

# Kaipara District Libraries Strategy



### **Acknowledgements**

The strategy has been developed by Sue Sutherland and John Truesdale in collaboration with staff at Kaipara District Council, in particular District Libraries Manager Lisa Salter. Our thanks to everyone who participated for their ideas, enthusiasm and willingness to try some new ways of working.

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## Section 1: Background and Context

### Introduction

The first two decades of the 21st century have seen huge changes in how people communicate, get their information, relax and live their lives. Commentators expect that these changes will continue, with the development of artificial intelligence, robotics, automation and the internet of things. Alongside these technologically driven changes the world is experiencing massive disruption from climate change and most recently, the impacts of the global pandemic caused by the Covid-19 virus.

The world of public libraries has also changed dramatically during this time, reflecting these societal and technological changes. Libraries have now embraced their role as crucial social infrastructure for community well-being, in a much more sophisticated and overt way, and are seen as part of an overall learning, literacy and leisure landscape. They remain committed to their well-known roles around reading and information. However, in the last 20 to 25 years they have developed their roles around learning and community-making, through activities and programmes, and have built a new emphasis on the digital world and helping people to work within it.

Public libraries are a service of local government. There are changes signalled in the way local government will operate in New Zealand in the future having a much greater role in ensuring the well-being of communities – socially, economically, culturally and environmentally. As one of the significant services that contribute to community well-being, the development of a new strategy is timely in providing direction and focus for investment over the next ten years.

### About this document

The strategy has been developed by Sue Sutherland Consulting in partnership with staff of the Kaipara District Council (KDC). The process included research and information gathering, workshops with library and council staff and interviews with elected members, Iwi representatives and some community members. The planned community consultation was not possible because of Covid restrictions and was scaled back to an online questionnaire.

In developing the strategy we have taken account of the local context, including the current state of Kaipara District Libraries and how they compare with library services of similar sized local authorities. The feedback from the workshops and the support for new services as identified in the questionnaire and interviews have also informed the strategy.

There are a number of challenges facing the district in providing modern professional library services for the whole district. These challenges along with observations from visits and our knowledge of the sector have led to a number of recommendations for suggested improvements and/or changes in how the services are delivered.

Three possible scenarios are presented and assessed against a range of criteria. The outcome from this has enabled the development of a future strategy that outlines the vision, mission, values and goals that will guide the development of Kaipara District Libraries over the next ten years.



### Kaipara District

The Kaipara District runs north to south from the Waipoua Forest to the Kaipara Harbour and East to Mangawhai, covering 3110km<sup>2</sup>. State Highway 1 from Auckland runs through the east side at Kaiwaka and State Highway 12 runs through Maungaturoto, Dargaville and up the west coast.

There are no large towns. Dargaville's population was just over 5000 in 2020 and the nearest city is Whāngarei, which is around 60km northeast from Dargaville. The three biggest towns are Dargaville, Mangawhai and Maungaturoto. Rural populations are sparse in some of the western and norther parts.

The information and data below has been taken from a comprehensive environmental scan for the Kaipara District that was completed in 2020<sup>1</sup>.

<sup>1</sup> Kaipara, place, people and key trends: Kaipara Environmental Scan 2020. Kaipara District Council.

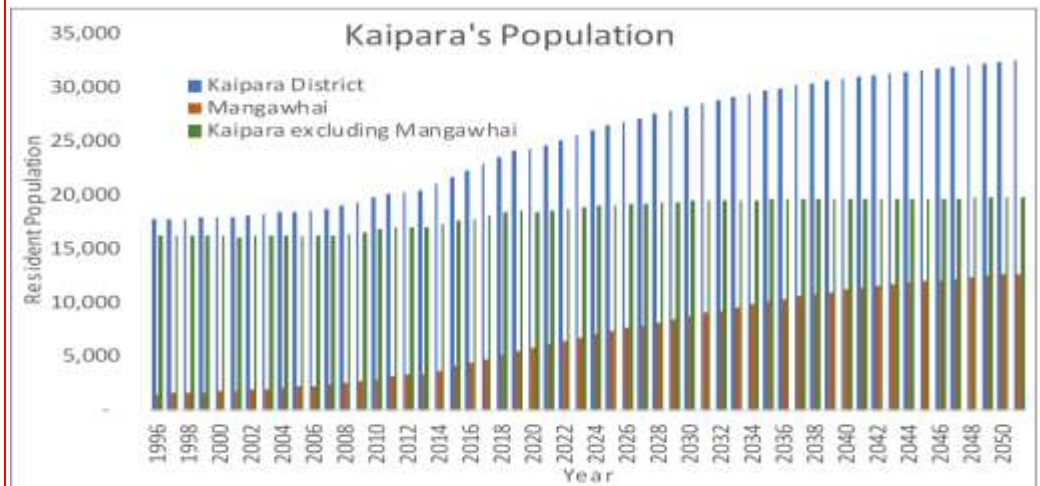
<https://kaipara.govt.nz/uploads/policy/Kaipara%20Environmental%20Scan%202020%20.pdf>

*"Because of the socio-economic status of much of the district, there is even more need in Kaipara than in most places for the library to provide access to things that wouldn't otherwise be available to people. We shouldn't focus Council money on the loudest voices or just in one area"*

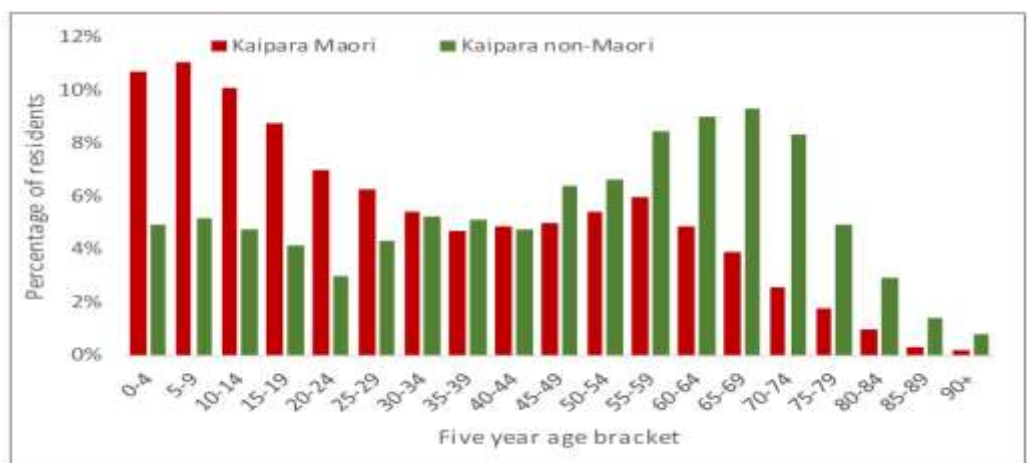
- Interviewee

Key points to note:

- The population was estimated to be 25,200 in 2020 and is projected to grow to 32,552 by 2051. By then the number of people over 65 will double.
- The major growth is in the east at Mangawhai with both retirees and younger families choosing the lifestyle offered. People moving out of Auckland come with city expectations of what a library service can be.



- 24.6% of the population is Māori, with Dargaville having 35.7% Māori
- The profile of Māori differs significantly from non-Māori, with more young people in the 0-24 year age group. Conversely, there are fewer Māori than non-Māori in the populations over 55 years.



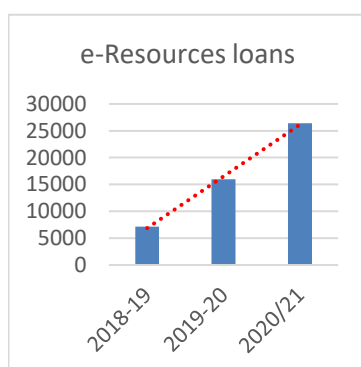
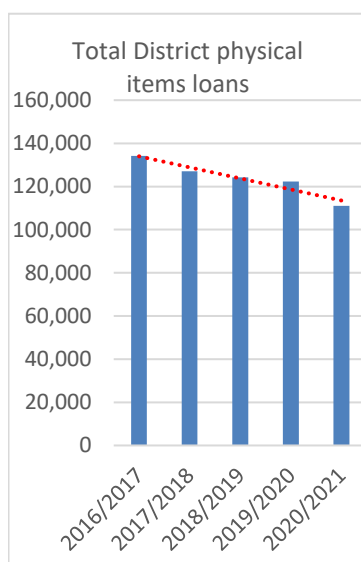
- The economy is founded on primary industries with an emphasis on practical and vocational skills rather than university based learning
- Internet connectivity is improving with rural broadband but there are still many pockets of poor or no connectivity
- People are very dependent on the car – the only public transport is a daily bus to Whāngarei from Dargaville.

A significant new development is proposed for Dargaville of mixed housing, a light industrial area and a retirement village on the 46.7 hectare former racecourse, 2km northeast of the town centre. This is a collaboration between the Dargaville Community Development Board, Te Runanga o Ngāti Whātua and the Dargaville Racing Club<sup>2</sup> and if it goes ahead will increase the population significantly in the immediate vicinity of the Dargaville Library.

<sup>2</sup> <https://www.matakohe.co.nz/projects/2021/12/14/whangrei-civic-centre-lee2b>

## Kaipara District Libraries

There are five libraries in the Kaipara District: Dargaville Library, which is the only professionally run library service, and four community libraries at Paparoa, Kaiwaka, Maungaturoto and Mangawhai which are run by volunteers. The community libraries receive support by way of grants for the purchase of books and a contribution towards running costs and rent if that is required. They are operated by independent management committees that have contracts for service with the KDC. All of the libraries are connected to Kōtui (the library management system) and data from this system, combined with other information was analysed to gain an understanding of how well the district's libraries were performing. The full analysis of this data is contained in Appendix one. Key findings include:



- The loan of physical items from the district libraries have been declining over the last five years. Covid related closures had an impact on Dargaville Library in particular. Covid has also had an impact on visits to Dargaville Library during the same period.
- At the same time, E-Resource loans have seen significant growth over the past three years
- The community libraries are carrying too much older stock and turnover of this stock is very low. Turnover is derived by dividing the number of loans by the number of items in the collection
- The currency of collections is also an issue. Ideally 50% -60% of the stock should be no older than five years. Dargaville Library has around 31% of the collection that is five years old or less, and the community libraries have an even smaller percentage of materials in this category. This suggests that along with carrying too much dead stock, insufficient new stock is being purchased to keep the collections current and fresh.
- Active members who used their cards in the previous two years number 4249. Kaiwaka, Maungaturoto and Paparoa each have fewer than 300 active members. Dargaville accounts for 60% of active members in the district.
- The total operational budget for Kaipara District Libraries in 2021/22 was \$574,784 which included \$63,000 for grants to the community libraries. Internal charges from Council were an additional \$167,136. The collections budget for Dargaville Library was \$58,000, a reduction on pre-Covid expenditure.

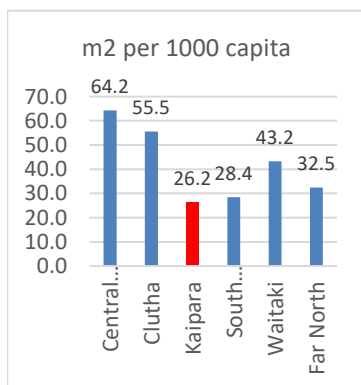
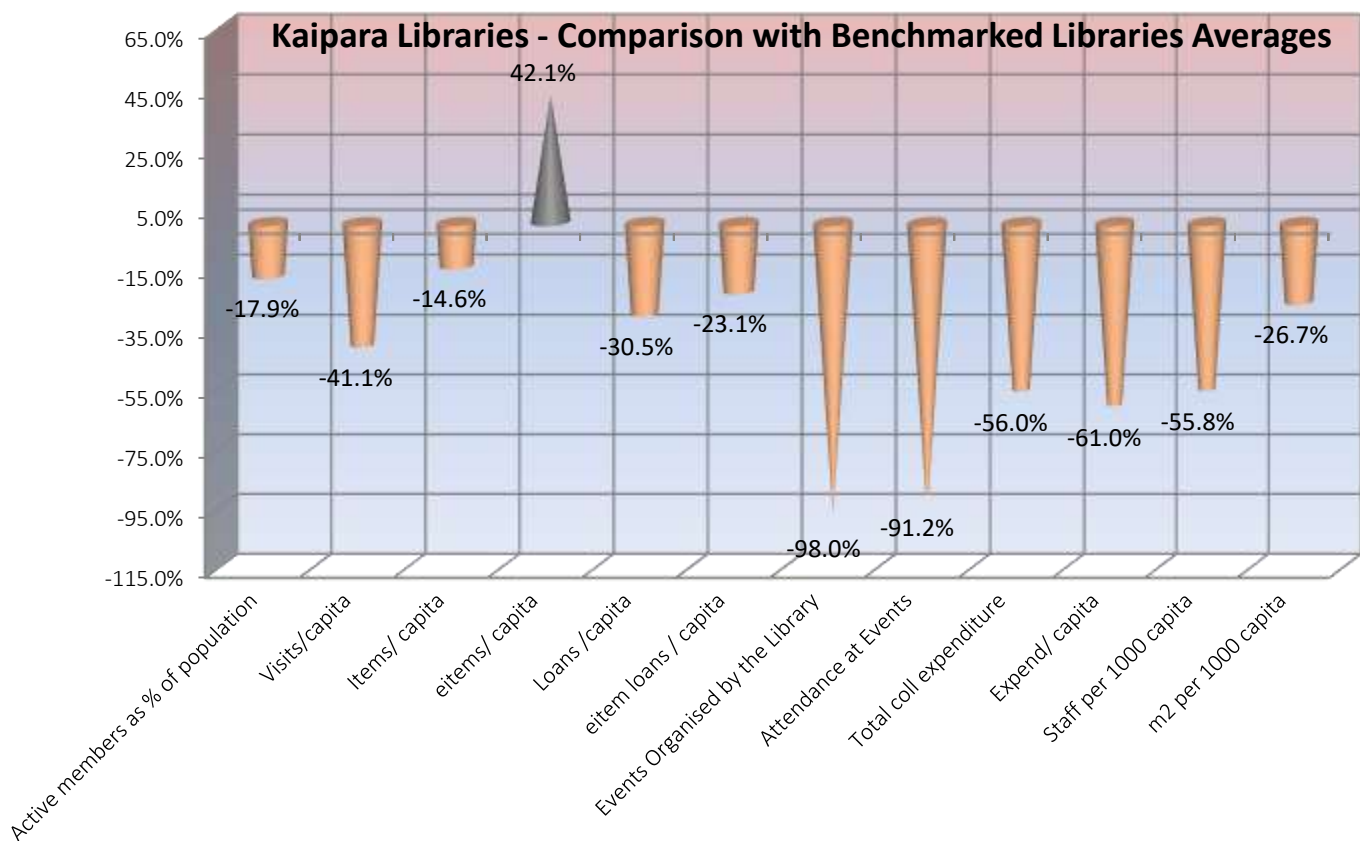
A comparison of Kaipara District Libraries relative to other library services in similar sized local authorities was made using data collected by Public Libraries New Zealand (PLNZ) for 2020-2021. Although Kaipara District has no exact comparator, four rural districts that had a similar population and a similar number of small libraries were chosen: Central Otago, Clutha, South Waikato and Waitaki. Far North District Libraries and Whāngarei City were included as the immediate neighbours of Kaipara District. The comparison looked at a range of key performance indicators around membership, visits, events, collections and loans, expenditure and staffing. A full analysis of the data is in Appendix two.

