HAMILTON CITY LIBRARIES
STRATEGIC PLAN
2015-2025

Hamilton City Libraries
TE OHOMAURI O KIRIKIRIROA

OUR PLAN PURPOSE

TO PROVIDE
A MODERN LIBRARY SERVICE
FOR HAMILTON

HAMILTON'S LIBRARIES WILL BE COMMUNITY HUBS FOR CREATIVITY, LITERACY AND LEARNING

INTRODUCTION

Libraries are changing. We are in a period of transition for libraries worldwide, and the future of libraries is influenced by new technology and changing needs of users, who are increasingly using libraries as community learning spaces or hubs. At the same time, Hamilton is set to experience significant growth in population over the next ten years.

These changes raise questions such as: what is the role of a library in this new environment? What value can it add to a community, and how will it do that?

Hamilton's libraries need to adapt to this changing environment by transitioning from the traditional public library model towards offering a greater electronic collection and virtual library service. In particular, we need to assess the wider role the central library plays in our city as a learning hub for the community. Understanding the role our libraries can play in our communities is critical to their ongoing relevance and contribution.

The Hamilton Libraries Strategic Plan was developed in 2014, by a working group of elected members, stakeholders and experts in libraries and in consultation with the community.

The Plan will ensure we stay relevant and libraries are equipped to adapt and be widely-accessible in a rapidly-moving digital environment and an increasingly interconnected world.

HAMILTON LIBRARIES AT A GLANCE

Overview

- Hamilton's first library opened in 1870. Since then, our libraries have evolved from a reading room, to one single library, to the network of urban and suburban libraries we have today

- Hamilton currently has libraries located in Garden Place, Hillcrest, Chartwell, Dinsdale, St Andrews and Glenview

- Approximately half of Hamilton's residents hold a Hamilton library membership. This has been consistent over the last decade, with new members joining at a constant rate as membership lapses for others

- The central library is our largest library, at 6420 square metres. Chartwell Library has the greatest number of issues. The optimal libraries' capacity for a city our size is estimated to be 10,059 square metres. Hamilton currently has 8693 square metres

- In recent years, book borrowing has declined. One reason for this is the worldwide trend towards an increase in the uptake of online technology for information consumption

- Along with changes in the issues, there has been a worldwide trend towards an increase in the uptake of online technology for information consumption

- While eBooks currently account for less than 1% of all issues, this number is set to rise significantly, as people begin to rely on eReaders and other devices to consume books

- The libraries are the most visited of all Council facilities, with more than a million visits annually

- The number of items in the lending collection is 362,983. In 2013/14 there were 1,594,236 issues of all items. Of the total items issued, 15,956 were eBooks

- We only spend $7.74 per head of population, which is less per capita than libraries in all the other major New Zealand cities

- Use of the public access internet [APNK] continues to be a very popular service with close to 200,000 sessions per annum, although there has been a 2.3% decline over the period since the service was introduced in 2008. However, there has been a more than 100% growth in the use of the WiFi with a jump between the 51,000 sessions in 2010/2012 to the more than 105,000 sessions in 2013/14

- Hamilton's library collection is valued at $18 million

- Children and young people are major users of the library, with 41% of all books issued being from the Junior Collection.

89%
of people are satisfied with our libraries

Source: Residents Survey August 2014

There were 304,445 items issued via Self Check in 2013/14

WORLDWIDE TRENDS

There are numerous and varied trends impacting on libraries around the world, with the development of technology driving the most significant change to the nature and scope of modern libraries.

International trends influencing the development of this plan include:

- Libraries embracing technology innovation. This leads to improved digital literacy in the community and providing access to technology, which individuals might not otherwise be able to afford

- Uptake of library eCollections is increasing, which has increased the variety of media that libraries are offering, from eBooks to eMusic to complement print collections

- Libraries continuing to curate community heritage and provide archives. In many cities, the library is the central place where historical document collections are stored

- Libraries partnering with the community to provide space for a variety of educational, creative and age-specific activities that are turning libraries into community hubs

- Libraries as a focal point for urban regeneration, where they are used as a safe, reliable and versatile community space within an urban environment.

OUR CHALLENGES

As libraries worldwide transition to become interactive physical and online community spaces, this presents challenges for Hamilton's libraries to keep pace with this changing environment.

To achieve a modern library service in Hamilton that delivers the purpose of this plan, a shift of focus is required.

Below are the five challenges identified as this plan was developed.

STRENGTHENING HAMILTON'S CENTRAL CITY IDENTITY

Libraries have a role in creating a strong city identity and are proven attractors for positive activity and visitation. The economic benefit of successful public libraries to their cities can be significant, and because of this, libraries are often used to kick-start urban development. Transforming the Central Library will play a key role in supporting a strong commercial central city in Hamilton.

