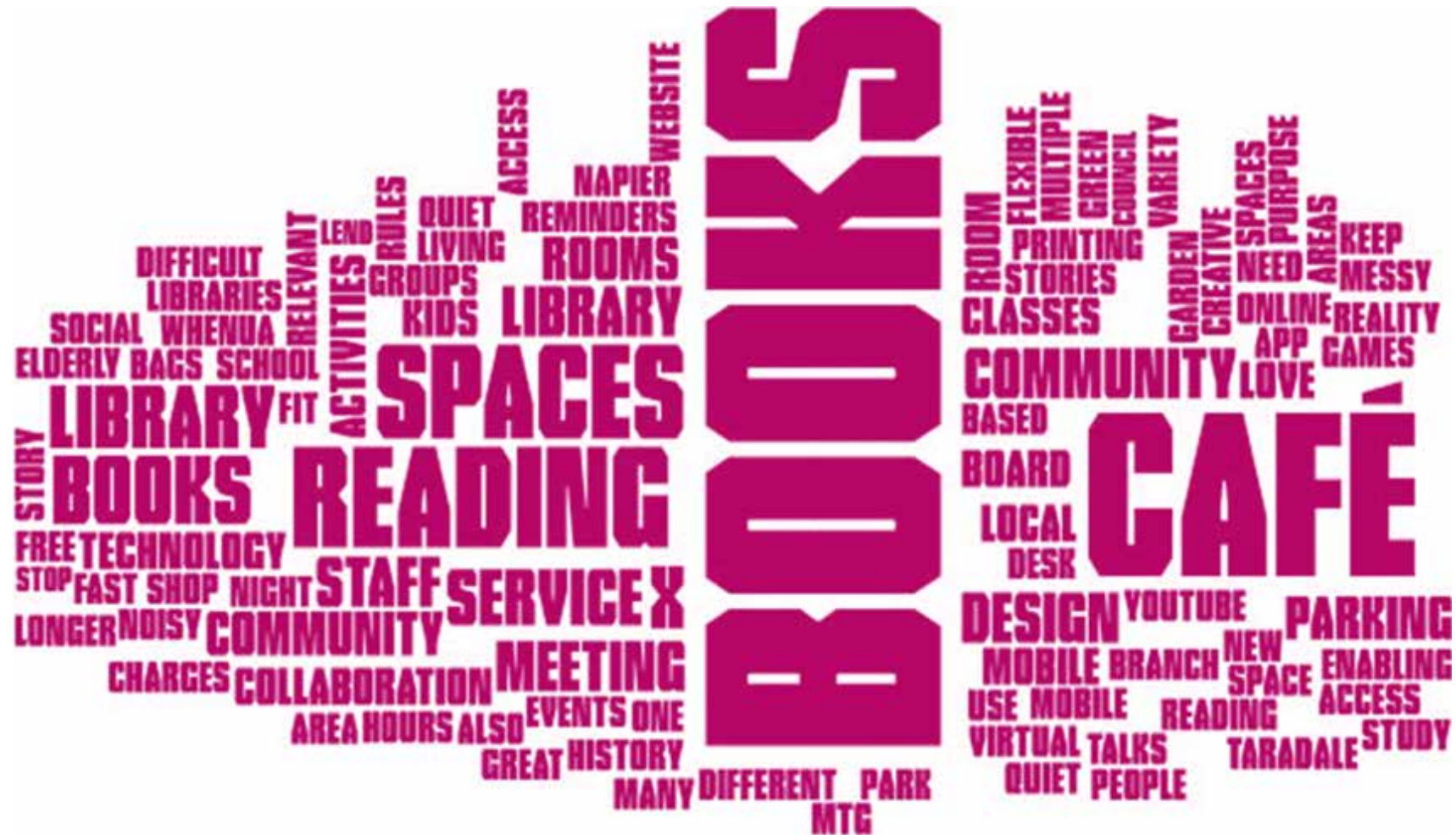
## Ideas, Themes and Suggestions

Below is a summary of the ideas, themes and suggestions that were identified through the conversations from our community pop ups and library customer survey.