The graph on the following page summarises Kaipara District Libraries' performance relative to the benchmarked libraries. It shows how Kaipara sits with respect to the mean (average) for each measure. Apart from the number of e-items held per capita, all measure are well below the average, and in most cases are significantly below.

Key points to note from the analysis are:

- Kaipara is spending \$2.37 per capita on collections which is considerably less than other districts. The others ranged from \$4.68 (the Far North) to \$8.81 (Whāngarei).
- The district has the second lowest loans per capita compared to the benchmarked libraries
- Visits per capita are significantly lower than all the other seven libraries. This is partially because the community libraries do not have a door counter, but is also a reflection of the lack of space for programming and events, which are minimal in Dargaville's case.





- The amount of library space per 1000 capita (26.2m<sup>2</sup>) was the lowest and this measure includes all the community libraries. Dargaville Library catchment is estimated at 11,500 which suggest a building of between 750-1000m<sup>2</sup> according to NZ and Australian standards.
- The numbers of staff per 1000 capita for Kaipara was the lowest at 0.19. The recommended standard to serve a population of this size is 0.42 suggesting a staffing complement of 10.5FTE to 12.6 FTE (the current staffing is 4.7FTE)
- Kaipara District spends \$22.31 per capita on libraries and is the lowest of all benchmark libraries. Far North spends \$33 per capita and Whāngarei \$89.50. If Kaipara was to match the Far North based on current population this would add around \$270,000 annually to the budget. The other four benchmarked libraries ranged from \$55.12 per capital to \$69.45 per capita.



Picton Library, 720m<sup>2</sup>

## Kaipara District Council

The Council's vision for the district is "Growing a better Kaipara: nurturing our people and place by inspiring a vibrant, healthy and caring community". The focus will be on six areas: climate smart, healthy environment, celebrating diversity, a trusted council, prosperous economy and vibrant communities. Libraries have the potential to support several of the goals outlined in the vision.



### Long term plan 2021-2031

The Council's ten year plan<sup>3</sup> includes:

- A new library facilities for Mangawhai in the LTP. Staff are to secure a site for the future library based on "relevant technical matters such as suitability, accessibility and land availability".
- A new facility for the Dargaville Library that will be part of a larger civic development and is dependent on being transferred to a trust which would then raise funds to build the centre.

Capital has been identified as follows:

Capital projects with a ten year cost of more than \$250,000											
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000
Mangawhai Library Development		150	4850								5000
Mangawhai Library initial book inventory				290							290
Mangawhai book ongoing					58	58	58	58	58	58	348
Dargaville Library & Community building				2000							2000

An assumption in the LTP was that "Changes in the district's population demographics resulting in greater numbers of retirees and Māori youth, is expected to increase demand for library services. There is a growing demand for digital services. It is anticipated there will be ongoing demands for changes in the range and types of services that the district's libraries are expected to provide. This is expected to continue to increase".

<sup>3</sup> Kaipara District Council. Long Term Plan Mahere Wā Roa, 2021-2031, pp 21, 35, 298



Also noted was support for community libraries to improve and develop their services and work to align standards between libraries. Co-operative initiatives with other Northland libraries would be investigated. From 2024 onwards RFID would be installed in libraries. Although no funding was identified in the LTP itself (it only specifies amounts of \$250,000 or more), \$90,000 has been set aside in year four for this purpose, with a request to the current Annual Plan Review for this to be moved forward to years 2 or 3.

*"In thinking about new libraries can we think beyond just libraries? Can we connect people's other needs and aspirations by providing facilities in close proximity?"*

- Questionnaire interviewee

*"Foster community, learning, civic pride and social wellbeing"*

- Elected member workshop

## Community voice

Workshops with library and council staff, and with elected members, along with interviews with Iwi and community representatives provided ideas and insights into community aspirations for libraries. Wider input was through an online questionnaire as Covid prevented any face to face focus groups or community gatherings.

There was general support across all groups for:

- More space for activities, reading, browsing and working in the library
- Spaces for community meeting and use
- More opportunities for learning programmes and activities to build community knowledge, capability and creativity
- Wide support for a mobile library to take library services to the community: to events, to more remote settlements, to marae, to schools. Several people expressed the view that this should not be at the expense of larger libraries in the main towns.

The Library was seen as a destination, a community hub that might have related civic, cultural or learning activities associated with it. It was valued as a civic, non-commercial space at the heart of a community.

The importance of having access to digital tools and tech so that people can keep up with where the future of work and leisure is heading was seen as important.

It was seen as important to cater for a wide diversity of needs, abilities and cultures. Libraries have grown out of European traditions and other ways of learning and experiencing the world need to be catered for, e.g. Te Ao Māori world view sitting alongside the traditional European view of library. Broadening the user base of the libraries was important.

There were many good ideas from comments in the questionnaire for programmes including:

- Seed bank, book clubs for different ages, interest groups with speakers on subjects affecting residents
- A community hub, nursery and community garden, focusing on sustainability
- A digital learning centre for seniors; encourage book clubs; children's activities arising from reading e.g. playacting

More detailed summaries of the output from workshops, interviews and the questionnaire are attached as Appendix 6.

## Public libraries in the 21<sup>st</sup> century

### A modern library service

The past two decades have seen significant changes in how libraries serve their communities. Modern library services in the 21<sup>st</sup> century continue to provide materials for reading, enjoyment and information. Their role in lifelong learning has broadened to encompass new digital formats as well as providing access to the devices and tools people need to access the internet and experience new technologies for themselves. Libraries have become places for people to meet, connect, create, learn new skills, study, work away from home, discuss, debate and be inspired and entertained through innovative programming.

*“Digital literacy is essential to navigating the knowledge economy. Thriving in the digital world requires new skills ranging from basics, such as how to set up an e-mail account ... to searching databases, applying for benefits online, accessing e-government services, or using a 3D printer. Digital literacy is particularly important for long-term economic success, including finding a job and acquiring skills needed to thrive in the workforce”.*

- Urban Libraries Council, USA



Waitohi Library, Johnsonville



Credit: Athfield Architect

The role of librarians has also changed over this time. As we have moved from an information scarce world to one where we are overloaded by information, librarians are helping people to become information and digitally literate, including searching and discovering online content, evaluating sources and identifying misinformation.

Quality information is often behind paywalls. Libraries make some of this available to citizens, to counteract the glut of opinion and disinformation that is so freely available. Never has this been as dramatically apparent as through the Covid-19 pandemic.

Funders and decision makers are increasingly recognising the value of public libraries to community well-being and civil society. Libraries are being recognised as key elements in the social infrastructure of a community, not only in the western world but increasingly in transitioning and developing countries from Eastern Europe, Africa and Asia.

In New Zealand the \$58.8 million government grant in 2020, for support to public libraries was significant recognition at a national level. The New Zealand Library Partnership Programme (NZLPP) administered by the National Library of New Zealand, has provided financial support to all public libraries during the recovery period of the pandemic. This funding ends in June 2022 and the ongoing sustainability of library services remains a priority.

### Global trends

IFLA (the International Federation of Library Associations) is the global body for research and advocacy for libraries. Their vision is for a strong, united library field powering literate, informed and participatory societies. IFLA recently released their Trends Report for 2021<sup>4</sup> which identifies 20 political, economic, social, cultural and technological trends that have the potential to shape the future of libraries and their communities. Of particular importance in shaping thinking for this strategy are:

- **Virtual is here to stay.** Through the pandemic many libraries extended their e-collections, moved services online and used new tools and apps to reach users. Making best use of these channels requires new skills for those working in libraries. The virtual is not replacing the physical – it is another way to access content and services.
- **The comeback of physical spaces.** During the pandemic there have been restrictions on gathering either because of lockdowns, or the need for social distancing. As these lift it is thought that people will rediscover the value of spaces that offer opportunities for meaningful exchange and discussion. There is a constant need to think about how to keep physical spaces attractive, useful and accessible for all.
- **Diversity taken seriously.** Our communities are much more diverse across: ethnicities, language, sexual orientation, gender, culturally and in ability. Librarians need to be more conscious of bias in their collections, practices, physical facilities and programmes to ensure that the library is for everyone in the community.

<sup>4</sup> <https://www.ifla.org/news/ifla-trend-report-2021-update-released/>



*Green libraries are designed to minimize negative impact on the natural environment and maximize indoor environmental quality by means of careful site selection, use of natural construction materials and biodegradable products, conservation of resources, and responsible waste disposal.*

- IFLA

- **Inequalities deepen.** While technology is creating new possibilities for those with access to it, the gap between them and those without will only grow, confining groups in the population to inequality and potential poverty.
- **Race to the extremes.** Political debate is becoming more polarised making it difficult to get consensus in politics and society. There is less willingness to engage and understand the views of others and declining trust in institutions and professions which previously had high respect. Libraries could act as “light houses – democratic spaces of knowledge promoting participation, collaboration and transparency”
- **Lifelong learning and information literacy.** Both of these are traditional roles for libraries but they are assuming new importance as a result of rapid economic and technical change and the inequalities referred to above. Information literacy (which includes digital literacy in this context) is vital to countering the misinformation and conspiracies that abound, particularly in social media.
- **Data domination.** The growing role of Artificial Intelligence (AI) and other applications of data is increasingly affecting our economic and social lives. Data literacy, and understanding how personal data is used, or misused, is going to be increasingly important in the future. The business of libraries generates significant amounts of data, including personal data and ensuring that this is protected and used ethically is vital. Libraries should also be using their own data to better understand customer needs.
- **The analogue backlash.** The ideas in this trend included the continuing importance of physical collections as well as virtual, and the concern by some that the virtual world can actually close down choices in how we get information with our online experience dominated by a small number of platforms designed to grab and retain attention. For some there is a need to see the pendulum swing back for a more balanced approach to life.
- **Scale matters.** There is the risk that we will see two classes of libraries – those they are able to keep up (often the bigger, better resourced ones and those that are left behind. This is already an issue in New Zealand in smaller local authorities. In Kaipara’s case closer working with the Far North and Whāngarei may be possible through local government reform or participating in national and regional initiatives.
- **An environmental reckoning.** Climate change is bringing new threats to communities, in many place forcing radical adaptation to avoid disaster. Libraries have a part to play both in awareness-raising helping to promote behaviour change, and in demonstrating the important of sustainability through green buildings when new facilities are required. IFLA has had a ‘Green Library Award’<sup>5</sup> for the past six years.

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<sup>5</sup> <https://www.ifla.org/g/environment-sustainability-and-libraries/ifla-green-library-award/>

## Section 2: Challenges and observations

These observations around the challenges and opportunities for Kaipara District Libraries are drawn from our knowledge of the library sector, both in New Zealand and internationally, from the discussions with library and council staff, and the analysis of the library data. The questionnaire provided an indication of the types of services responders would like to have in the libraries, supported by the individual in-depth conversations with iwi representatives, and with a group of people who indicated in the questionnaire their willingness to talk with the consultants.

The key challenges preventing Kaipara District Council providing a modern library service are:

- Inadequate facilities – Dargaville Library is too small with insufficient space to deliver programmes and events, and limited or no space for users to read, study or browse.
- Insufficient numbers of staff to develop, promote and run new services which are now core in public libraries in New Zealand and internationally, e.g. access to digital technologies for learning and leisure, a range of learning programmes to meet diverse needs and communities
- The lack of a fully professional library service for the district. While Dargaville is professionally led and operated, it is not able to provide a modern, 21st century library service because of the lack of space and staff. The rest of the district is being short changed even more and the services are inconsistent across the community libraries. Significant areas in the north, west and south west have no access to library services

These challenges are discussed below with a number of recommendations for consideration.

### Dargaville and Mangawhai Libraries

#### Dargaville Library

A new library is urgently needed in Dargaville. The lack of space is severely limiting the ability to introduce new services and provide more learning programmes and events. In spite of a recent refurbishment which has improved the look and feel, there is still very little room for people based activities. The space issues have been exacerbated by the need for social distancing to meet regulations resulting from the Covid19 pandemic. A single entry point can be problematic, and more and stricter cleaning regimes are required.

Council's expectation that funding will be raised by a Trust is problematic in terms of timeliness in delivering a facility that is an integral, fit-for-purpose part of the library network for Kaipara District Council. Although \$2m in funding is indicated in the LTP in 2025/26 as the Council's contribution towards the fit out of a new library, there is no formal planning underway yet as to how the Trust will be formed and supported. There are some quite significant pitfalls and hidden costs in funding community infrastructure in this way. Two of the Far North District Council's (FNDC) libraries are part of facilities that include other arts, culture and community space that were funded in similar ways. However, a key difference is that there were already identifiable community groups in the Far North planning for arts and cultural facilities that enabled the library to be part of those complexes.

Other possible funding and governance models that could be considered are a public/private partnership; shared public funding, e.g. Council, Iwi, Dargaville Community Development Agency and/or Central Government agency partnership to build a shared facility; or the establishment of a Trust that is purely focused on fund raising rather than the development and ongoing operation of the whole facility. All avenues for funding will require significant council staff time and leadership.

A new purpose designed and built library and community hub for Dargaville has the very real potential to be a significant legacy project for the district for the next 50 years and will bring economic benefit to the town and district both through the development and construction and in the ongoing amenity benefit to the town.

*"Coffee please, and more space. It's crowded and claustrophobic. One cannot look at providing any more than basic services in the current tiny old Dargaville space"*  
- Questionnaire respondent.

*From my 6 year old "I would love the kids' area to be bigger with more books and huts to read in and more comfy areas. I would love craft activities."*

-From Arlo via the Questionnaire



Devonport Library



Credit: Athfield Architects

### **Mangawhai**

The Council is currently in the process of determining the best location and securing land for a new, larger Council owned and operated library in Mangawhai. Funding has been set aside in the LTP for this project. However, the Council has identified that with building and material costs escalating at a very significant rate it is likely that the budget will be insufficient.

### **Project management**

Both of these library builds need to be set up as projects now so that a more formal approach to planning can begin. The Council Property Team is running the process of securing land in Mangawhai and it is important that the Libraries Manager is involved in these early stages.

It is vital that concept and spatial design briefs are prepared well ahead of any decisions to engage architects/builders so that it is clearly understood from the outset what types of spaces, facilities and services are to be provided from the buildings. These will take account of the size of the population to be catered for, the size of the collections, the digital technologies, the types of public and activity space, and any special considerations for space required for other functions that might be collocated with the library in a community hub type approach. Ideally the libraries should be centrally located as part of the civic/cultural/retail precinct. The design briefs will also need to consider the implications of managing a library service under pandemic regulations should these be required in the future.

The lapsed time from preliminary planning, spatial brief, design, construction and opening is a minimum of three years and more likely to be 4-5 years, particularly if land is to be procured.

### **Recommendations:**

1. Set up the library build programmes for Dargaville and Mangawhai as projects with proper project management disciplines and timelines established
2. Agree the concepts for each building and develop spatial design briefs in advance of engaging architects/designers/builders
3. Do some further analysis on the issues, risks and benefits of a community funded and led model for Dargaville Library and explore alternative funding mechanisms

### **Community Libraries**

Book lending is only one of the services modern libraries supply. The community libraries operate mainly as book lending places, with relatively small numbers of active members and loans, other than at Mangawhai. The Council has already decided to move to provide a full library service at Mangawhai once a new, larger facility is built which means moving from a voluntary run facility, to being a full part of the library network.