TECHNOLOGY IS CHANGING AT A RAPID PACE

While Hamilton's libraries have been able to incorporate some new technology, such as self-checkouts, online catalogues, eCollections and online research options, there is much more to be included. We need to better understand what technology is beneficial, and invest in technology that will help to achieve our purpose. The availability of emerging technologies will modernise our libraries, and provide users with access to benefits such as improved digital literacy and capabilities.

INCREASED PRESSURE ON BUDGETS

Libraries worldwide are looking to deliver more value for the same or less resource. Operating optimally enables a sustainable base for ongoing modernisation of library services, which in turn ensures libraries' continuing relevance within their communities. Hamilton's library budget has been shrinking in recent years, meaning we need to be realistic about what we have to spend, and be creative with what we have in order to get the best return for our investment.

PEOPLE ARE USING LIBRARIES DIFFERENTLY

A library is no longer just a place to be quiet and check books out. People are spending more time in libraries, and while they still borrow books, they also go there to access digital resources, use the internet and connect. Ensuring Hamilton's libraries provide an environment to allow people to interact and to provide access to a wide range of materials, information and media is becoming increasingly important.

MANAGING OUR COLLECTIONS

Libraries and their users benefit from libraries with large, wide-ranging collections. The ability of a library to have this is dependent on capacity to store and capacity to spend. Currently, the ability to expand our collections is restricted by the size of our libraries, as that is the extent of storage capacity. The capacity for a population of our size is estimated to be 10,059 square metres. Hamilton currently has 8693 square metres. At the same time, we only spend $7.74 per head of population, which is less per capita than libraries in all other major New Zealand cities. These two factors mean we need to make good decisions about what we purchase for our collections and how we can maximise benefits within the storage capacity we have.

Over 90% of people who had their say think it is important for people to have access to the libraries

WHAT YOU TOLD US

During the development of this plan public feedback has been sought through a successful 'Love Your Libraries' campaign, and a series of focus groups and interviews.

We asked people what they love about their libraries, what they might like to change and what they think libraries should focus on in the future. Thousands of people had their say and this important feedback has been used in the development of this plan.
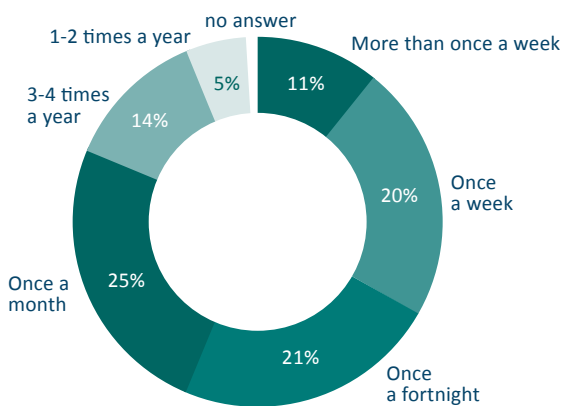
The reasons people loved their libraries included:

- That they are safe and welcoming
- The children's programmes are popular and enjoyed by many
- People love being welcomed and served by friendly and knowledgeable staff
- People enjoy the atmosphere of our libraries, the comfortable physical environment and the range of spaces available for multiuse, including quiet spaces, meeting rooms and social spaces.
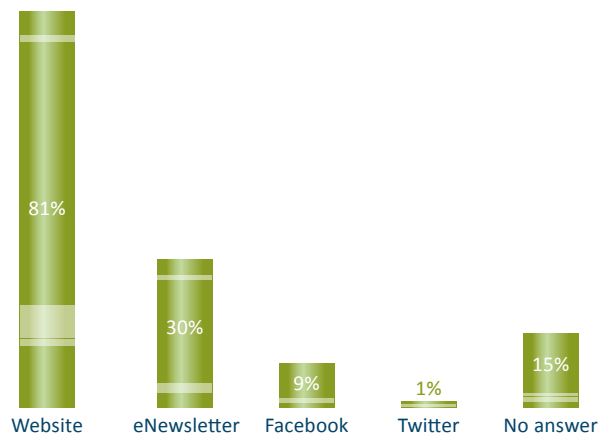
The things that people wished to see changed or focused on in the future included:

- For the collection to include a range of types of materials and genres, plus a variety of media
- Providing access to new technology, including free WiFi and more digital services
- Ability for people to access more Council services, such as paying rates, via the library
- Continuing access to libraries to ensure all members of the community can afford to read, access information and connect with others.
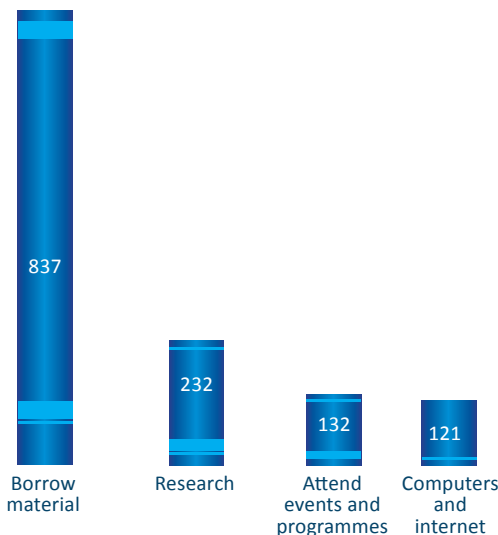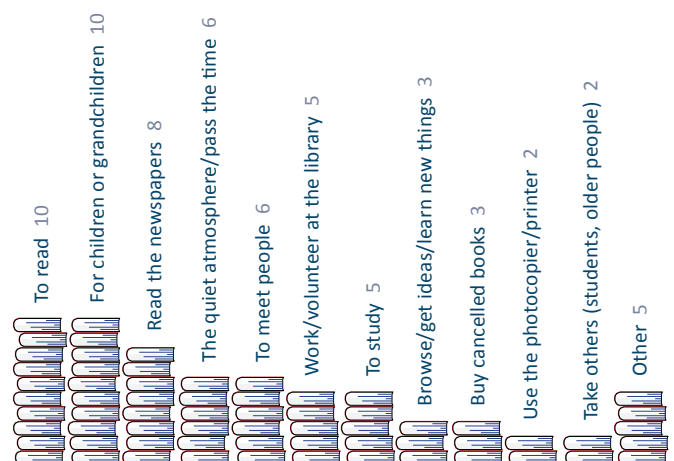
HOW OFTEN PEOPLE VISITED OUR LIBRARIES*

- no answer 5%
- 1-2 times a year
- 3-4 times a year 14%
- Once a month 25%
- Once a fortnight 21%
- Once a week 20%
- More than once a week 11%

LIBRARY SERVICES PEOPLE HAVE USED*

Website	eNewsletter	Facebook	Twitter	No answer
81%	30%	9%	1%	15%

REASONS WHY PEOPLE VISIT THE LIBRARY*

Borrow material	Research	Attend events and programmes	Computers and internet
837	232	132	121

'OTHER' REASONS WHY PEOPLE VISITED OUR LIBRARIES*

- To read 10
- For children or grandchildren 10
- Read the newspapers 8
- The quiet atmosphere/pass the time 6
- To meet people 6
- Work/volunteer at the library 5
- To study 5
- Browse/get ideas/learn new things 3
- Buy cancelled books 3
- Use the photocopier/printer 2
- Take others (students, older people) 2
- Other 5

* Library Consultation 2013 - Responses from 872 library members

OUR RESPONSE

Hamilton's libraries have a pivotal role in developing strong communities and supporting lifelong learning. This plan recognises the importance of libraries as social hubs for learning and literacy in the community, and sets the Council's intention to continue to grow a modern and relevant library service Hamilton residents can enjoy.

We have heard your feedback and identified a series of outcomes and goals in the following pages as the basis of our response to the challenges facing our libraries over the next ten years.

KEY ASPECTS OF THE PLAN

The central library will be transformed into a feature library that can remain relevant in times of rapid change and cater for an increasingly digitally-literate community. The physical and virtual spaces and services of our libraries will be readily accessible to everyone, while maintaining efficient use of resources within the boundaries of the current library footprint. There will be a focus on literacy and learning in a social and technologically-developed environment.

OUR PURPOSE
TO PROVIDE A MODERN LIBRARY SERVICE FOR HAMILTON

OUTCOMES

GOALS

OBJECTIVES

2015 - 2018
ACTIONS

TRANSFORMATION
A modern destination library that reflects worldwide trends in library services and contributes to a strong central city identity

The central library is recognised as the city's destination library and home of our city's stories

1. Recreate the central library as a feature library that contributes to an attractive city centre
2. Redesign the central library to be an amazing community hub
3. Central library serves as a repository and preserver of documentary heritage and provides spaces to access and share Hamilton and Waikato history
4. Central library uses up-to-date technologies and houses larger and specialised collections
5. Central library has specialist staff that support the library network

▶ Develop a plan to redesign the physical appearance and layout of the central library and implement the plan
▶ Develop and implement a marketing plan for the central library as Hamilton's destination library
▶ Continue to digitise the heritage collection

RELEVANT
Libraries offer modern services and experiences relevant to their communities and internationally

Libraries are a community hub

1. Suburban libraries create a focal point for community connections with people, information and different spaces
2. Community hubs in suburban libraries address the particular characteristics of their communities
3. Communities can access a wide range of Council services through the libraries

▶ Implement a plan for community hubs in suburban libraries
▶ Expand library functions to include other Council services at libraries