# Conversations with our Community

## Ideas, Themes and Suggestions



# Conversations with our Community

## Listening to our most frequent customers

Your loyalty and committed use means the world to us. We see you at least once a week and you will often stop to chat to us about what's happening with you and of course for that all important recommendation for a new book or just for us to let you know that you have read that title before.

You have told us that you love books, that us having the next book in the series in the same format as before is important. Also that providing spaces in which you feel safe, comfortable, welcome and which are quiet enough that you can focus on what is at hand. You often prefer the human touch and to have your books issued by a familiar face.

You have told us that we need to improve parking because access and convenience is very important, that we need to reduce the wait time after reserving that book you really want to read because all your friends have been recommending it to you. That you like to browse for your next favourite read by genre and that we are continually updating what's available with content that's relevant to you while keeping your old favourites.

Somewhere peaceful to do that important piece of research or to begin your journey into the wonderland of genealogy. Also inviting spaces for you and your friends to gather and share stories while enjoying your activity of choice.

### OUR FOCUS FOR YOU:

More books for leisure

Having clubs, groups and events in the library

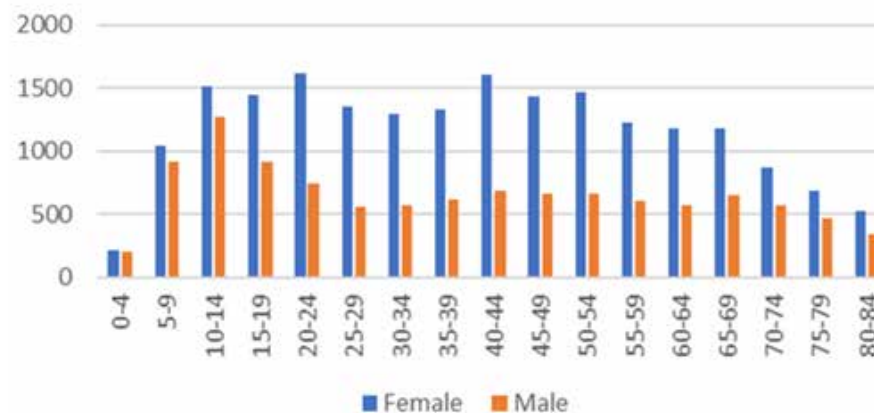
More responsive collections

Retaining popular older books where possible

Helping upskill digital knowledge

Great approachable staff

Registered Active Library Members 2015-2017



# Conversations with our Community

## Listening to our regular and occasional customers

You are busy people in an increasingly busy world in which so much content is fighting for your attention and loyalty. Trying to find time within those busy days to visit your local library some days seems a step too far.

You have often used us in the past as a safe place to study, you have taken your children to a story time session or two, borrowed a few titles for holiday reading, signed up your children to the Summer Reading Programme or even borrowed a DVD.

So how do we keep you interested, how do we stay relevant to you in a world cluttered with free content?

If technology plays a big part in your world then we want you to get the best out of that technology when you engage with us, from the convenience of checking or renewing items on your devices to helpful alerts to let you know your reserve is ready to collect.

If you need to print that important travel document or registration form, we want to help and give you the option to print from your own device.

This is all about simplicity, ease of access, removing barriers and once we have your attention, making sure it's enjoyable and seen as a win for your investment of time.

You may need our assistance from time to time and we will give you the freedom for this to be done on your terms, and supported with your technology or device.

You like to be surprised and delighted with finding extra value and additional services you didn't expect.

## OUR FOCUS FOR YOU:

Increase opening hours to suit your lifestyle

Remove rules that create barriers for you and use more customer friendly language

Our content selection will become more diverse

Host more events and speakers at times that work for you

Have more up-to-date technology for your use, including a library app so that your library is always available



# Conversations with our Community

## *Listening to our potential and past customers*

Many of you have used us in the past and in some instances you were our most frequent customers but something got in the way. Often that was an unpaid fine because a book was late, probably hidden at the bottom of a school bag or lurking under a bed or you just got too busy that week to be able to make the trip into the library.