The three remaining community libraries are holding too much stock that is old and not being read. This is evidenced by the low turnover of the majority of stock. There needs to be a major overhaul/ weed of collections to free up some space which can be used for sitting, browsing and using a public computer. They may require professional library support to do this. Without the training in library practices, and given the time available, volunteers cannot be expected to keep up to date with all the tasks, trends and technology needed for a modern library service.

It was apparent from the questionnaire and some of the comments made, that users are confused about the types of services and the level of service available from community libraries and do not understand that they are not operated by Council. There needs to be



*"Bring a printer or scanner on the mobile bus so people can sign up in advance to get something printed or scanned... a local JP on board once a month to get docs verified without going in to town. Helping people set up their own devices with the library app or website ...to borrow from their own device."*

- Questionnaire respondent



E-mobile library – Upper Hutt

*"Personally (and I know I'm biased as I'm young and computer savvy) I think we need to focus on going digital as everything's moving online. I would love to see more focus on eBooks, Audiobooks (my personal favourite) and digital services".*

- Questionnaire respondent

*"Would love to see more work go in to both the [library] app and the website, to make them even smarter and easier to use - so we can encourage people to use them more!"*

-Questionnaire respondent

clear articulation of what services they will and won't provide and their role in the overall system.

Each Community Library has a contract for service with the KDC. They are required to report on use and expenditure and provide a Health and Safety report regularly. We understand some of them have significant financial reserves built up. The LTP clearly states that they will be supported to develop services and align standards. Although there is no documented plan, we are advised that progress was made this past year on aligning policies and standards. The managers of the community libraries have good working relationships with Dargaville staff and each other, however they largely appear to operate separately.

#### Recommendations:

4. Support the community library managers to undertake a major weed of their collections to improve access, turnover and make space for people based activities
5. Agree the services that the community libraries will supply and the levels of service and incorporate in to the next revision of the Contract for Service. As a minimum, each library needs to place reserves for customers and fill reserves needed by other libraries, provide an internet computer for public use with a scanner and printer, and support people to connect to the wifi, in addition to their book loan service.

### Servicing the rest of the district

The best way of meeting library, learning and information needs in parts of the community that are not serviced by a static library is a mobile library (library-on-the-go). This will provide access to services for people who cannot visit or don't visit because they don't think libraries are for them. People do not use libraries for a wide range of reasons. They may not have been introduced to the library habit as a child; they might find reading difficult or boring; the buildings and spaces are off putting or not culturally sensitive/attractive; they have had a bad experience; or it is too difficult to get there. The wifi-enabled mobile library would take a selection of books, magazines, digital devices, tech kits for loan along with staff to run programmes and introduce new users to the possibilities that libraries can provide. Funding for the vehicle, fit out, resources and staff to operate the service will be needed. Introducing a mobile library in the next 1-2 years will mitigate some of the issues caused by the lack of space in physical buildings and provide a way of bringing library services to areas that do not have access now. As noted by one of the community interviewees, the mobile library should not be seen as a substitute for the requirements for physical library buildings.

Establishing a mobile library was supported by 90% of people responding to the questionnaire as 'great' or 'good' to have. 89% thought it was great or good for it to bring books and deliver requests, 87% for it to run programmes and activities throughout the district and 77% for it to bring digital tools and equipment for use.

#### Recommendation:

6. As an urgent priority, introduce a mobile library service for the district to improve equity of access and provide opportunities to engage with non-library users in a way that meets their needs.
7. Use the budget set aside for RFID in the current LTP as part of the cost of the mobile library. RFID can be delayed and installed as part of the new libraries in Dargaville and Mangawhai.

### New and expanded services

#### Digital services

The provision of digital tools and services for customer creativity, learning and experience are now core services in public libraries. While Dargaville Library has computers for public use of the internet it has not yet moved into the wider range of technical and digital





*“Adults need programmes too”*

- Interviewee

*“Local history is important – both Māori and European. The Library is the keeper of history. It needs a historical connection to the area”.*

- Interviewee



services. These include providing tech and craft kits for loan, making Virtual Reality (VR) experiences available, providing space and programmes that support 3D printers, laser cutters, sewing machines, or video making hardware and software. While the lack of space may limit some services in the short term, the lending of tech and craft kits can be introduced now as this service is not too space hungry.

New and larger Dargaville Library and Mangawhai libraries will need to incorporate activity spaces for a tech lab and programming spaces, and until that time the mobile library can provide opportunities for the whole district with a mobile tech lab that can be moved from the van into other spaces such as community halls, marae etc.

### Programming

Programming is a vital part of the learning and leisure environment in a modern public library. If users are to get the most out of the resources and digital tools available then providing opportunities for learning new skills and expanding knowledge and ideas, is essential. This might include: being introduced to new and different books; book launches and author visits; a wider range of children's programmes to include older children; navigating the online environment or finding your way around a cell phone; learning to programme a robot or making a computer game; family and local history sessions and learning from local experts on a wide range of topics, are just some of the ideas.

Harnessing the knowledge and expertise in the community and partnering with others mean library staff do not have to deliver everything themselves. Offering programmes and events is an easy way to introduce new users to what the library can provide. Developing such a programme of work will require a strategic approach and planning to ensure that it fits within the wider context of local events and interests.

### Local heritage/culture

There are a number of museums in the district that are already collecting objects, photos and other digital heritage materials. In the longer term we recommend that Kaipara District provides a coordinating role to ensure that the digital collections of the district are accessible in a shared digital repository, using a software repository such as Recollect<sup>6</sup>. This is the same software used by Far North District and Whāngarei City.

An idea that came from the consultation was for the library to work with Iwi in telling the stories of the district in a physical way with story walks that highlight significant locations and events. This could also be done for the European historical stories as well.

### Recommendations

8. In the short term, develop and implement a service to lend tech and craft kits
9. Develop a mobile tech lab that can be taken to different locations in the district on the mobile library, including in Dargaville in a location other than the library.
10. Take a strategic approach to developing an annual suite of programmes and events. Until such time as there is appropriate space in Dargaville, the number of events is likely to be small and aligned with other significant events such as Matariki etc.
11. In the longer term consider implementing a digital heritage repository using the Recollect software.

### Collections

Collections continue to be the life blood of the library and as such need to be well selected and managed. Ideally, given that the Council provides funds to the community libraries to purchase books, the collection should be treated as a network wide resource. In the future this could mean centralised buying, collection management and weeding. However, in the

<sup>6</sup> <http://www.micrographics.co.nz/recollect/overview/>



medium terms it means that anyone in the district can access a book held in a community library and have it delivered to their 'home' library.

Given the lower spend per capita and the need to keep the collections renewed considerations should be given to reinstating and/or increasing the amount spent on the collections for Dargaville. Removal of rental charges would ensure equitable access to new stock. The process for charging for new fiction dates back to the 1940's and 50's which discriminated between what was thought 'good' for you to read and only 'serious' fiction was free.

#### Recommendations:

12. Consider treating the collections as one network wide resource to make better use of available budgets
13. Reinstatement the budget available for collections for Dargaville to levels prior to Covid restrictions and ensure inflation adjustments in out years to ensure buying power is maintained.
14. Consider removing rental charges from selected new fiction

## Staffing

Over the past 18 months, Kaipara received funding for two additional staff through the New Zealand Library Partnership Programme funded by central government through the National Library of New Zealand. This staffing has made a significant difference to the library operation. However, it is in place only until June 2022.

As the benchmarking indicates, the staff numbers are comparatively low and if Kaipara District Libraries is to deliver a modern library service for the whole district, and not just Dargaville, this cannot be done within the existing complement. There is no capacity to plan, co-ordinate and deliver new services and programmes or plan for new facilities. The introduction of a mobile library would also require additional staff resources.



Credit: NZ Herald

When Mangawhai comes into the network as a professional service the District Libraries Manager will have a new direct report and it will be timely to look at the organisational structure to create a senior lead team and to share the staff management responsibilities.

Further work is needed to determine exactly which new roles are needed and whether these are full time or part time. They are likely to include: 1 to 1.5 FTE to operate the mobile service, 1 FTE to coordinate and develop programmes, 2.5 to 3 FTE to operate the Mangawhai library including 1 FTE as team leader, a further FTE for Dargaville, and possibly 0.5 FTE to act as coordinator for the community libraries. The additional staff will not all be needed at once but phased in as required. These numbers are intended as a guide only but are supplied to give some idea of the quantum of additional resources needed for the district over time.

#### Recommendations:

15. Identify and budget for key new roles to support the development and implementation of the strategy

## Working with Iwi

Given the large percentage of Māori living in the district, services need to be tailored to the way Māori learn and experience the world through a partnership approach. Initial discussions with Iwi representatives were constructive and we recommend that the Council and Library continue the korero to determine how Māori needs for learning, literacy and creativity can best be served by the library in partnership. A good approach might be to agree a pilot programme or initiative, focused on tamariki or rangitahi, to test out new ways of working together. Consideration might be given to providing funding for a pilot programme that would enable an iwi based person to work with library staff to deliver such a programme.

It is vital that local iwi are involved at the outset in the design of the Mangawhai and Dargaville libraries to ensure that they reflect Te Ao Māori concepts and designs.



Credit: Jason Oxenham

## Impact of potential changes to local government

The three local authorities in Te Tai Tokerau Northland already have open borders with no charges for out of district membership. The Far North is keen for greater collaboration, including considering a single library service for the whole area. Whāngarei will consider individual initiatives that benefit their users and rate payers. The funding per capita for Whāngarei is considerably greater and this presents an issue for them in collaborating more closely.

The Future of Local Government Review has the potential to change how existing local government services are funded and delivered. The challenge will be to take advantage of scale while retaining local ownership of assets and the passion and creativity of local people for their well-being of their communities. KDC has indicated its ongoing interest in collaborative approaches and at this stage will keep the dialogue open with the other local authorities. The Library Managers continue to meet and look for operational opportunities to work more closely together.

The full list of recommendations is attached as appendix 7.



## Section 3: the strategy – towards 2032

### Moving forward

The purpose of Kaipara District Libraries is to connect people with information, ideas, stories and experiences for learning, literacy, creativity and empowerment. The overall objective is to provide equitable, modern library services for the district that enables individual personal development, helps build strong communities and supports a sustainable and strong democratic way of life. We have identified three possible scenarios for the next ten year period, which identify different levels of service.



*“The strategy for servicing the district could be two libraries (Dargaville and Mangawhai) with a mobile library taking books, tech and programmes to the rest of the district.”*

- Mayor Dr Jason Smith (at elected member workshop)

*“Maungaturoto Library is too small for the growing community, and all the staff are still volunteers”*

- Questionnaire respondent

#### Bronze scenario (not recommended)

This scenario assumes that a new Mangawhai Library goes ahead, and the Council establishes a new mobile library service. It also assumes that it proves too difficult to form a Trust that can raise sufficient funds for a new Dargaville Library building within a ten year time frame, and it remains at its current location and size for the period of the strategy.

A full library service offering physical and digital collections, learning and programming activities and access to modern digital and other equipment would be available at Mangawhai and through the mobile library but Dargaville would continue operating at a reduced standard, with occasional programmes being offered at other nearby locations.

The remaining three community libraries would provide book collections with centralised monitoring; access to the internet, printing and scanning, and wifi. They would not provide programmes or other digital technologies.

#### Silver scenario (recommended)

This scenario assumes that new library buildings would be provided at Dargaville and Mangawhai and the Council establishes the mobile library. A full library service would be provided at both libraries and the mobile within a five to six year time frame.

The remaining three community libraries would provide book collections to an agreed and monitored standard, and access to the internet, wifi and printing and scanning. They would not provide programmes or other digital technologies. Hours of opening would be reviewed to provide sensible options for access at times that suited local needs.

#### Gold scenario (recommended for further consideration after 5 years)

This scenario assumes that new library buildings would be provided at Dargaville and Mangawhai and the Council establishes the mobile library. In addition by year 10, a full community library would be established in Maungaturoto to replace the community library, either in a refurbished existing building (if there is one of sufficient size) or a new purpose built facility. A full library services would be provided at all three libraries and the mobile.

Council would no longer provide grants or support to the remaining two community libraries.

Each scenario has been assessed against the following criteria:

- Access to a full library service including collections, programmes and events, digital and other technologies for use and experience, supported by staff with professional expertise.
- Fit-for-purpose physical library spaces for browsing, studying, activity, and meeting
- Access to a library providing a full service within a drive of no more than 20km from home
- Hours of opening that meet community needs

Assessment of options against the criteria is as follows:

Criteria	Bronze	Silver	Gold
1. Access to full service	Only partial – service remains inequitable	Yes	Yes
2. Fit-for-purpose space	Only partial – no improvement in Dargaville	Yes	Yes
3. Access within 20km drive from home	No – not even with mobile	Some - but there is 93 km between Dargaville and Mangawhai – mobile won't be able to cover all areas	Yes – with a library at Maungaturoto residents of Paparoa and Kaiwaka can access a library within a 20km radius. Mobile serves the remainder of the district
4. Hours of opening meet needs	Unchanged except for Mangawhai	Improved hours for all libraries proposed	Improved for Maungaturoto as well as for the silver scenario

The gold scenario provides the best long term provision of library services for the district. However, for fiscal reasons, its achievability may not be possible within the ten year timeframe. We have developed the strategy based on the silver scenario with the proviso that Council review progress after five years, when there may be greater clarity around the shape of local government and progress in achieving the major planks of the strategy.

In developing the strategy we have taken account of the following factors:

- Kaipara District Council's vision and high level goals for the district. We have aligned the library strategy to show that it supports the vision and goals.
- Kaipara District's demographics with a high percentage of Māori, particularly in the 0-24 years age range, and the growth in those over 65 years. The population is projected to increase 29% by 2051 to 32,552.
- The Council's obligations to honour the Treaty of Waitangi and to work in partnership with iwi to find ways and means of achieving positive outcomes for Māori in Kaipara.
- The ideas and aspirations of the community, staff and elected members heard through workshops, the questionnaire, and interviews
- The trends and new service developments happening in libraries both in New Zealand and internationally.



## The strategy

The Council's vision is '*Growing a better Kaipara: nurturing our people and place by inspiring a vibrant, healthy and caring community*'.

The library service contributes to this vision by broadening horizons, enriching lives and strengthening communities. The library connects people with information, ideas, stories and experiences for learning, literacy, creativity and empowerment. Through its collections and services it links the past, present and future and provides access to the digital world anywhere, anytime.

Our aspiration is that Kaipara District Libraries will provide an equitable, modern library service for the district to enable individual personal development, facilitate knowledge sharing, help build strong communities and support a sustainable and strong democratic way of life.

We want to be known for our innovative, responsive and 'make it happen' approach with easy to use services and great staff so that more people will connect with library services wherever they are: in-library, online or in the community. Our services will reflect and embrace Tikanga Māori.



Important principles lie at the heart of what we do:

- Freedom of information – the right of an individual to access knowledge and ideas within the law
- Equity of access – ensuring all have access to learning and knowledge regardless of their economic, cultural, educational or social circumstances
- Trust – in collections and content and in the values that underpin services
- Partnership – working in accordance with the provisions of the Treaty of Waitangi
- Collaboration – working our communities to deliver more

Council values shape our way of working:

- Mahi tahi - team work
- Mahia te mahi – make it happen
- Mana – integrity
- Pono – trustworthy
- Whakaute - respect

To realise this vision and purpose we have developed three strategic priorities with a set of goals. We would expect to review the goals at least once over the life of the strategy. The actions and initiatives to achieve the goals will be achieved over the ten year period – some in the first one to two years. Others will take the full ten years of the strategy. Again we would expect that as some of these actions are completed, new ones will arise that will make sure we continue to deliver value to the community.