EFFICIENT
Libraries ensure effective, efficient and responsible stewardship of resources

Libraries optimise the use of technology

1. Implement technologies that better support and deliver core library services
2. Implement technologies that enable users to access information and services anytime, anywhere
3. Increase the digital literacy of the community

▶ Implement full self service and returns systems in all libraries
▶ Implement a new library management system
▶ Build the number of eTitles and boost eContent circulation
▶ Implement technology, digital and online strategies that support library users to access, create and share content

EQUITABLE
Libraries are for everyone and promote access to physical and online library services and spaces

Libraries support literacy and promote reader development

1. Support Hamiltonians to be information literate, technologically competent and digitally aware
2. Create and nurture readers
3. Stimulate imagination, creativity and literacy-based learning for children and young people
4. Promote recreational reading
5. Develop and promote partnerships for literacy and community support

▶ Provide opportunities to increase community participation in literacy programmes
▶ Provide and utilise technologies that support literacy development
▶ Increase uptake in activities and technologies that stimulate imagination and literacy-based learning in children and young people
▶ Provide collections that reflect our diverse community

Libraries run efficiently and effectively

1. Maximise the efficiency and effectiveness of library operations within existing resources
2. Increase revenue-generating activities
3. Benchmark against similar sized libraries nationally and internationally to evaluate return on resource invested

▶ Explore opportunities for revenue generation
▶ Develop a benchmarking tool and value measurements for the performance of Hamilton libraries

INDICATORS OF SUCCESS

▶ 10% increase in uptake per annum of new or improved technologies introduced for customer use

▶ 1% increase annually of people accessing library services, both physical and online

▶ A target of 65% of residents are members of the libraries

▶ A target of 93% customer satisfaction rating with Hamilton Libraries achieved through a 2% annual increase

▶ Use of the collections, both print and electronic increases by 1% annually

▶ A target of 60% usage is achieved within the first year of any additional Council services that are introduced and increases by 2% annually

▶ 1% increase annually of customers attending events, programmes and classes

▶ The central library is perceived by users to be a modern destination library by 2017

▶ 1% annual increase in visits to the central library

▶ Increase the ratio of eBooks to print books to 30% by 2020

▶ Benchmarking establishes Hamilton libraries to be in the top 25% of all New Zealand libraries by 2018 for:
 - Effective and efficient managing of budget and resources

▶ The range of services provided in Hamilton is comparable with other New Zealand libraries of similar size and resource.
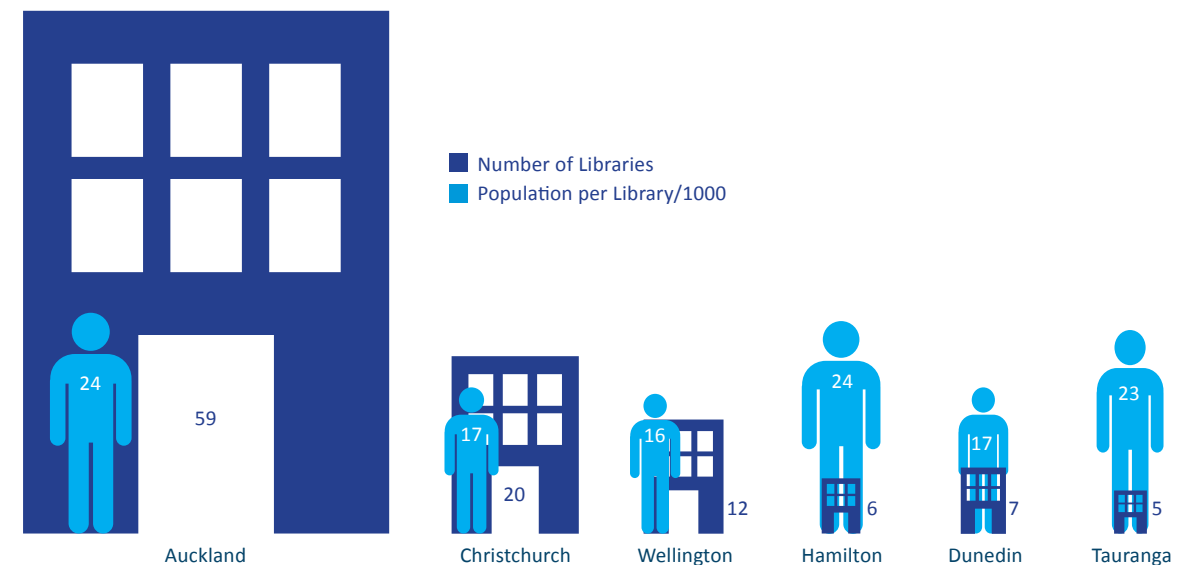
WORKSTREAM PROJECTS

1 Facilities

WHAT NEEDS TO HAPPEN?