Maybe you do not see our relevance in the modern world with so much available content for free but we believe we can offer much to you, your whānau and your many friends.

We need to invest our time in you to build both trust and empathy so we can understand what the best services we can offer you are. A welcoming and empathetic atmosphere is key to loyalty and trust, this will often involve getting to know you by taking the time to guide you through what we can offer.

To get the best out of your library experience may involve connecting you with someone who has had a similar or shared experience. Our ongoing connection with you needs to be responsive to your needs and not caught up in library jargon and processes.

## OUR FOCUS FOR YOU:

More diversity in our content, activities and people

Bring the library to you through regular popups in the community

More groups, clubs and programmes

Less rules and a complete review of fees and charges

Flexible lending periods



# Our Opportunities for the Future

In 2017 the International Federation of Library Associations and Institutions (IFLA) set out what they saw as 10 key opportunities for libraries for the future and we believe they give us an excellent framework to embrace:



# Enabling Access

## Collections

Collections are our books, magazines, e-content and other resources. The future is about providing our community with content they want and need through collections that reflect our community while championing their need to free and equal access to knowledge.

We need to preserve knowledge for future generations.

Napier Library embraces LIANZA's statement on intellectual freedom 21st March 2002:

We acknowledge the special position of Māori as tangata whenua and partners under Te Tiriti o Waitangi, ensuring the collection reflects a spirit of partnership and consultation with Māori; that it meets the needs of Māori within the community and is adaptable as those needs change.

## Special Interest Collections

These collections, including Hawke's Bay Heritage, Law Collection, Restorative Justice, International Humanitarian Law and the Māori Collection are reflections of local community interest. Our future focus for these collections is maintenance and digitisation for the purpose of broadcasting to the Napier community, New Zealand and the world the valuable information that is contained therein. They also give us a unique opportunity to collaborate with local interest community groups.

## OUR FOCUS FOR YOU

Responsive to trends and customer requests

Reflective of our local heritage

Reflective of the diversity in our community

Supportive of intellectual growth

A resource for lifelong learning



**We must be  
champions of  
intellectual  
freedom**

**Equal and free access to information and  
knowledge depends on freedom of  
expression. Libraries' role in ensuring this  
needs to be better understood**



# Enabling Access

## Research

Napier Libraries' research resources include primary resources such as newspaper indexes, microfilm, microfiche and many books. Our expert staff can help you navigate subjects from Health to Job Searching; Genealogy to Law.

### OUR FOCUS FOR YOU

**Local History** - enabling the re-examination of our past to better understand the present and inform our future. As well as encouraging the telling of local stories

**Whakapapa** - connecting you with expertise, resources and genealogy groups supporting your sense of place and belonging

**Reference** - navigating you through trusted resources to find authoritative information in multiple subject areas. It is our intention to become an active open source collaborator

**Government** - enabling our community to participate in the democratic process by providing relevant access to information about both Central and Local Government and how they work

## Broadcasting

Through talking with you, our community, we have realised that there is a great lack of awareness of our many services, events and programmes. This has identified a need to inform, promote and broadcast our services to you more effectively through the different channels you use in your daily lives.

### OUR FOCUS FOR YOU

Ask our community how they would like to hear about our programmes and services

Use the channels that work best for the intended audience for the specific programme and service

Collaborate with our community to encourage reviews, and feedback that helps like-minded people find out about relevant services

We need to maximise access to the world's documentary heritage

As a united field we must apply innovative practices and tools, share expertise and resources, and advocate for solutions to legal and funding challenges, to give access to the works we safeguard

# Space for all

What does a modern library space look like and do our community and library team use that space successfully?

As Libraries are about the ease of access to information, that philosophy should be reflected in the design of the spaces, that create spaces without the need for adaptation, modification, assistive devices or specialised solutions, by any persons of any age or size or having any particular physical, sensory, mental health or intellectual ability or disability.