## Strategic priorities

### Broadening horizons



*Libraries are non-commercial, safe spaces, where people can broaden their knowledge and experience – “simply the most important public amenity after basic sanitation” – Elected member workshop*

The rapid changes in technologies, society and our environment mean people need to adapt and learn new skills and grapple with new ideas.

Providing opportunities for people to experience new technologies, gain new skills, or become re-acquainted with older crafts and analogue technologies such as sewing gives people a taste of possible options – both for employment and leisure.

We are also in a time of information overload, where opinion and misinformation are disguised as fact and the ability to evaluate and discern information is crucial. A democratic society thrives on being able to understand another’s point of view and to come to consensus through the sharing of ideas and discussion.

#### Goals

- Foster learning and critical thinking
- Enhance access to the digital world, tools and content
- Create opportunities to learn and share new ideas, skills and innovation

#### Actions

- Develop and implement a service to lend tech and craft kits
- Take a strategic approach to developing an annual suite of programmes and events
- Utilise community expertise to deliver a wider range of programmes, including information and digital literacy programmes
- Ensure tech labs are provided in the mobile and new library builds
- Provide free access to the internet at all libraries

### Enriching lives



*“Aside from the sheer joy of exercising the imagination, research shows reading for pleasure improves literacy, social skills, health, and learning outcomes.”*

- National Library of New Zealand

*:You’re never alone when you are reading a book”*

- Susan Wiggs

Research<sup>7</sup> on reading for pleasure shows the benefits include improving literacy skills and learning outcomes leading to better health and well-being. Reading can open up new worlds and stimulate imagination and creativity. Stories help us understand the perspective from another’s point of view.

When we feel connected and our culture is acknowledged and celebrated, we are more likely to participate in civic life and democratic processes. Diversity of customs, and thought leads to a richer society.

However, not all are able to participate in society and libraries without additional support, or encouragement. We need to make sure that we remove barriers to access whether those are physical, cultural, social, emotional or economic to ensure everyone in the district has the opportunity for a richer life.

#### Goals

- Inspire reading for pleasure
- Connect to our history, culture and identity and celebrate diversity
- Offer a more diverse and relevant service

#### Actions

- Provide up-to-date, quality, trusted information and collections
- Make it easy for everyone to search, discover, use information and borrow items
- Work in collaboration with institutions collecting digital heritage materials that reflect Māori and European history
- Identify and work with target groups to improve access and use

<sup>7</sup> <https://www.gov.uk/government/publications/research-evidence-on-reading-for-pleasure>

## Strengthening communities

*“The future of democratic societies rests not simply on shared values but on shared spaces” – Eric Klinenberg<sup>8</sup>*



*“Life today can be complex and libraries play an important role in helping individuals to feel part of a community. In the next few years, I believe that libraries will play a vital role to promote tolerance, respect and inclusion.”*

- Vicky McDonald, CE State Library of Queensland

Strong libraries help build strong communities. Libraries are one of the few non-commercial gathering places for individuals and groups to come together regardless of ethnicity, gender, socio economic status, education or belief. They provide quiet spaces for reflection and study, activity spaces for creativity and making things, and gathering places to meet and share kai. Libraries play an important role in helping individuals feel part of communities especially when the spaces are attractive and culturally appropriate. The new libraries in Dargaville and Mangawhai will be vital to place-making in these towns.

A mobile library will provide access to services for people who cannot visit or don't visit because they don't think libraries are for them. A mobile library can be an attractor and a way of interesting non-users in what the library offers.

Ideally, we want our communities to be part of shaping our services so that they have a sense of ownership. Online channels can provide ways of engagement and exchange of ideas for those not able to get to a library, or who prefer that medium.

### Goals

- Develop great community spaces at the heart of our main towns
- Ensure equity of access for the whole district
- Reach more people by offering choice and convenience in the way we connect
- Design and deliver services in partnership to be more inclusive

### Actions

- Introduce a mobile library that brings services and resources to the rest of the district using the budget in the LTP set aside for RFID, as seed funding
- Set up the library build programmes for Dargaville and Mangawhai as projects and develop the concepts and spatial design briefs
- Develop and promote our online platforms
- Clarify and agree standards and levels of service with community libraries

## Working for success

There are three key elements needed to successfully deliver our strategic priorities:

### Partnership with Iwi

Māori participation in decision-making processes is required by the Local Government Act 2002. We want to continue to build the relationship with iwi and hapu to ensure Te Ao Māori is reflected in our services and facilities. We will build our knowledge and practice of Tikanga, encourage the use of te reo and look for meaningful ways to involve iwi in the design of services, and new builds and environs. Possibilities for partnership include:

- Investigating a pilot programme for tamariki and rangitahi
- Involving Iwi at the outset in the development of the new libraries in Dargaville and Mangawhai
- Looking for ways to bring Māori stories and history alive in the community



<sup>8</sup> Klinenberg, Eric *Palaces for the People: how social infrastructure can help fight inequality, polarisation, and the decline of civic life*. New York, Crown, 2018.



*"The most important asset of any library goes home at night – the library staff"*

- Thomas Healy, President  
New York Public Library 1989-1992

## Customer and community engagement

We live in a networked world both physically and online. Involving customers, community groups, businesses and organisations in developing and delivering services, means needs are better met, greater empowerment, and more value delivered through shared resources and ideas and skills that complement our expertise. This will strengthen our impact and visibility in the community. Possibilities include:

- Seek and use customer feedback to improve services
- Identify one or two customer groups that require targeted services and involve them in the planning and development

## Skilled staff, sustainable business

We are committed to being a part of a 'Trusted Council - An open organisation working for our community'. To be sustainable the libraries need planned and ongoing investment and wise use of resources.

Our library team is crucial to the success of the strategy. We need to have the skills, aptitude and capacity to respond quickly and easily to change and to deliver new digital and learning services. Actions include:

- Identify and budget for key new staff roles to support the development and implementation of the strategy over the ten year period
- Develop a ten year investment plan, including identifying new staff roles, to deliver the strategy
- Develop key performance indicators that demonstrate use and outcomes
- Be alert to new technologies and systems that improve operations

## Outcomes

The Council has developed six goals and desired outcomes for the district. The Library as a service of Council supports these goals through the resources and services it provides for citizens. The Council's goals are:

Goal	Outcome
Climate smart	Climate change and its impacts are reduced through community planning
Healthy environment	Our natural environment is protected and open to the community
Celebrating diversity	our local heritage and culture are valued and reflected in the community
A Trusted Council	An open organisation working for our community
Prosperous economy	Development is encouraged, supported and sustainable
Vibrant communities	Kaipara communities offer an attractive place to live and visit

Strong libraries change lives. By providing information and resources for learning and enjoyment, programmes, and events to grow skills and knowledge, spaces where people can meet, learn, and create and connections with the past and future they support social, cultural, economic, and environmental well-being. As a result there is

Library outcomes	
Greater social cohesion and participation	Increased literacy
A more tolerant and inclusive society	Digital inclusion and personal cyber safety
Greater fairness and equity	More informed decision making
Empowered, vibrant, thriving communities	Stronger civic pride and trust

These outcomes contribute directly to the Council goals of *celebrating diversity* and *vibrant communities*. To a lesser extent they support a *prosperous economy* through the growth of skills, and *climate smart* and *healthy environment* by increasing knowledge about the importance of these issues. Library staff and the operations of the library contribute to achieving the goal of *a trusted council*.

## Implementation Plan

The following table outlines a potential order for the actions outlined in the strategic goals. There will be others as the strategy is embedded into the annual planning cycles for library and council.

### Year 1

- Introduce tech kits for loan
- Plan for a mobile library service that complements the physical libraries. Reallocate RFID funds to begin this process
- Revisit the funding model for Dargaville Library to ensure timely delivery of a new building
- Set up build programmes for Mangawhai and Dargaville as projects
- Develop spatial design briefs for Dargaville and Mangawhai Libraries
- Support the community library managers to modernise their collections
- Install an internet connected public access computer, scanner, and printer in community libraries

### Year 2

- Implement the mobile library service
- Reinstate the budget available for collections for Dargaville
- Make the case for removal of rental fees on fiction
- Develop a ten year investment plan, including identifying new staff roles, to deliver the strategy
- Investigate a pilot programme with iwi for tamariki and rangitahi
- Revise contracts with community libraries to take account of agreed standards and levels of service
- Engage architects to work on concept designs for community consultation

### Years 3-5

- Begin construction of new facilities
- Prepare for the delivery of new and extended services from the new buildings
- Engage new staff

### Years 6 -10

- Review and refresh strategy, goals and actions
- Investigate the need for a full library service at Maungaturoto (Gold scenario)

## Investment

To ensure that modern library services can be delivered, and adapt and change over time, investment will be required over the ten year period in the following areas:

- New library buildings that provide the platform for delivering modern library services and that contribute to place making, including capital for the development and increased operational funding for utilities.
- A mobile library to service the whole district.
- Increased resources budget for relevant content in all its formats and digital kits for lending.
- Additional staff – particularly for delivering programmes, the mobile library and for Mangawhai Library when the new library opens
- A budget amount to buy in expertise for specialist tasks such as spatial design briefs, project management, business cases (if required for annual and long term planning)
- On-going investment in staff training and development, technologies and promotion and marketing.

## Appendices

### Appendix 1: Kaipara District Libraries

Dargaville is the only professionally run library service. The four libraries at Paparoa, Kaiwaka, Maungaturoto and Mangawhai are volunteer run. They receive support by way of grants for the purchase of books and a contribution towards running costs and rent if that is required. They are connected to the library management system (Kōtui) and use that for cataloguing and circulation of materials.

#### Population catchment



The map above shows the statistical areas for the Kaipara District. The 2018 census gave the population of each area as:

	Population	Library catchment
Kaipara Coastal	3,690	Dargaville
Mangarau	1,800	Dargaville
Dargaville	4,794	Dargaville
Ruawai-Matakohu	2,436	60% Dargaville; 40% Paparoa
Otamatea (Kaipara District)	1,713	75% Maungaturoto; 25% Paparoa
Maungaturoto	1,269	Maungaturoto
Kaiwaka	2,139	Kaiwaka
Mangawhai Rural	2,100	Mangawhai
Mangawhai Heads	1,995	Mangawhai
Mangawhai	936	Mangawhai
	22,872	

This assignment of catchment can only be approximate. It is acknowledged that some people will travel to Dargaville for shopping when they may live in Paparoa; or people who live close to the border with Whāngarei may use the Whāngarei Library. However, it is sufficient for the purposes of understanding the general areas and population that each library could serve.

#### Population served and size of library

	Dargaville	Kaiwaka	Maungaturoto	Mangawhai	Paparoa	Total
Population	11,746	2,139	2,554	5,031	1,402	22,872
% of total	51%	9%	11%	22%	6%	100%
Size of library	266m2	162m2	54m2	78m2	100m2	660m2

Wherever the line is drawn on the catchment, it is clear that Dargaville Library is serving at least half the population of the District over a very wide area. This has an impact on the size of the space required. Mangawhai is growing rapidly and a new library is likely to draw people from Kaiwaka and Otamatea.

#### Standards and guidelines

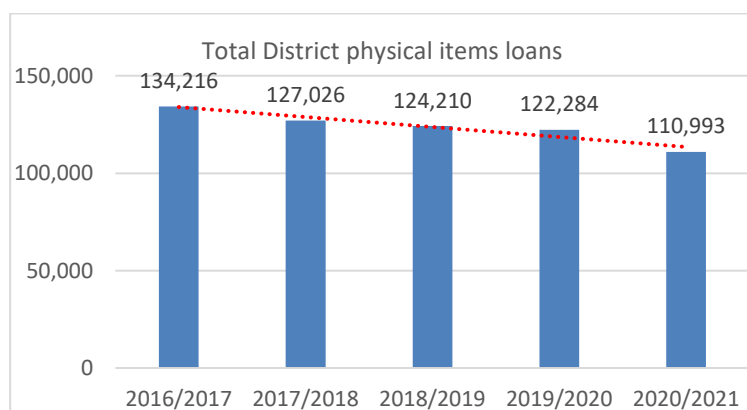
In order to assess how well Kaipara District Libraries is performing recognised standards and guidelines have been used. There are no current standards or guidelines for New Zealand public libraries, the last having been published in 2004<sup>9</sup>, and these are out of date. However, the Australian Library and Information Association (ALIA) recently published a new edition of their standards for Australian public libraries<sup>10</sup>. While these standards have NOT been adopted by LIANZA or PLNZ (Public Libraries New Zealand) and in some cases the 2004 standard was greater than the Australian standard, they are however, relevant to the New Zealand context in most cases. Where there is a New Zealand standard that is still relevant these have been included.

#### Collections and loans

Dargaville's collection currently has 24,000 items. 1930 are in off-site storage. 28% of the collection is free fiction and large print, 21% children's and YA and 29% non-fiction. Rental fiction, bestsellers, magazines, DVDs and heritage materials make up the remainder. The total physical stock of all the libraries and the loans from 2020-21 financial year are as follows:

	Items held	Loans 2020/21	Turnover
Dargaville	24,004	72,697	3.03
Kaiwaka	6145	5181	0.84
Mangawhai	11,785	22,823	1.94
Maungaturoto	6691	4173	0.62
Paparoa	6716	6119	0.91
	<b>55,341</b>	<b>110,993</b>	

Overall loans of physical items have been declining since 2016/17.

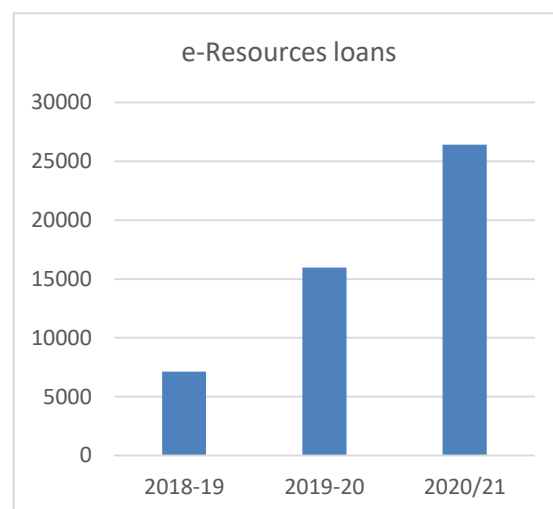
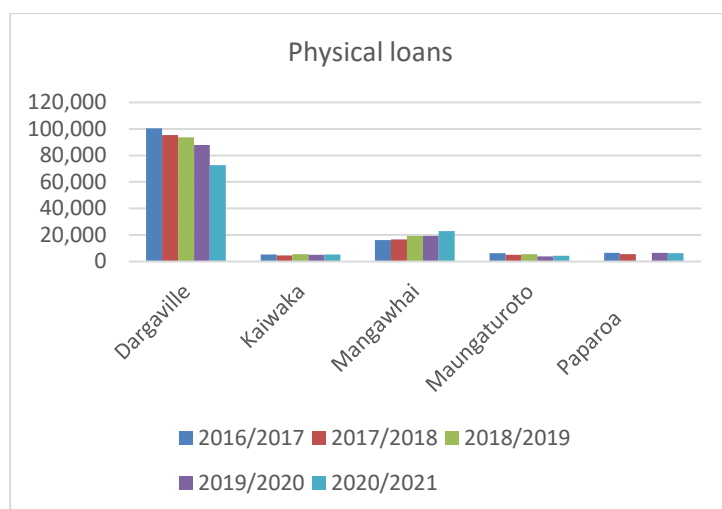


Dargaville in particular has been affected by closures from Covid19 in the early part of 2020 and in 2021. Mangawhai has been experiencing an upward trend over the past three years, Maungaturoto has declined and Paparoa and Kaiwaka have held steady.