DEVELOP A FACILITIES PLAN

The plan will identify, coordinate and evaluate considerations that relate to the operation, appearance and function of the libraries. This will include a proposal to redesign the physical appearance and layout of the central library. The central library layout will consider space and usability requirements for community interaction, increased technology, eCollections, print collections and storage of and access to documentary heritage. The plan will make recommendations regarding the layout of suburban libraries to support and enable them to act as community hubs and offer increased access to technology. The plan will also investigate possible changes to buildings required to offer other Council services and to implement self service and returns technology and facilities in all libraries.

RELEVANT ACTIONS

• *Develop a plan to redesign the physical appearance and layout of the central library and implement the plan*

• *Implement a plan for community hubs in suburban libraries*

• *Expand library functions to include other Council services at libraries*

• *Implement full self-service and returns systems in all libraries*

• *Provide collections that reflect our diverse community.*

COMPLETION BY: JULY 2015

HOW DOES HAMILTON COMPARE?

■ Number of Libraries
■ Population per Library/1000

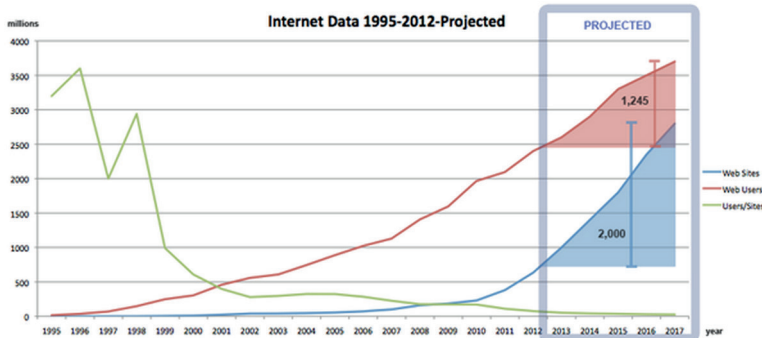| City	Number of Libraries	Population per Library/1000
Auckland	24	59
Christchurch	17	20
Wellington	16	12
Hamilton	24	6
Dunedin	17	7
Tauranga	23	5

WORKSTREAM PROJECTS

2 Technology

WHAT NEEDS TO HAPPEN?

REVIEW AND UPDATE THE LIBRARIES DIGITAL PLAN

This review will update the current Digital Plan to incorporate actions from the Hamilton Libraries Strategic Plan. These actions will relate to the implementation and provision of technologies for use by staff and the public consistent with international good practice. It will include an evaluation of appropriate technology recommendations for type, cost and quantities. The Plan will also consider supporting strategies to increase uptake of technologies and digital literacy in our communities.

RELEVANT ACTIONS

- *Continue to digitise the heritage collection*
- *Implement full self service and returns systems in all libraries*
- *Implement a new library management system*
- *Build the number of eTitles and boost eContent circulation*
- *Implement technology, digital and online strategies that support library users to access, create and share content*
- *Provide and utilise technologies that support literacy development*
- *Increase uptake in activities and technologies that stimulate imagination and literacy-based learning in children and young people.*
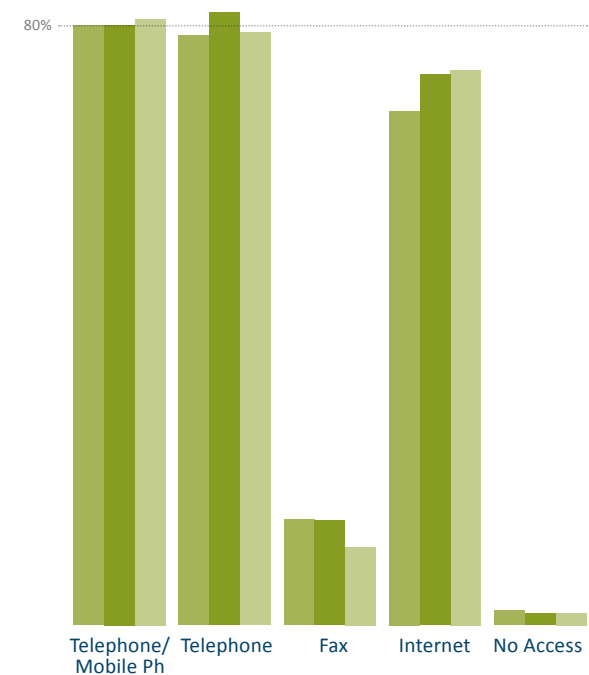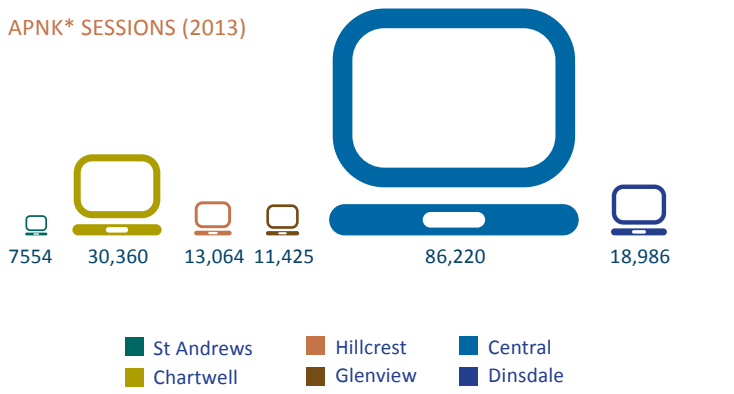
COMPLETION BY: OCTOBER 2015