Thus the seven Universal Design principles should be adopted wherever practicable:

**PRINCIPLE ONE:** Equitable Use

**PRINCIPLE TWO:** Flexibility in Use

**PRINCIPLE THREE:** Simple and Intuitive Use

**PRINCIPLE FOUR:** Perceptible Information

**PRINCIPLE FIVE:** Tolerance for Error

**PRINCIPLE SIX:** Low Physical Effort

**PRINCIPLE SEVEN:** Size and Space for Approach and Use

<http://universaldesign.ie/What-is-Universal-Design/The-7-Principles/>

## OUR FOCUS FOR YOU:

Reduce barriers to service

Ease of access by public transport, bike, car and walking

Multi-purpose adaptable spaces fit for purpose

Use technology that reduces barriers to access and enables collaboration



# Space for all

## Accessible, adaptable and appropriate

What came through loud and clear from our community feedback was that space was critically important. More important still is how that space is used; how people are encouraged to use that space to do what they set out to, while feeling welcome, safe and having a sense of belonging.

### OUR FOCUS FOR YOU:

#### A FIT FOR PURPOSE CITY CENTRE LIBRARY

Provide at least 2,000 square metres of public space

Space that celebrates a love of reading

Self-contained community spaces fully equipped for a variety of uses with out of hours access

Making the most of Hawke's Bay climate to use the outdoors and adjacent green spaces which promotes wellbeing and space for activities

A sense of place, heritage and belonging that embraces the diversity of the community through architecture, design and displays

Accessible, adaptable and appropriate spaces for group interaction and individual endeavour

Safe and inviting space for parents coming together with young children

Future ready architecture that allows adaption for future needs

A good neighbour that encourages like-minded activity that could benefit from the additional foot traffic

A landlord of likeminded collaborators such as volunteer organisations and agencies

A transition space to host activities such as a café, events and exhibit community art that complement a library experience

A place to work, study, research and collaborate in

The Council's mission and vision are to: "provide the facilities and services and the environment, leadership, encouragement and economic opportunity to make Napier the best city in New Zealand in which to live, work, raise a family and enjoy a safe and satisfying life," and "over the next ten years ... continue to grow and maintain a vibrant Napier which surpasses expectations and embraces new opportunities for all aspects of the city".



# Knowledge Advocates

## Focus on Early Literacy

In 2011, the Australian Library & Information Association produced an early literacy framework and strategy. (updated in 2014).

Provide resources — picture books, parenting books

Enable professional development access for appropriate staff

Hold regular story times

Bring community partners together

Record and report early literacy achievements

Include responsibility for early learning in at least one staff member's role statement

Include early literacy features in every library plan

Offer professional development to other agencies

Have library staff attend other agencies' professional development sessions

Promote resources and make them widely available e.g. bulk loans for kindergartens

Conduct outreach to include vulnerable, hard-to-reach, non-library users

Actively create programmes for baby bounce, rhyme time, and story time activities

Provide parenting support and programmes such as connection and education for teenage mums

Participate in academic and other research

Collaborate with other libraries (locally and/or nationally) about the development of resources and programmes

Mai i te kōpae ki te urupa, tātou ako tonu ai  
From the cradle to the grave we are forever learning



**We need more  
and better  
advocates at all  
levels**

**Everyone in the field needs a deeper  
understanding of the need for advocacy to  
improve perceptions and ultimately achieve  
our goals. Every librarian an advocate!**

# Knowledge Advocates

## Focus on Digital Literacy

**“Web accessibility is about inclusive design – ensuring all people can access information, including people with disabilities and those using assistive technologies and devices.”**

<https://www.digital.govt.nz/standards-and-guidance/design-and-ux/accessibility/>

Enabling and enhancing the customer experience when people want to use either their own devices or those provided by the library.

Technology should make access easier, through a catalogue that is simple to browse and to search.

Technology is also an enabler for the library team, having a library management system which is up to date and fit for purpose so we can deliver our core services more efficiently and in a more responsive way. This will lead us to have the right books on the shelf quicker than ever before, we can manage demands for popular titles more effectively through business intelligence.