<sup>9</sup> Standards for New Zealand Public Libraries. Wellington, LIANZA, 2004

<sup>10</sup> Standards and Guidelines for Australian Public Libraries. Australian Public Library Alliance and Australian Library and Information Association, December 2020. <https://www.plv.org.au/wp-content/uploads/2020/12/APLA-ALIA-Standards-and-Guidelines-2020.pdf>





The District's eBook, eAudio and eMagazines have shown significant growth over the last three years.

## Turnover

Turnover is a measure of how hard the collection is working and is derived by dividing the number of loans by the number of items in the collection. It is also an indicator of whether there is 'dross' in the collection. A turnover of 3.0 or more is reasonable. A more detailed analysis of the turnover by main collections types (see Appendix 3) reveals that it is clearly the newer, more up-to-date materials that are wanted by users, even if they have to pay. Most of the new fiction, for example, goes into the rental collections and this is the collection that turns over the most in all the libraries. The fact that new material is charged for could result in some users not being able to read current popular material and they may well not use libraries as a result.

Free fiction turns over well in Dargaville, and has the most loans of all materials types. The turnover rate of 4.4 meets the recommended Australian standard<sup>11</sup>. Both Dargaville and Mangawhai Libraries have very good turnover of junior materials. The turnover of non-fiction in all the community libraries is very low, as is the turnover of free fiction in Maungaturoto, and this is where significant weeding of the collections is needed. This was borne out by a visual look at collections on our visits to the libraries. Mangawhai's turnover in other areas is reasonable.

Experience has shown that when a library collection is overcrowded, with a large amount of dated stock, people cannot easily find something to read. A smaller, more up-to-date collection will increase circulation and lift the turnover rate immediately.

Currency of the collections is also important.

Age of collections	Under 5 Years	5 to 10 Years	11 to 20 Years	21 to 30 Years	31 Years & over
Dargaville	31.2%	22.8%	22.0%	7.9%	16.1%
Kaiwaka	19.5%	17.1%	24.8%	7.6%	31.0%
Mangawhai	20.3%	21.2%	31.5%	12.5%	14.5%
Maungaturoto	9.7%	15.8%	31.4%	17.8%	25.2%
Paparoa	10.1%	16.6%	31.6%	12.9%	28.8%

The amount of recent material (Under 5 years old) as a percentage of the total collection is lower than is desirable at just under a third for Dargaville. 54% of the collection is ten years and under. The Australian standard recommends 60% of the collection should be published in the last five years. The book vote for Dargaville was reduced during the anticipated financial constraints due to Covid but it does not appear to have been reinstated in out years in the LTP. Judicious weeding of the community library collections of stock that is dated and not been issued over the past 3-4 years will improve the overall percentage of stock under ten years.

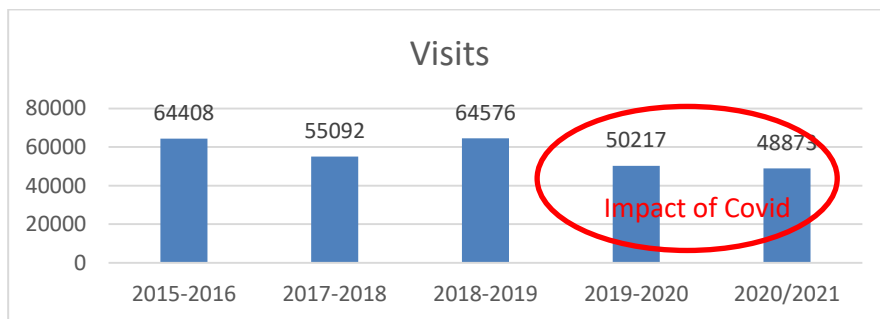
<sup>11</sup> Ibid.

## Members and visitors

The table below indicates the number of members listed on the database and those who have been active in the past two years. Given that three of the libraries have fewer than 300 active members it may be timely to look at their viability in the long term once Mangawhai has a new library.

	Total members	Active in last 2 years
Dargaville	4478	2549
Kaiwaka	508	289
Mangawhai	1834	941
Maungaturoto	464	211
Paparoa	399	259
	<b>7683</b>	<b>4249</b>

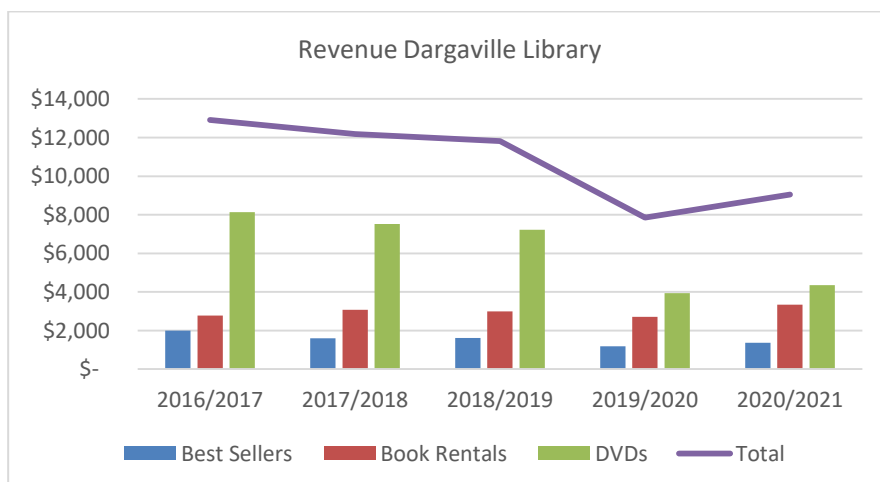
Membership of the libraries is required to borrow items, both physical and digital. However, people visit and use the library for other purposes such as using a computer, photocopying and scanning, and attending a programme or event. A membership card is not required for these. Only visits to Dargaville are recorded. The impact of Covid is evident over the past two years.



## Fees and charges

Dargaville Library does not charge fines except on Bestsellers, DVDs and rental fiction. All fines are capped at \$5.00 per item. The rental fiction collection is for new materials less than two years old. Currently the rental collection is 2% of the total collection.

Revenue from rentals has been trending down over the past five years and earlier. Revenue from DVDs has also declined significantly over the past two years, possibly because of streaming services. The library is the only source of DVDs in the town. Revenue from loans in the community libraries is retained by those libraries and is not accounted for in the financial statements for the Kaipara District Libraries.



## Budgets including grants

The following are the annual grants to the voluntary community libraries.

	Maungaturoto	Mangawhai	Kaiwaka	Paparoa	Totals
Books	4000	13000	4000	4000	25000
Books - Child	1000	1000	1000	1000	4000
Sub-total books	5000	14000	5000	5000	29000
Electricity	700	700	700	700	2800
Wifi	1800	1800	1800	1800	7200
Sundries	1000	1000	1000	1000	4000
Rent	6278			8371	14649
Insurance contribution	500	500	500	500	2000
Lease				1170	1170
<b>Total</b>	<b>15278</b>	<b>18000</b>	<b>9000</b>	<b>18541</b>	<b>60819</b>

The budget for Dargaville Library includes the grants made to the community libraries. An expenditure breakdown for the 2021/22 financial year is as follows:

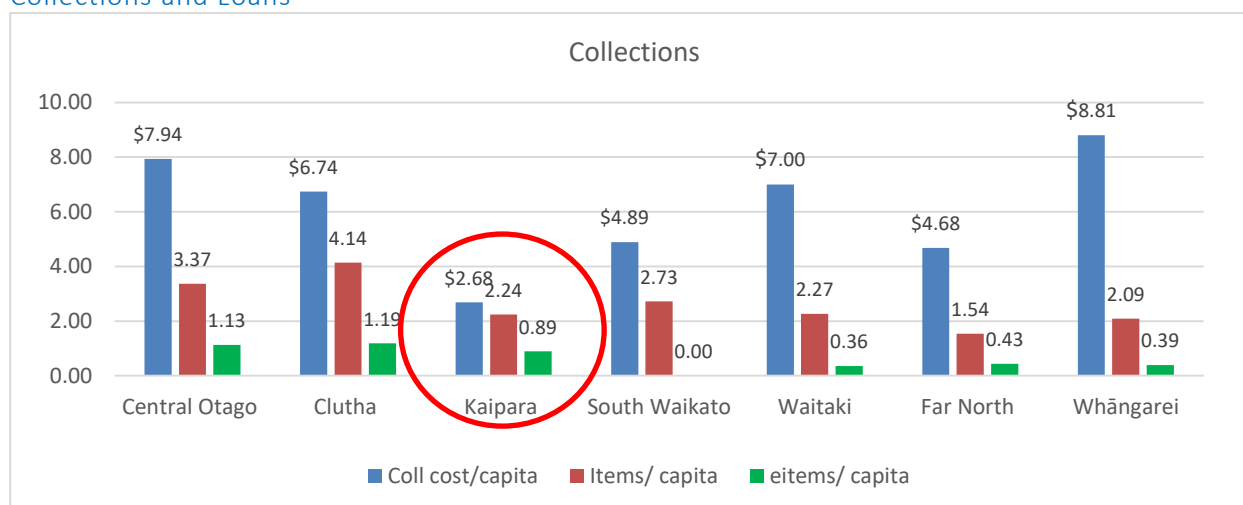
OPEX	CAPEX		
Staff costs	391,139	Collections budget	58,000
Grants	63,000		
Other costs	120,645		
<b>TOTAL</b>	<b>574,784</b>		<b>58,000</b>
Internal charges	167,136		

## Appendix 2: Comparison with other districts

To understand where Kaipara District Libraries sits relative to other library services in similar sized local authorities we have used the data collected by Public Libraries New Zealand (PLNZ) for 2020-2021. Although Kaipara District has no exact comparator, we have chosen four rural districts that have a similar population and a similar number of small libraries. We have also made a comparison with Far North District Libraries and Whāngarei.

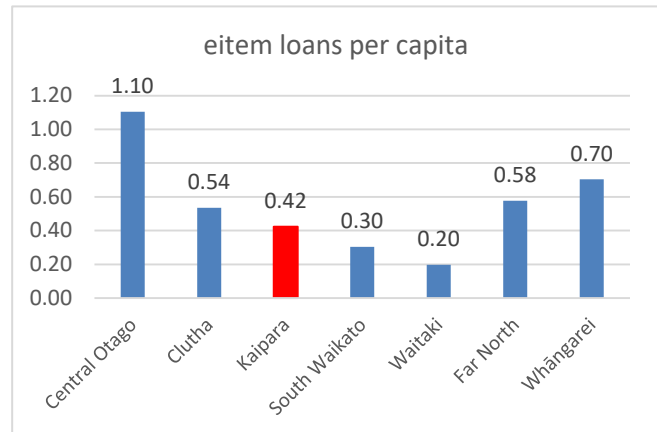
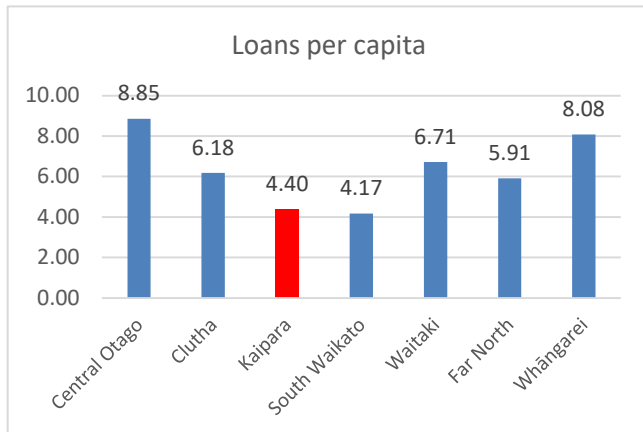
It was not feasible to do a full benchmarking exercise within this project, which would require a more in-depth analysis and a conversation with the other districts, however a look at some of the key performance indicators (KPIs) can give us an indication of how Kaipara compares. The full dataset is attached as Appendix 4 and these graphs have been drawn from that data.

### Collections and Loans



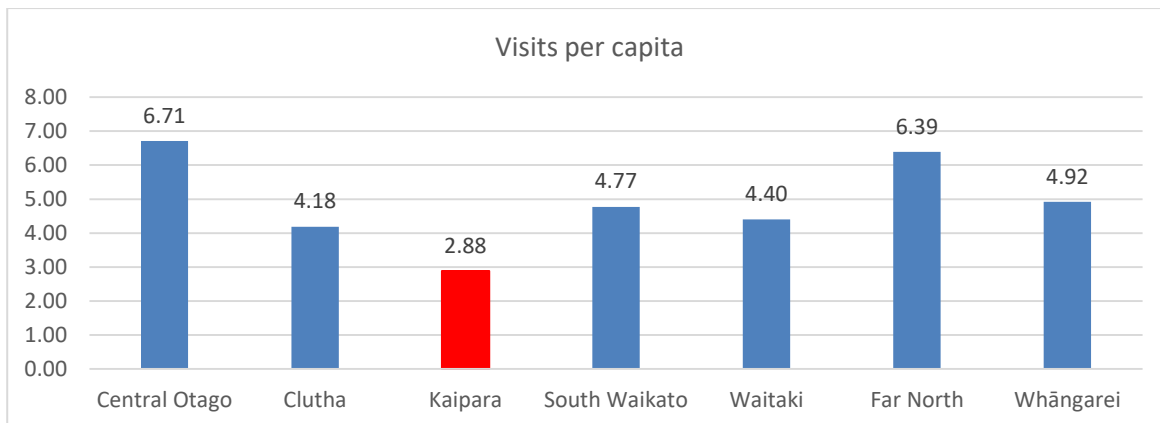
Points to note:

- Kaipara is spending considerably less on collections per capita than other districts.
- Items per capita appear reasonable, however they are inflated by the collection numbers of the community libraries which need weeding.
- E-items per capita are better than Far North and Whāngarei but loans per capita are lower and this is an area which could grow further.
- Kaipara has the second lowest loans per capita – the quality and quantity of collections and the lack of access for more remote parts of the district have an impact



### Visits and programmes

The number of visits per capita is the lowest of all seven districts.

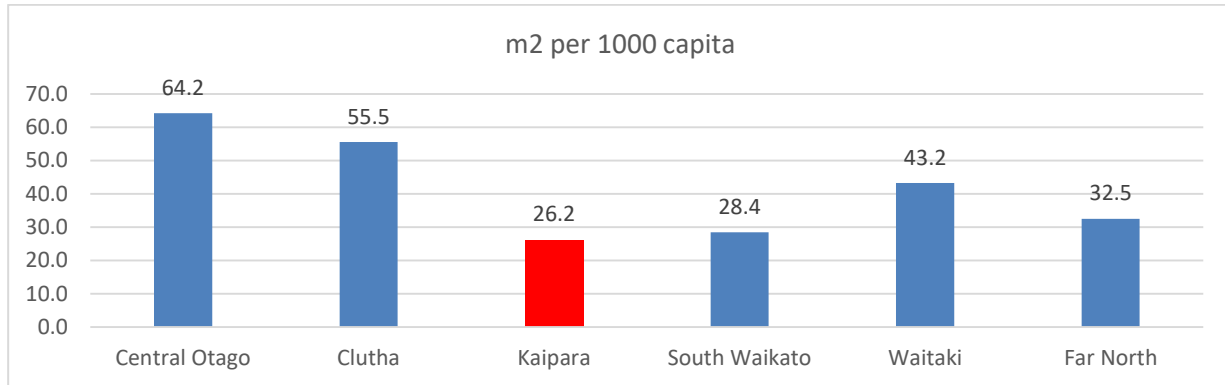


This figure is only for Dargaville Library as door counts are not collected for the other libraries. However, it is also an indicator that the size of Dargaville Library is not conducive to people visiting for purposes other than loans or to use computers. This is backed up by the data on the number of programmes able to be held in Dargaville Library compared with others. Dargaville is significantly lower.