SOURCE: www.equitynet.com

Internet Data 1995-2012-Projected

PROJECTED

1,245

2,000

Web Sites
Web Users
Users/Sites

* Aotearoa Peoples' Network Kaharoa (APNK), a network of internet linked computers and access to wifi networks

APNK* SESSIONS (2013)

7554   30,360   13,064   11,425   86,220   18,986

- St Andrews
- Chartwell
- Hillcrest
- Glenview
- Central
- Dinsdale

WiFi SESSIONS (2013)

7057   22,243   13,674   12,939   29,854   19,371

ACCESS TO PHONES, FAX MACHINES AND INTERNET

- Waikato
- NZ
- Hamilton

80%

Telephone/ Mobile Ph   Telephone   Fax   Internet   No Access

WORKSTREAM PROJECTS

3 Collections

WHAT NEEDS TO HAPPEN?

RELEVANT ACTIONS

CONTINUE TO BUILD THE DIGITAL AND PRINT COLLECTIONS AND SUPPORT LIBRARY USERS TO ACCESS THEM

This workstream will take a coordinated approach to enhancing and expanding the collections within planned budgets and in accordance with collections profiles and policies. The collections will reflect our diverse communities and consider cultural, disability and literacy needs as well as the ways in which people wish to access the collections. The workstream will also consider options to enhance existing support provided to library users to access, create and share content through library online facilities such as Recollect and Kete.

- *Continue to digitise the heritage collection*
- *Build the number of eTitles and boost eContent circulation*
- *Provide collections that reflect our diverse community.*

5636 books in languages other than English in the library collection, including Maaori

eBOOK SALES GROWTH

131% — 2009
252% — 2010
159% — 2011
28% — 2012
5% — 2013
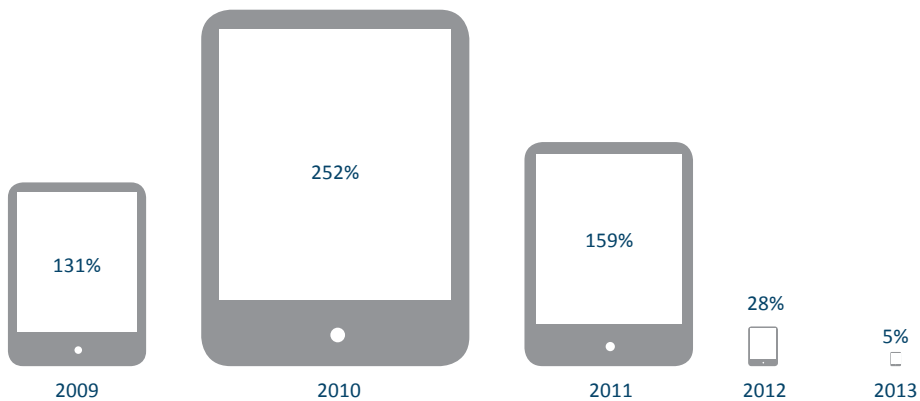
eBOOK LENDING AT HAMILTON CITY LIBRARIES

7280 — 2012
13,632 — 2013
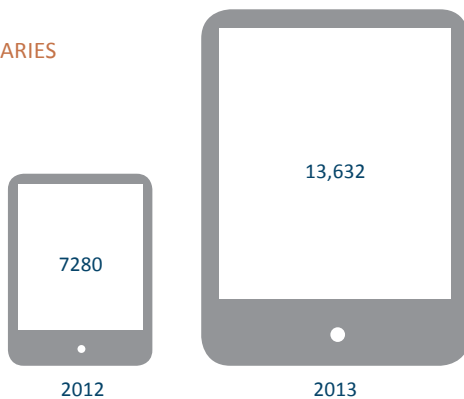
WORKSTREAM PROJECTS

4 Services

WHAT NEEDS TO HAPPEN?