We want to have flexibility to go out to the community and using the right technology can greatly assist with this. We can provide mobile digital classrooms to support digital literacy programmes. We can issue books at author events or reading programmes at local community centres or for those who are house bound.

**Google can bring you back 100,000 answers, a librarian can bring you back the right one. Neil Gaiman**



**We must keep up with ongoing technological changes**

**Ensuring all libraries have the right tools, infrastructure, funding, and skills to seize the opportunities provided by digital innovations is a pressing need**

**We must update our traditional roles in the digital age**

**To support learning, literacy and reading meaningfully in a digital age, libraries must adapt continuously. Services, collections and practices must develop to meet changing user expectations**

# Community Collaborators

**Our community is full of likeminded organisations that are helping make Napier a vibrant place to live and often have expertise that we do not have but our customers could benefit from.**

It is an important part of our service to connect our customers to the right services in a way that encourages mutual trust and respect and can lead to the right outcome. We should collaborate when it makes sense to, when our combined resources and expertise can bring tangible benefits to our community. Embracing Mānaakitanga, our belief of hospitality through our respect, kindness and generosity towards others.

## Host

We recognise the need to share our resources to enrich lives by supporting literacy, personal growth skills for better opportunities. We will provide an appropriate, adaptable and accessible environment within our spaces.

## Connect

It is important to understand where our expertise begins and ends and to understand where your value is best spent. In many instances we may not be the best organisation to deliver a service but the community comes to us for that service. We are therefore in a unique position to work collaboratively.

## Facilitate

This is where we feel our expertise puts us in a position to develop and deliver programmes to the benefit of our community. A great example of this is our Summer Reading Programme which runs over the holidays and is a firm favourite.



**We need to  
develop a spirit  
of collaboration**

**Understanding and addressing actual and  
perceived barriers to collaboration will  
help end a tendency to work in isolation,  
and realise the vision of a united library  
field**

# Community Collaborators

## Partnering with our community in our community

The modern library has often been described as the community living room, we believe that is too limiting. We see the community as a space in its totality in which we can help drive greater engagement that goes beyond bricks and mortar. To do this we will need to be flexible, innovative and mobile supported by an engagement model in which we will facilitate activities, not just in the library space but out in the community.

Looking at the libraries current active membership there is an imbalance of usage across the city with areas such as Maraenui with a much lower use than average. We believe to address this we need to go out to those areas and offer many of our services in community spaces already established in those areas or to identify new space where we can partner with the community. Teaming up with the community is important so we can build up trust and understanding of their specific needs. Communities may want to take the opportunity in collaborating with us to bring in other complementary activities that add extra value to the experience.

**We need to understand community needs better and design services for impact**

**Expanding library outreach will help link with local partners, engage new and underserved sections of our communities, and have a measurable impact on peoples' lives**

## OUR FOCUS FOR YOU

Build partnerships with groups, organisations and community elders that already actively work in the community to identify the challenges and opportunities through open and respectful dialogue.

Develop programmes and services that we can take out to the community on a regular timetable that contributes to establishing trusted connections with people within those areas of greatest need.

Use technology where appropriate to benefit social inclusion and enable library programmes and activities.

Acknowledge that Māori are under-represented in the population in benefiting from the services we offer, that Māori, like libraries value knowledge as taonga, and learning from that taonga should happen within their communities acknowledging Te Tiriti o Waitangi.

We acknowledge that this is an area that requires further understanding and collaboration with local tangata whenua who share this aspiration to develop this area of service.

Establish strong collaborative relationships with likeminded organisations such as Citizens Advice Bureau and English Language Partners to better assist people new to our community and for those who need additional support.

By being optimistic that we can make a difference, that trying new things, while listening and responding to feedback, is vital in developing the right actions.

# Community Collaborators

## Celebrating our Diversity

### Seniors

Embracing the intent of Napier's Positive Ageing Strategy (currently under development), which is likely to include a focus on older people being informed and involved in the community and preparing for positive ageing; having things to do including accessible and affordable facilities; feeling valued and having community and family/whānau connections; and being healthy and well.