Library Name	Events/ Programmes	Nos attending
Central Otago District	656	15,354
Kaipara District	10	548
South Waikato District	634	2,862
Waitaki District	443	7,594
Far North District	1,495	10,338
Whāngarei	210	7,070

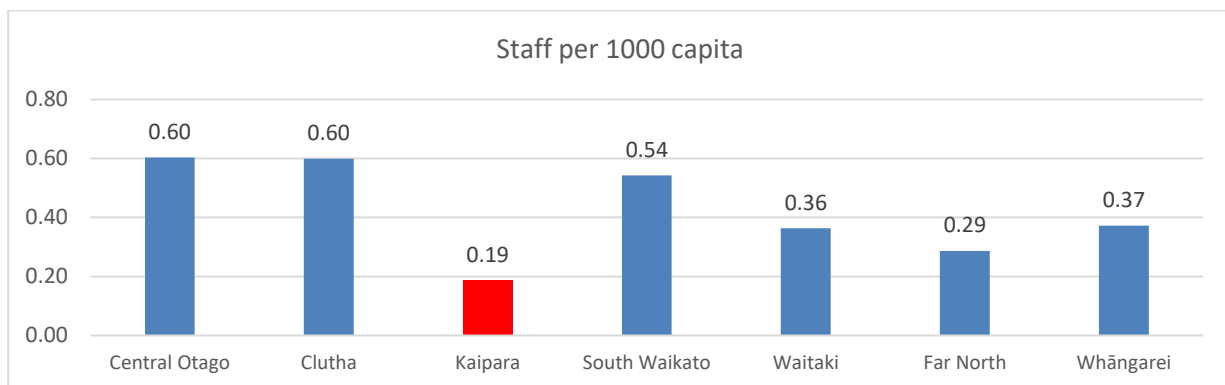
### Library space

The Council has committed to the need for a bigger library in Dargaville. The table below corroborates this need – and this figure includes the four small community libraries as well. According to the Australian guidelines *People Places*<sup>12</sup> a library serving a population of 11,500 needs a library of between 750m<sup>2</sup> and 1000m<sup>2</sup> depending on the number and size of meeting rooms, makerspace, café, etc. A sample of their service based calculator is attached as Appendix 5. The recommended NZ standard from 2004 is 70m<sup>2</sup> per 1000 capita which on the current catchment would mean a library of around 825m<sup>2</sup>. Community meeting space would be additional.



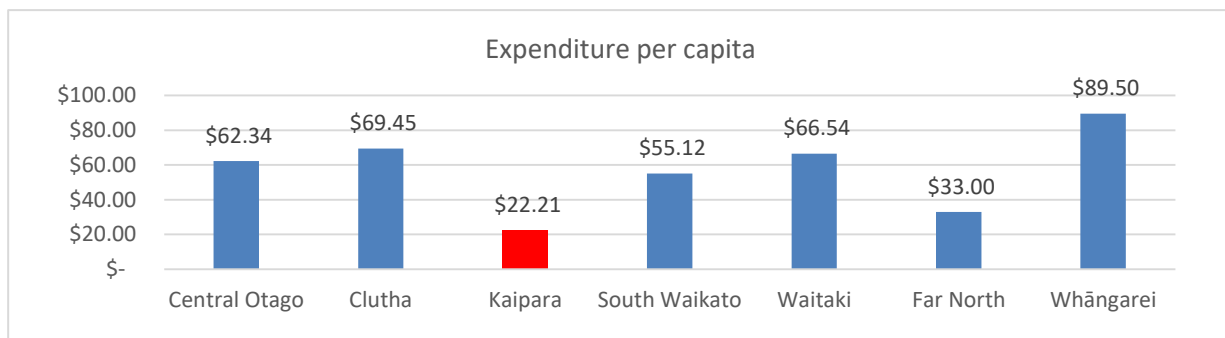
### Staffing

It is not surprising that Kaipara's staff numbers per 1000 capita is the lowest as there is only one library with paid professional staff. However, with only 4.7 FTE to cover opening hours, collection selection, acquisition and management, administration, staff development, planning and reporting and a small amount of programming there is little left for the development and support of new services, including more comprehensive programming, digital services and outreach into the wider community. The additional temporary funding from the New Zealand Libraries Partnership Programme (NZLPP) is not included in these figures as it expires in June 2022.



### Total expenditure

The table below includes all direct operating expenditure plus expenditure on collections. It does not include Council internal charges.



<sup>12</sup> People Places: a guide for planning public library buildings. State Library of New South Wales. <https://www.sl.nsw.gov.au/public-library-services/people-places>

Kaipara is expending \$22.21 per capita with the next lowest being the Far North with \$33 per capita. The third lowest is South Waikato at \$55.12. If Kaipara was to match the Far North, based on current population this would add around \$269,000 to the budget.

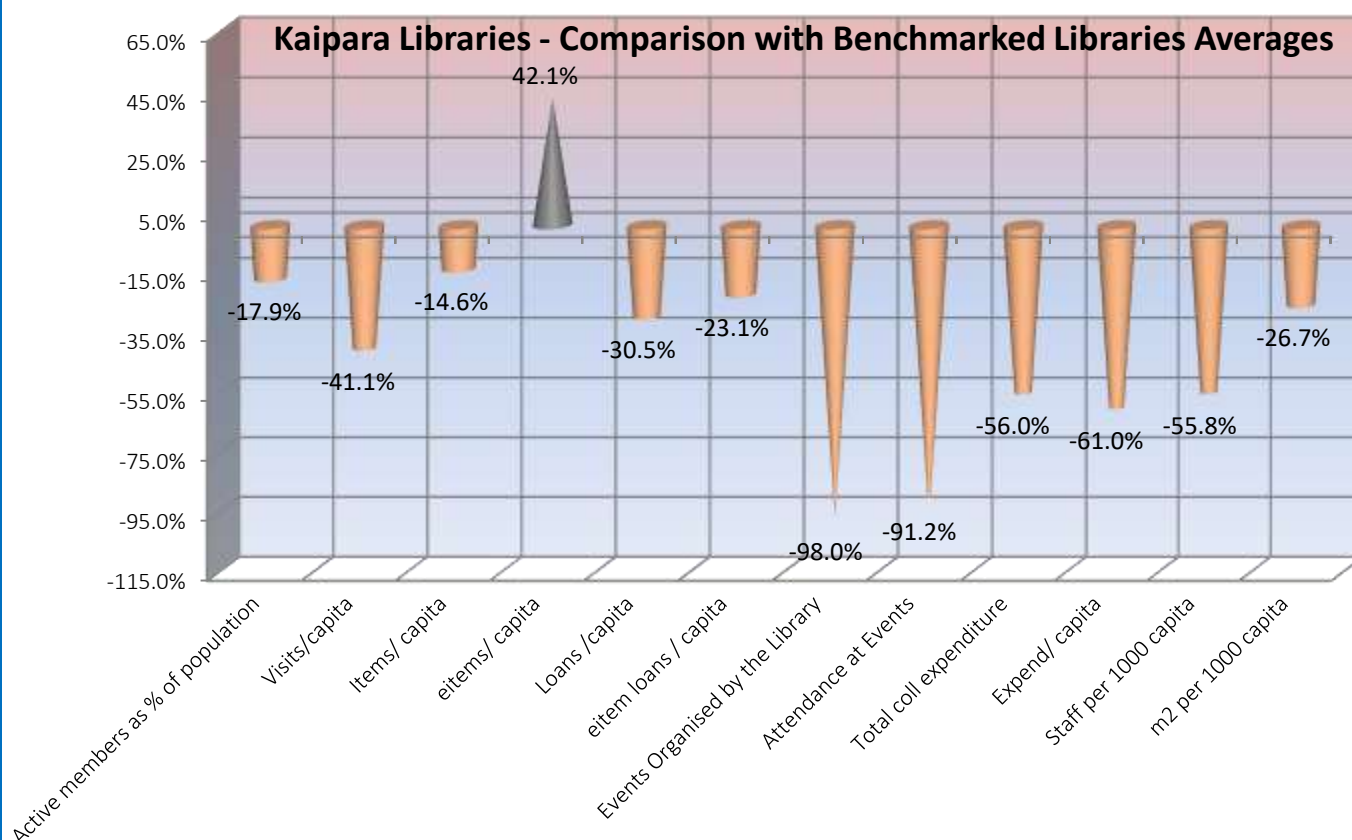
The following table shows Kaipara District Libraries compared to the Australian standard for expenditure and staffing numbers. The dollars amounts are in Australian currency and NZ\$ for Kaipara.

Standard	Service population	Median	Range	Kaipara
Library expenditure per capita	20,000 to 99,999	\$48	\$39 to \$62	\$22.21
		<b>Target</b>		
Total collection expenditure		\$4.50		\$2.68
		<b>Target</b>	<b>Enhanced</b>	
Number of staff per 3000 population	10,000 to 49,999	1.25	1.5	0.57*

\*NZ measures staff per 1000 capita. This is 0.19 multiplied by 3 for the purposes of comparison

If the staffing standard was applied to Kaipara District Libraries there would be a staff of between 10.5 and 12.6 FTE for the district based on the current population.

The graph below summarises the data reported with respect to the benchmarked libraries. It shows how Kaipara sits with respect to the mean (average) for each parameter. Apart from the number of e-items held, all measures





### Appendix 3: Turnover rates by collection type

	Dargaville				Kaiwaka				Mangawhai				Maungaturoto				Paparoa		
Item Type	No of items	No of issues	Turn over		No of items	No of issues	Turn over		No of items	No of issues	Turn over		No of items	No of issues	Turn over		No of items	No of issues	Turn over
Rental Fiction	418	3,484	8.3		299	972	3.3		827	4,461	5.4		304	1,067	3.5		146	484	3.3
Free Fiction	5,494	23,904	4.4		2,322	2,504	1.1		4,772	7,736	1.6		4,320	2,295	0.5		3,079	3,097	1.0
Non-fiction	7,353	13,228	1.8		1,381	728	0.5		2,413	1,224	0.5		1,116	447	0.4		1,355	677	0.5
Large Print	1,888	4,885	2.6		727	215	0.3		451	635	1.4		550	362	0.7		370	328	0.9
Junior Board Books	134	595	4.4						48	338	7.0		6	6	1.0		15	22	1.5
Junior fiction	1,572	4,695	3.0		388	373	1.0		307	877	2.9		568	336	0.6		926	901	1.0
Junior Graphic Novels	406	2,650	6.5						80	438	5.5		6	9	1.5		33	89	2.7
Junior Non-fiction	854	2,322	2.7		86	28	0.3		152	455	3.0		107	30	0.3		161	182	1.1
Junior picture books	1,264	6,171	4.9		250	301	1.2		976	3,537	3.6		355	327	0.9		271	376	1.4

## Appendix 4: Public library comparative data

Four districts were chosen to compare with Kaipara District. Not all district libraries have provided data for each category. Three have similar sized populations: Central Otago, South Waikato and Waitaki. Clutha District, while serving a smaller population, has similarities in that its libraries are in small towns and there is a city (Dunedin) close by. All of the districts have more than one library with professional paid staff, unlike Kaipara. While no district has exactly the same characteristics the spread of libraries provides a reasonable means of comparison. Far North and Whāngarei are provided as the adjacent local authorities although both districts serve considerably larger populations and Whāngarei has a mid-size city within its district. Tables 1 and 2 provide the raw data. Table 3 has a range of KPIs which make comparison possible.

**Table 1**

Library Name	Population	Active Members	Physical loans	e-item loans	Visits (physical)	Visits (virtual)	Events/ Programs	Nos attending	Collections (physical)	Collections (electronic)	No of Libraries	Space m2	Opening Hours
Central Otago District	21,558	5,702	190,790	23,787	144,677	71,750	656	15,354	72,673	24,324	7	1,385	185
Clutha District	18,350	3,711	113,315	9,828	76,774	34,991	0	0	75,970	21,808	5	1,019	203
Kaipara District	25,200	4,160	110,784	10,645	72,656	25,175	10	548	56,515	22,451	5	660	102
South Waikato District	23,800	3,138	99,244	7,245	113,567	22,474	634	2,862	64,860	0	3	677	149.5
Waitaki District	23,500	5,395	157,722	4,648	103,499	31,114	443	7,594	53,314	8,369	6	1,016	112
Far North District	68,500	11,354	404,522	39,569	437,494	769,017	1,495	10,338	105,770	29,748	6	2,224	259.5
Whangarei	86,000	21,388	694,737	60,502	422,710	208,048	210	7,070	180,162	33,677	5	0	169

**Table 2**

Library Name	Staff FTE	Staff costs	Collection Costs	e-Item costs	e-resources costs	Other OPEX	Total Expenditure	Total Revenue
Central Otago District	13	593,556	163,926	7,161	3,330	576,052	1,344,025	29,077
Clutha District	11	711,923	116,429	7,238		438,867	1,274,457	61,071
Kaipara District	4.7	340,879	59,650	8,000	700 <sup>1</sup>	150,471	559,700	17,842
South Waikato District	12.92	537,581	113,496	3,000	0	657,752	1,311,829	89,332
Waitaki District	8.55	643,101	151,391	13,000	0	756,163	1,563,655	202,970
Far North District	19.65	1,385,566	272,285	48,336	28,213	526,381	2,260,781	133,298
Whāngarei	32	1,904,996	676,202	81,081	70,607	4,963,939	7,696,825	159,753

Note 1: Only \$700 was required to be paid in this financial year because the other databases normally paid for were covered by the NZLPP fund. When this funding finishes there will be an ongoing need to fund these purchases.