DEVELOP AND IMPLEMENT A PLAN TO DELIVER OTHER COUNCIL SERVICES AT LIBRARIES

This plan will identify the services to be offered at libraries and work with the relevant Council units to develop an effective delivery model. The plan will emphasise a strong customer service focus and take into account legislative, accounting and functional requirements related to these services. A programme for training and upskilling of staff will be established.
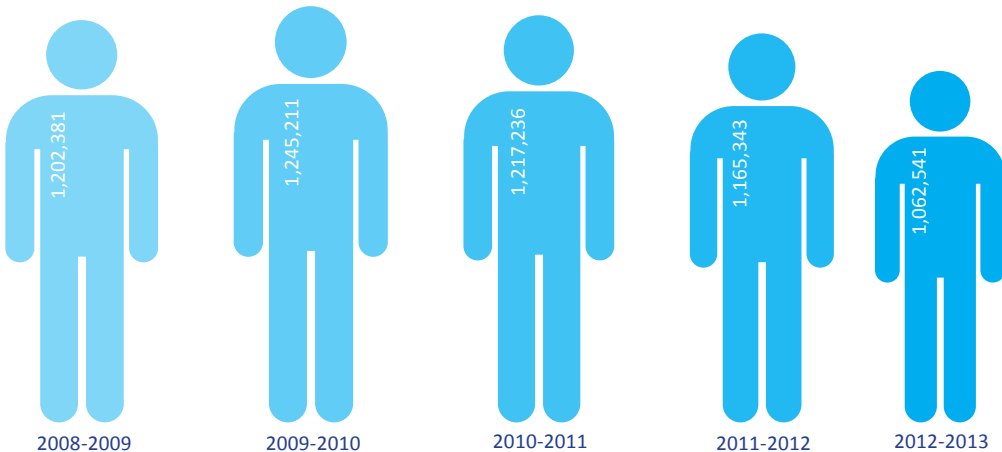
RELEVANT ACTIONS

- *Expand library functions to include other Council services at libraries*
- *Provide opportunities to increase community participation in literacy programmes.*

There are on average 25.25 events weekly

1313 events held and 24,886 attendees

NUMBER OF PEOPLE WHO ATTEND EVENTS AT HAMILTON LIBRARIES

St Andrews
1562

Chartwell
2473

Hillcrest
1568

Glenview
1535

Central
6641

Dinsdale
1678

FOOT-TRAFFIC TO HAMILTON LIBRARIES

1,202,381
2008-2009

1,245,211
2009-2010

1,217,236
2010-2011

1,165,343
2011-2012

1,062,541
2012-2013
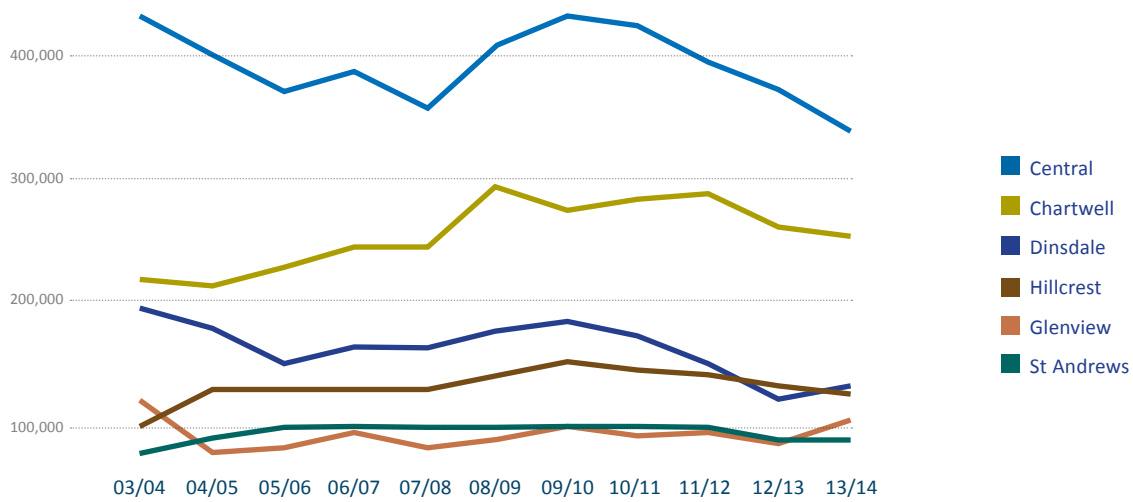
WORKSTREAM PROJECTS

5 Marketing

WHAT NEEDS TO HAPPEN?