### People with Disabilities

We endorse the eight outcomes that support the vision: New Zealand is a non-disabling society – a place where disabled people have an equal opportunity to achieve their goals and aspirations, and all of New Zealand works together to make this happen from the **NZ Disability Strategy 2016**. We will do this by aiming to provide ease of access for all abilities and adopting Universal Design principles wherever practicable.

### Youth

Endorsing the *NCC Youth Strategy 2018 – What Youth Want*, the Library can enable:

**Fun** – young people want more free or low cost events, which cater to different groups of young people including wet weather options and access to free wi-fi. The Library can be both a host and a facilitator of this.

**Access to information** – Libraries can host and facilitate activities that help youth in their education, provide resources and connect them to opportunities particularly around leadership, employment and community e.g. volunteering and how to get involved.

**Environment** – Libraries can harness youth's interest in environmental sustainability, to help share the need for community responsibility and to help youth feel connected with the wider community.





# Sustainable Futures

Napier Libraries are funded through rates and are set an additional target of finding 10% of the running costs. This has been traditionally achieved through charging for some services such as bestseller loans and fining for late returns, damaged and lost books.

It has been clear throughout our conversations with the community that fees and fines are a barrier to engagement. This often means that people stop using our services.

Investing in and empowering our people, growing their knowledge and expertise to be ready for the future and providing the right environment for them to thrive.

Encourage collaboration with likeminded organisations and business.

Seek external funding and sponsorship especially for specific community outreach programmes.

Building leadership and knowledge expertise within, that can be leveraged in our community.

Creating spaces and environments that fosters innovation in our community and social enterprise.

Supporting business growth with foot-traffic of 1000 plus people choosing Napier Libraries daily as a destination. A place for small and medium sized enterprises (SMEs) and not for profit businesses, providing low cost or free infrastructure and technology such as desk space, meeting spaces, collaboration hubs and the latest digital tools in a safe, supportive and reliable environment.



**We must give young professionals effective opportunities to learn, develop and lead**

The field's capacity to develop and connect young library professionals has to keep up with changing needs and allow them to become the leaders of the future

**We need to challenge current structures and behaviours**

Overcoming our passive mindset and embracing innovation and change will allow us to tackle the challenges facing the library field

# Sustainable Futures

## Measuring Success

How do we know that what we are putting into practice is working for our communities?

Measuring library impact in its community beyond the traditional metrics of membership, physical visits and items used is challenging and often they only show a partial view of the positive impact the library service has made.

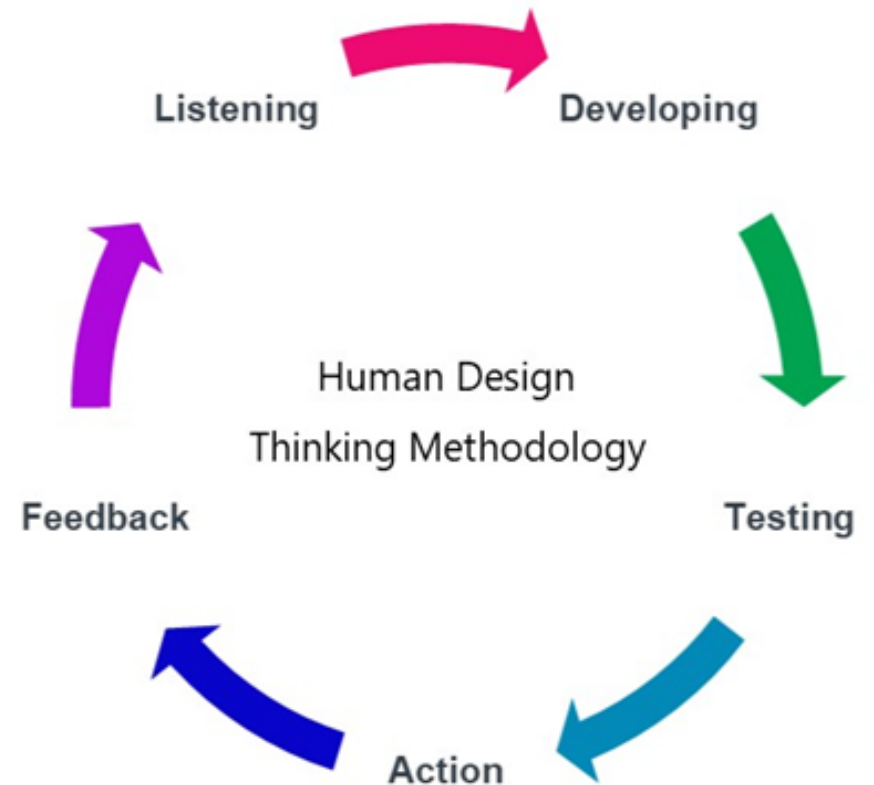
We want to encourage greater customer feedback to make sure our services are fit for purpose and are of a standard that meet, and wherever possible exceed the expectation of the customer, thus creating a continuous feedback loop which begins with listening to our customers.