Table 3

	Active members as % of population	Loans/ capita	e-item loans/ capita	Items/ capita	e-items/ capita	Turnover Physical collections	Visits/c apita	m2 per/ 1000 capita	Total \$\$/ capita	Collection \$\$/ capita	e-items \$\$/capita	Total Collection \$\$/capita	Staff per 3000 capita
Central Otago	26%	8.85	1.10	3.37	1.13	2.63	6.71	64.2	62.34	7.60	0.33	7.94	1.81
Clutha	20%	6.18	0.54	4.14	1.19	1.49	4.18	55.5	69.45	6.34	0.39	6.74	1.80
Kaipara	17%	4.40	0.42	2.24	0.89	1.96	2.88	26.2	22.21	2.37	0.32	2.68	0.56
South Waikato	13%	4.17	0.30	2.73	0.00	1.53	4.77	28.4	55.12	4.77	0.13	4.89	1.63
Waitaki	23%	6.71	0.20	2.27	0.36	2.96	4.40	43.2	66.54	6.44	0.55	7.00	1.09
Far North	17%	5.91	0.58	1.54	0.43	3.82	6.39	32.5	33.00	3.97	0.71	4.68	0.86
Whāngarei	25%	8.08	0.70	2.09	0.39	3.86	4.92	0.0	89.50	7.86	0.94	8.81	1.12

### Appendix 5: People Places service calculator

## Service Based Calculator

<b>Catchment Population</b>	11,500
<b>Collection Size</b>	24,000
<b>% Books</b>	90%
<b>% Periodicals</b>	3%
<b>% Non-Print</b>	7%
<b>% Virtual &amp; Digital</b>	

Base Area	% of Collection	No. of items	% out on loan	Adjusted no. of items	Items per sqm	Floor Area
<b>Collection size</b>	100%	24,000				
Books & vols on shelves	90%	21,600	30%	15120	70	216
Periodicals	3%	720	30%	504	10	50
Non-print material	7%	1,680	30%	1176	100	12

Virtual & digital	0%	0	30%	0	0	0
Collection floor area						278 sqm
<b>Area for library computers &amp; personal devices</b>						
			No. of items	Sqm per item	Floor area	
Catchment population			11,500			
Recommended public computers			5	5	25	
Additional public computers				5	0	
Personal devices (desk space)				5	0	
Personal devices (lounge space)				3	0	
Self check units				3	0	
Computers, tablets & other devices floor area						25 sqm

**Total base area** **303 sqm**

<b>Reading, seating &amp; study areas</b>		Recommended seats		Desired seats	
Seating based on population		79.5		50	
	Percentage of total	Recommended values		Desired floor area	
		Sqm per item	Floor Area		
seating as desks	20%	5	50 sqm	50	sqm
seating as lounges	55%	3	83 sqm	83	sqm
seating as group study	25%	1.8	23 sqm	23	sqm
	100%			155	sqm

**Total reading, seating & study areas** **155 sqm**

<b>Other functional &amp; service areas</b>		Recommended floor area		Desired floor area	
Service desk		15 sqm		15 sqm	

Returns	15	sqm	15	sqm
Quick picks, display & information	21	sqm	21	sqm
Newspaper & magazine area	15	sqm	15	sqm
<b>Children/youth Areas</b>				
Children's story telling	21	sqm	21	sqm
Toy library	0	sqm	0	sqm
Young adult area	21	sqm	21	sqm
Games area/digital media space	21	sqm	21	sqm
<b>Specialist</b>				
Specialist genre collection	21	sqm		sqm
Local & family history room	21	sqm	21	sqm
Storage for archive/conservation	15	sqm		sqm
IT training room	21	sqm		sqm
<b>Staff</b>				
Staff work, lunch, lockers	30	sqm	30	sqm
Work area storage	15	sqm	15	sqm
Mobile library services area	0	sqm	50	sqm
Central & regional work area	0	sqm		sqm
<b>Amenities and ancillary</b>				
Foyer, lobby, corridors etc	21	sqm	21	sqm
Toilets/restrooms, cleaners	15	sqm	15	sqm
Plant, equipment, maintenance	21	sqm	21	sqm
Server room	15	sqm	15	sqm
Photocopiers, digital equipment	15	sqm	15	sqm
Loading dock, garbage & store	21	sqm	21	sqm
Stack area	0	sqm	0	sqm

**Additional services (optional)**

Café	9	sqm		sqm
Community services	0	sqm	0	sqm
Exhibition space	6	sqm		sqm
Community kitchen	0	sqm	0	sqm

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**Total other functional & service areas**
**356 sqm**


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**Meeting Spaces (optional)**

	No. of rooms	No. of people	Area/Person
Meeting room & storage	1	50	1.5
Small meeting rooms			2
mid size meeting rooms	1	12	2
Makerspaces & associated storage	1	25	3
Multipurpose or training room			2

	Recommended floor area		Desired floor area	
Meeting room & storage	75	sqm	75	sqm
Small meeting rooms	0	sqm	0	sqm
Small meeting rooms	24	sqm	24	sqm
Makerspaces & associated storage	75	sqm	75	sqm
Multipurpose or training room	0	sqm	0	sqm

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**Total meeting spaces**
**174 sqm**


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**Total Gross Floor Area**
**988 sqm**


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## Appendix 6: Consultation with stakeholders

A workshop with library and selected Council staff was held on 3 August 2021 and one with elected members on 4 August 2021. Covid 19 restrictions meant further face to face meetings were cancelled. Two Zoom meetings were held with Iwi. The first was with Snow Tane, Te Roroa on 12 October and the second on 19 October with Fiona Kemp, Katarina Tautuhi and Jane Raymond-Paikea, Te Uri o Hau. Five people who answered the online questionnaire (see Appendix 7) were also interviewed.

The following is a summary of the key themes and ideas from those workshops and conversations.

### Library and Council staff workshop

This workshop identified five main themes which could influence the library strategy:

- **Accessibility** including geographic distance for many, lack of public transport, facilities too small, lack of awareness of services and limited offers for young people
- **Demographic** including the aging population, increasing Māori population, lack of jobs for young people who leave for education and work, different demographics between East and West
- **Socioeconomic** including housing shortage, small rating base, dispersed population and lower incomes
- **Sustainability** including climate change, food security, changing nature of local government, small rate base and limited numbers participating in community life
- **Learning/literacy** including low educational achievement, low engagement, disinformation, and a lack of availability of digital information.

Key ideas for development included:

- Much larger space, community learning and digital hub(s), co-location with related services (e.g. CAB), or other Council services, possibly 24 hour access or longer opening hours, with meeting and other activity spaces, places to work and study away from home, culturally designed buildings/spaces
- Delivering services out in the community – mobile services reaching isolated communities, marae visits, Pop-up events (linked with existing events)
- Provide more programmes and learning activities to build community capacity and creativity – book clubs, digital learning clubs, access to technology and help to use it, devices for loan, author evenings, job clubs, careers and budgeting advice (using outside experts), after school and holiday programmes, gathering our oral heritage, great links with tertiary providers
- Connected communities: opportunities to socialise across cultures and generations, link youth with aged, e.g. help with digital tech, learning old crafts such as sewing, build community spirit
- Better promotion – tell stories of why people value the services, advertising campaign
- Greater understanding community/customer need, don't assume - survey, research
- Remove barriers to use – fees and fines

### Elected Member workshop

This identified many of the same ideas as above. Additional ideas and concepts included:

- The Library as destination, a social hub, with cafe, spaces for study, working, access to printers, and multifunctional spaces for meeting, events, programmes and activities, with appropriate spaces for both quiet and noisy activities
- Sustainable architecture that reflects the vernacular of our area, e.g. Waiheke Library as example
- Support for a mobile / pop-up library travelling round small communities, at markets, schools, activating town and village spaces
- Need pathway for updated technology and digital tools so people can learn into the future, tech gadget library, suite of free Ipads etc
- Improved online catalogue with curated content and links to films, TV – “constructive rabbit holes”; bilingual website
- Libraries sheltered from political views that would undermine or under value them
- Civics education courses about Local Government
- The value of libraries as non commercial, safe spaces, where people can broaden their knowledge and experience – “simply the most important public amenity after basic sanitation”
- Many ideas for programming and activities including celebrating local authors, volunteers reading to seniors, juniors and others, podcasts (listening, making own), linking with cinemas and theatres, digital learning courses
- Support for different groups such as political refugees, adult literacy, home school
- The Mayor identified the strategy for servicing the district could be two libraries (Dargaville and Mangawhai) with a mobile library taking books, tech and programmes to the rest of the district. Others recognised the importance of the digital channel as well.

## Engagement with Iwi

This was designed to

- Begin the korero
- Find out whether they wished to be involved and how
- If there are ways that libraries can progress iwi aspirations
- Seek their guidance on how to proceed with iwi engagement from this point both for the strategy development and for the longer term

The purpose was to also understand what if any resourcing might be needed by Kaipara to make ongoing engagement possible.

Both Iwi identified their desire to continue involvement, however their capacity is very limited. The following ideas were suggested by either one or both Iwi as ways that the library could meet the needs of Iwi, hapū and, in particular their tamariki, rangitahi and kaumatua.

- Māori people are visual and oral people and this needs to be taken into account when devising programmes and providing resources
- Mangawhai is developing rapidly. There is an opportunity to engage all people with the local history of tangata whenua to help them connect to the place
- Celebrate Matariki as it is a special time for Te Ao Māori – how about a night journey, with storytelling, a night walk and a hangi – appreciating the night sky
- The library experience will need to change – it needs to be more hands on and incorporate the outside world. Science and the environment are good ways to engage with young Māori – perhaps loans of kits e.g. microscopes, water testing kits
- Digital technologies both in library and for loan – need to have an explanation on how to use them if taking away
- Books are still the way to grow literacy, New Zealand non fiction, books in te Reo are all good
- The library experience needs to find a balance of both worlds – Te Ao Māori and European traditions

## Kaipara Libraries Community Interviews

In the responses to the online questionnaire looking at future services for Kaipara Libraries, 55 people indicated a willingness to talk further. Ten such respondents were selected from this group (with 2 held in reserve) for further discussion via telephone or video conference. Unfortunately only 5 of the 12 responded to the invitation but the quality of the discussion made this a very worthwhile exercise.

The purpose of these interviews was twofold:

- To corroborate to some extent the overall views that had been expressed in the questionnaire responses.
  - To allow those interviewed to advance further ideas and thinking.
- While not all of the interviewees used libraries and only two used Kaipara Libraries exclusively, all were passionate about the importance of libraries for community and individual growth, and all had obviously thought about what they wanted to say.

**Common themes** mentioned by all were:

- The need to provide programmes, especially for children. Most added that adults need programmes too. Getting kids involved might provide a pathway to get adults involved.
- There was general acknowledgement that lack of space was an issue that staff are having to work around. Space in Dargaville is “uncomfortable” and not friendly to wheelchairs or prams. It was acknowledged that library staff are doing the best they can within this constraint.
- All acknowledged the importance of both digital and physical resources.
- All stated in some way that access to resources, to activities, to learning, to space and to staff is the single most important requirement for a library. Library provides a pathway to knowledge and to equalised access.
- There was general support for mobile services, although one interviewee stated that they should not be established at the expense of fixed library developments.

There were a range of other comments around three themes:

**Status of Library** – There is an urgent need to:

- Make the library relevant by providing a more modern type of service
- Library is one community space which is safe and secure and for everyone.
- Make the library more like a hub – meeting facilities, programmes etc
- Provide a balance between digital and “old school”

- Provide access to reading, Internet and knowledge.

#### Access

- Have all libraries open all the times you would expect it to be.
- Older people who can't necessarily get into library – can the library use tools like Kahoot quizzing to get to them.
- Potential for mobile services to fill gap round missing elements but doesn't replace the need and urgency to provide better fixed libraries. Be good to get the mobile out to places like Donnelly's Crossing.

#### Services

- More emphasis on resources to help people access library.
- Improved access to Internet (all locations)
- Need printing and scanning at every library.
- Support move to digital content but need digital literacy support alongside it (Could collaborate to provide).
- Local history is important – both Māori and European. Library is the keeper of history. It needs a historical connection to the area.

"In thinking about new libraries can we think beyond just libraries? Can we connect people's other needs and aspirations by providing facilities in close proximity?"

"Because of the socio-economic status of much of the district, there is even more need in Kaipara than in most places for the library to provide access to things that wouldn't otherwise be available to people. We shouldn't focus Council money on the loudest voices or just in one area".

#### Online questionnaire – brief summary

The Kaipara Library Questionnaire was conducted using Survey Monkey between 12 and 27 November 2021. In all 145 people responded. Not all respondents answered all questions. Please note that all percentages are with respect to the number of people who answered the question being analysed.

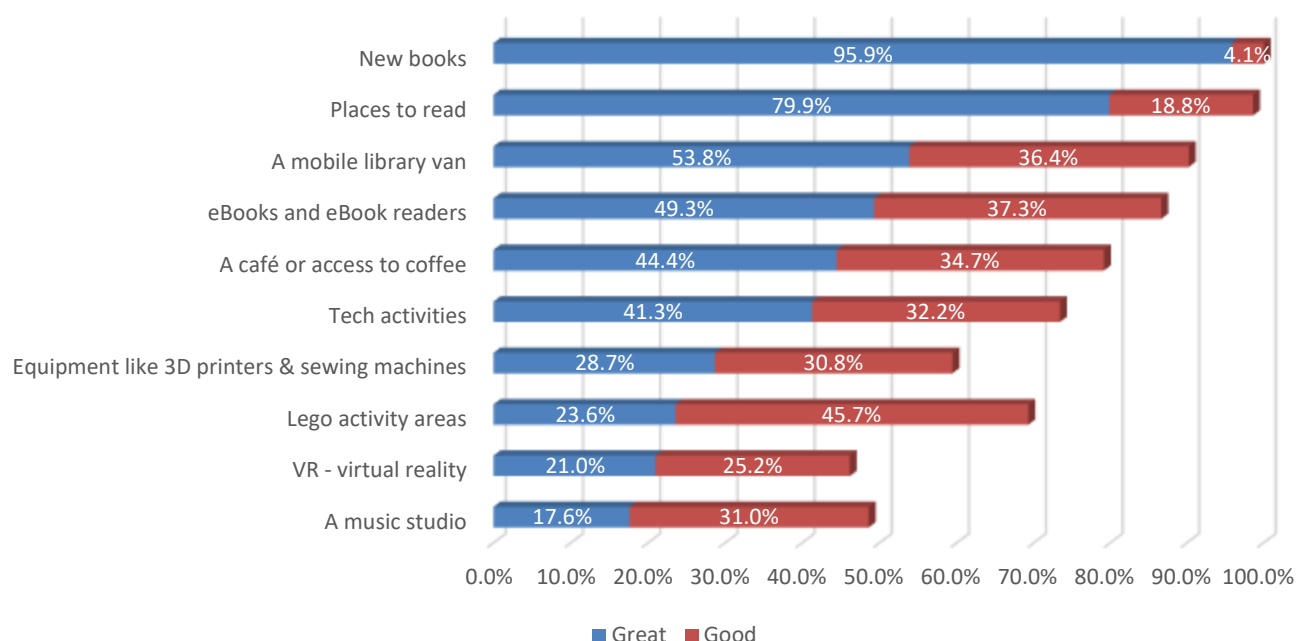
#### Images detailing offerings

*A set of images were presented, and respondents invited to categorise them as great, good or something they wouldn't like in libraries.*

Images detailing offerings	Great to have	Good to have	I don't like this	Number answering
New books	139	6	0	145
Places to read	115	27	2	144
A mobile library van	77	52	14	143
eBooks and eBook readers	70	53	19	142
A café or access to coffee	64	50	30	144
Tech activities	59	46	38	143
Equipment like 3D printers & sewing machines	41	44	58	143
Lego activity areas	33	64	43	140
VR - virtual reality	30	36	77	143
A music studio	25	44	73	142

The graph below details the proportion of responses which were categorised great or good – in other words were favoured by those who answered.

## Great or Good Responses to Images Detailing Offerings



All images were rated great or good by the majority of respondents except for favoured by the majority, except for VR and music studio.