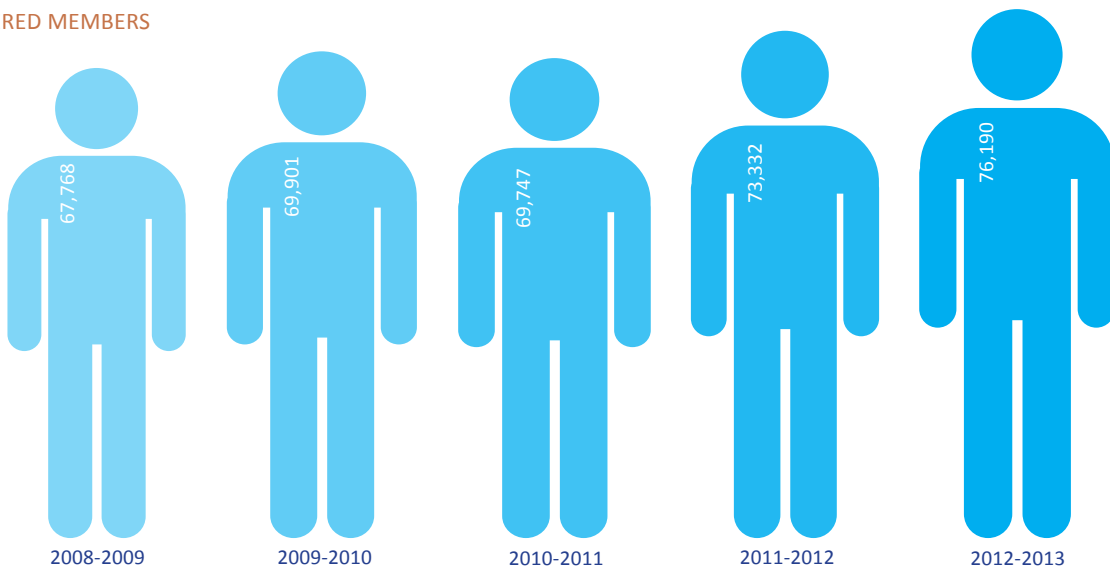**DEVELOP AND IMPLEMENT A MARKETING PLAN FOR THE LIBRARIES**

The plan will propose strategies and campaigns to increase awareness of the range of services (new and existing), facilities and materials offered by our libraries, and a plan for building library patronage (physical and/or online). The plan will provide strategies for redeveloping the brand and profile of the central library as a destination library and also develop recommendations for the rebranding and renaming of the libraries.

RELEVANT ACTIONS

- *Develop and implement a marketing plan for the central library as Hamilton's destination library*
- *Implement a plan for community hubs in suburban libraries.*

PHYSICAL VISITORS TO THE LIBRARIES

Legend:
- Central
- Chartwell
- Dinsdale
- Hillcrest
- Glenview
- St Andrews

X-axis: 03/04 04/05 05/06 06/07 07/08 08/09 09/10 10/11 11/12 12/13 13/14

Y-axis: 100,000 — 200,000 — 300,000 — 400,000

REGISTERED MEMBERS

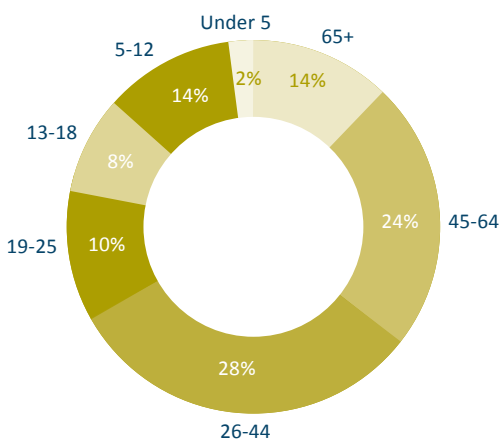| 2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
67,768	69,901	69,747	73,332	76,190

WORKSTREAM PROJECTS

6 Operations

WHAT NEEDS TO HAPPEN?

IMPLEMENT EFFECTIVE SYSTEMS TO ENSURE THE FINANCIAL SUSTAINABILITY AND REPUTATION OF OUR LIBRARIES

This workstream will investigate and assess existing and potential options to increase revenue streams for the libraries. It will also identify opportunities for efficiencies available from collaborations, consortiums and shared services, as appropriate. The workstream will also recommend systems and processes to effectively measure, benchmark and monitor the performance of our libraries against national and international good practice.

RELEVANT ACTIONS

- *Investigate a new library management system*
- *Explore opportunities for revenue generation*
- *Develop a benchmarking tool and value measurements for the performance of Hamilton libraries.*

PERCENTAGE OF ACTIVE BORROWERS USED IN THE LAST 2 YEARS (BY AGE)

Under 5 — 2%
65+ — 14%
5-12 — 14%
13-18 — 8%
19-25 — 10%
26-44 — 28%
45-64 — 24%

ISSUES AND POPULATION TREND 1990-2014

Issues and population trend 1990-2014

Legend:
- Issues
- Population
- 2 per. Mov. Avg. (Issues)
- Linear (Population)