Napier Libraries are committed to encouraging environmental sustainability through public education, the re-use (and careful use) of resources, the purchase of environmentally sustainable products and offering digital alternatives where appropriate.

**We need to ensure stakeholders understand our value and impact**

Making a stronger case for the ability of libraries to provide value will build recognition and support among decision-makers

“Libraries produce solid returns on investment. Depending on the sector and the country, returns of 3:1 to 9:1 are typical - for every dollar invested, between \$3 and \$9 of direct benefit is achieved by society” Valuing Libraries 2014 LIANZA



## Our Next Steps

### Moving Forward with Focus

Having developed a library strategy with a clear mission, values and objectives, we will move on with focus in the five key areas; **enabling access, space for all, knowledge advocacy, community collaborators and sustainable futures**, to develop them into action plans that support the aspirations of this document.

Alongside these aspirations, we can progress with planning and developing a new city centre library that our community can be proud to use and make their own, while helping to grow and maintain Napier as a vibrant city which surpasses expectations and embraces new opportunities.

This will take us on a journey to delivering the Napier community with the **best Public Library Service in New Zealand**.

**A library should reflect the distinct expression of a city -  
Lily Frederickse Visitor Experience Developer**

Our many community conversations have highlighted what is desired from a new city centre library. We have identified these key elements in the Space for All section of this Strategy

#### **Our next steps are:**

Undertake consultation with community on the Library Strategy

Seek adoption of the library strategy that incorporates relevant actions arising from feedback received.

Develop and recommend a process for site selection including assessment criteria, with reference to the Civic Building business case and subsequent Statement of Proposal and Council's Long Term Plan (2018-28)

Ensure the objectives and requirements within the Library Strategy are the key component of the assessment criteria for site selection.

Undertake engagement with key stakeholders during the process prior to full consultation

Complete the site options analysis and make recommendations to Council

Develop a consultation plan that encourages feedback from key stakeholders and the community on the site selection

Build our new purpose built city centre library

## Napier Libraries - Potential Collaborators

	Host	Connect	Facilitate
Business associations		✓	
Citizen's Advice Bureau	✓	✓	
Community associations	✓	✓	
Creative Art's Napier	✓	✓	
Early Childhood centres	✓		✓
Eastern & Central Trust		✓	
Eastern Institute of Technology, Hawke's Bay		✓	
English Language Partners	✓	✓	
Friends of the Library	✓		
Funding organisations	✓	✓	
Hastings District Council		✓	
Kaumātua, Kuia and other local Māori leadership		✓	
Kindergartens	✓		✓
Law Society		✓	
Library and Information Association of New Zealand		✓	
Literacy Aotearoa NZ	✓	✓	
Local community networks	✓	✓	
Local ethnic and Pacific Associations	✓		✓
Local Marae			✓
Māori community groups	✓	✓	✓
Ministry of Education	✓	✓	
Napier City Council Māori Consultative Committee		✓	
Other New Zealand Libraries		✓	
Private sector partners	✓	✓	
Public Libraries of New Zealand		✓	
Schools	✓		✓
Technology partners e.g. "Spark 20/20 Trust"		✓	✓
Youth Council		✓	

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