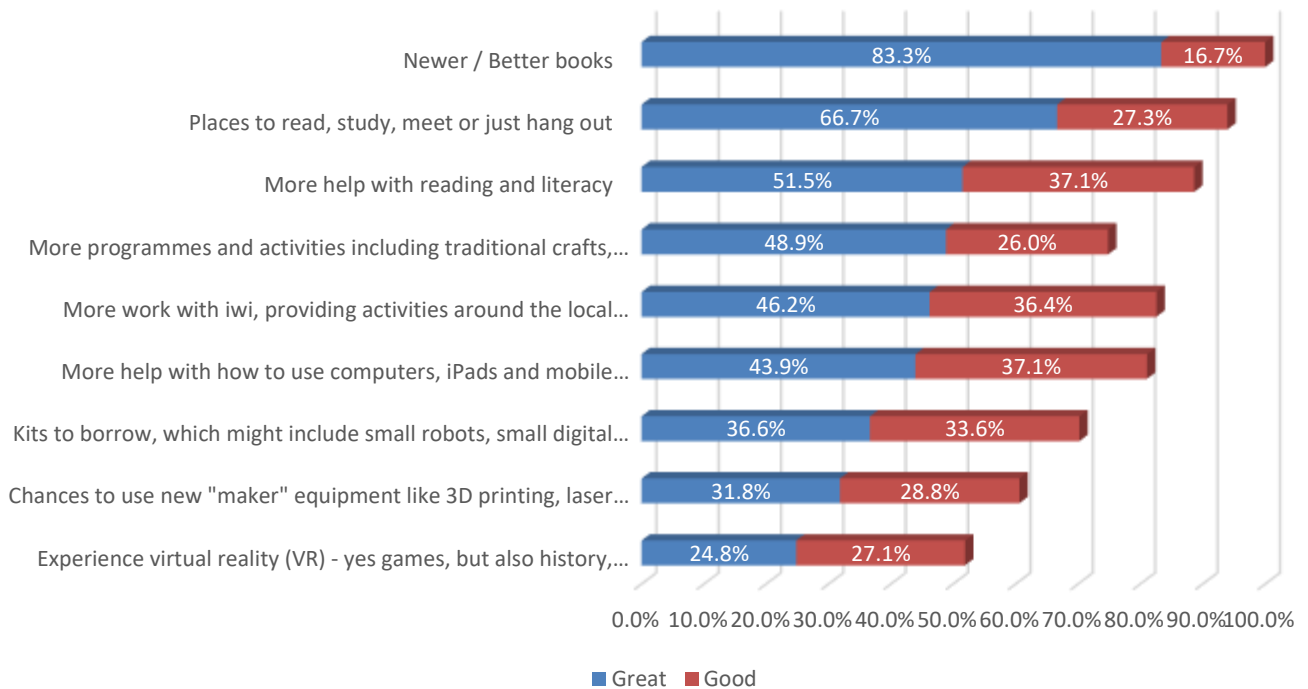
### Statements detailing offerings

A set of statements were presented, and respondents invited to rate them as Great, Good, Not Good or as I don't know.

How good would it be for Kaipara libraries to have the following?	Great	Good	Not Good	Don't Know	Number Answering
Newer / Better books	110	22	0	0	132
Places to read, study, meet or just hang out	88	36	4	4	132
More help with reading and literacy	68	49	1	14	132
More programmes and activities including traditional crafts, te reo, use of digital equipment, music, reader activities and more	64	34	20	13	131
More work with iwi, providing activities around the local environment and history of the area	61	48	4	19	132
More help with how to use computers, iPads and mobile phones	58	49	8	17	132
Kits to borrow, which might include small robots, small digital drum sets, digital microscopes, water testing kits and more	48	44	31	8	131
Chances to use new "maker" equipment like 3D printing, laser and vinyl cutter and sewing machines	42	38	33	19	132
Experience virtual reality (VR) - yes games, but also history, simulated job interviews, travel, the natural environment and more	33	36	43	21	133

The graph below details the proportion of responses which were categorised great or good – in other words were favoured by those who answered.

## Great or Good Responses to Statements Detailing Offerings



This time, all ideas were favoured by the majority, although VR support was marginal.

### Mobile Library Service

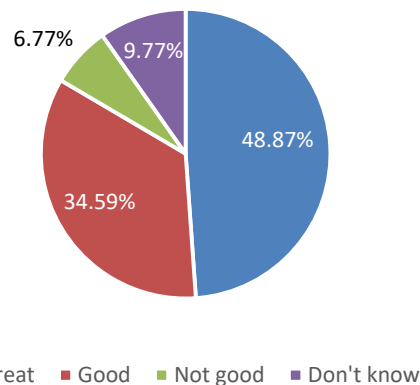
The questionnaire asked how good would it be to have a "library-on -the -go" (mobile library) in the Kaipara District?

Great	65
Good	46
Not good	9
Don't know	13

**Total answers: 133**

The responses show that a significant majority support the establishment of this service.

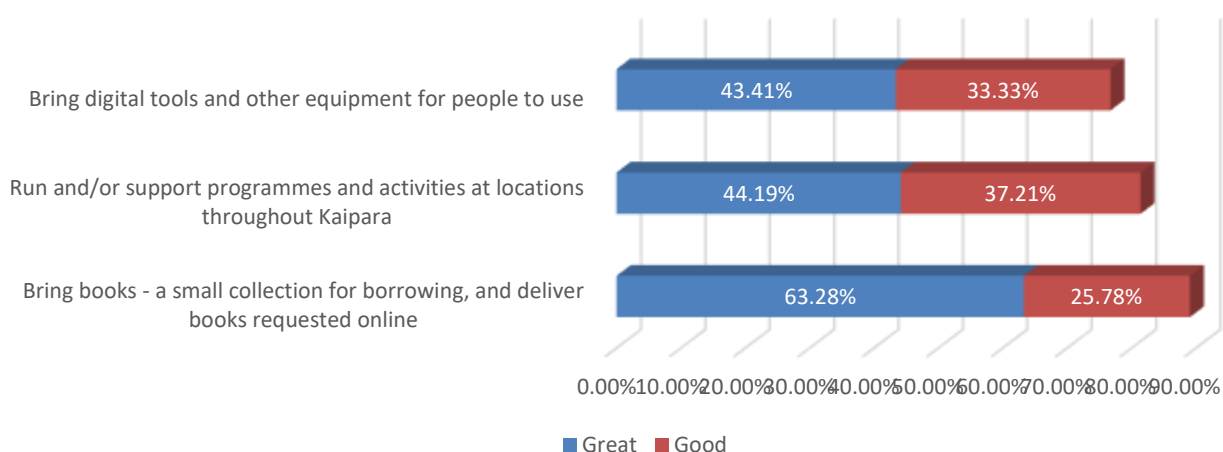
### How good would it be to have a "library-on -the -go" (mobile library) in the Kaipara District?



The questionnaire then asked: if the Kaipara District had a "library-on-the-go" how good would it be for it to do the following

	Great	Good	Not Good	Don't Know	Total
Bring books - a small collection for borrowing, and deliver books requested online	81	33	3	11	128
Run and/or support programmes and activities at locations throughout Kaipara	57	48	8	16	129
Bring digital tools and other equipment for people to use	56	43	18	12	129

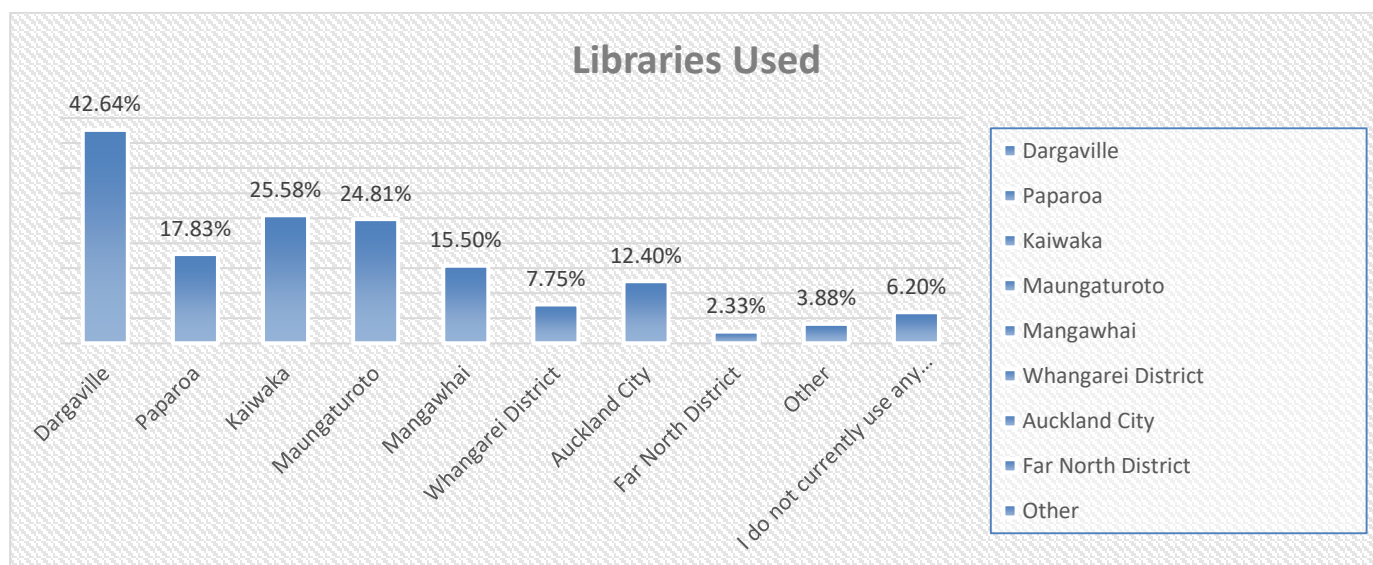
## Great or Good Responses to Mobile Offerings



All possible activities mentioned were strongly supported.

## Library Use

Respondents were asked which Libraries they use? They could select more than one library. The graph below shows the result.



## Place of Residence

Respondents were asked where they live. The results are shown below.

Where do you live in the Kaipara District?	Percentage	Number
Baylys Beach	0.78%	1
Dargaville	15.63%	20
Donnellys Crossing/Aranga	1.56%	2
Glinks Gully	0.00%	0
Hakaru	2.34%	3
Kaihu	0.78%	1
Kaiwaka	14.84%	19
Kellys Bay	0.00%	0



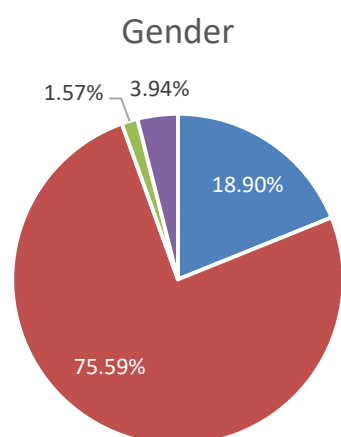
Manganui Bluff	0.00%	0
Mangawhai	12.50%	16
Matakohe	3.13%	4
Maungaturoto	23.44%	30
Omamari	0.00%	0
Pahi	3.91%	5
Paparoa	3.91%	5
Pouto Point	0.00%	0
Ruawai	4.69%	6
Tangiteroria	0.00%	0
Tangowahine	0.00%	0
Te Kopuru	3.13%	4
Tinopai	0.78%	1
Whakapirau	0.78%	1
Other (please specify)	7.81%	10
<b>Total</b>		<b>128</b>

## Demographics

Respondents were asked to indicate gender, age, and ethnicity. The results are shown below.

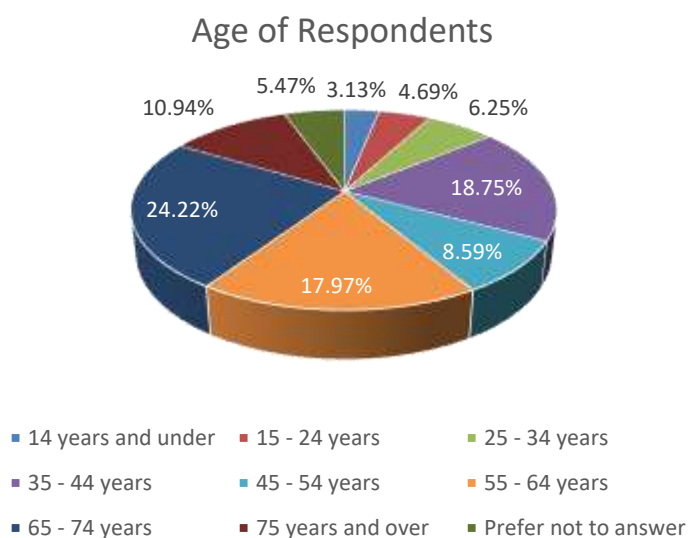
### Gender

Male	18.90%	24
Female	75.59%	96
Gender diverse	1.57%	2
Prefer not to answer	3.94%	5
<b>Answered</b>		<b>127</b>



### Age

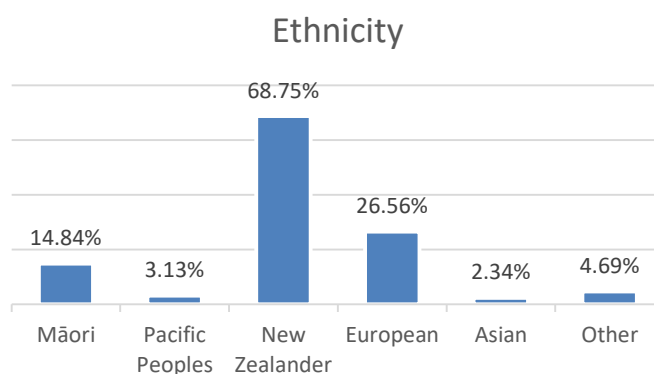
14 years and under	3.13%	4
15 - 24 years	4.69%	6
25 - 34 years	6.25%	8
35 - 44 years	18.75%	24
45 - 54 years	8.59%	11
55 - 64 years	17.97%	23
65 - 74 years	24.22%	31
75 years and over	10.94%	14
Prefer not to answer	5.47%	7
<b>Answered</b>		<b>128</b>



## Ethnicity

Respondents could indicate more than one ethnicity. As a result, the percentages below add to more than 100%.

Māori	14.84%	19
Pacific Peoples	3.13%	4
New Zealander	68.75%	88
European	26.56%	34
Asian	2.34%	3
Other	4.69%	6
<b>Answered</b>		<b>128</b>



## Appendix 7: Recommendations

1. Set up the library build programmes for Dargaville and Mangawhai as projects with proper project management disciplines and timelines established
2. Agree the concepts for each building and develop spatial design briefs in advance of engaging architects/designers/builders
3. Do some further analysis on the issues, risks and benefits of a community funded and led model for Dargaville Library and explore alternative funding mechanisms
4. Support the community library managers to undertake a major weed of their collections to improve access, turnover and make space for people based activities
5. Agree the services that the community libraries will supply and the levels of service and incorporate in to the next revision of the Contract for Service. As a minimum, each library needs to place reserves for customers and fill reserves needed by other libraries, provide an internet computer for public use with a scanner and printer, and support people to connect to the wifi, in addition to their book loan service.
6. As an urgent priority, introduce a mobile library service for the district to improve equity of access and provide opportunities to engage with non-library users in a way that meets their needs.
7. Use the budget set aside for RFID in the current LTP as part of the cost of the mobile library. RFID can be delayed and installed as part of the new libraries in Dargaville and Mangawhai.
8. In the short term, develop and implement a service to lend tech and craft kits
9. Develop a mobile tech lab that can be taken to different locations in the district on the mobile library, including in Dargaville in a location other than the library.
10. Take a strategic approach to developing an annual suite of programmes and events. Until such time as there is appropriate space in Dargaville, the number of events is likely to be small and aligned with other significant events such as Matariki etc.
11. In the longer term consider implementing a digital heritage repository using the Recollect software.
12. Consider treating the collections as one network wide resource to make better use of available budgets
13. Reinststate the budget available for collections for Dargaville to levels prior to Covid restrictions and ensure inflation adjustments in out years to ensure buying power is maintained.
14. Consider removing rental charges from selected new fiction
15. Identify and budget for key new roles to support the development and implementation of the strategy