Queenstown Lakes District Council

Libraries Strategy updated

August 2020

Sue Sutherland Consulting

Cover images: Queenstown and Wānaka
Inside cover: Frankton

Version 1 – completed March 2020
Version 2 – revised July 2020 to take account of the impact of the pandemic

Contents

Foreword

The Libraries Strategy was completed in mid-March 2020. By the end of that month New Zealand was in a government-mandated lockdown to combat the spread of the corona virus Covid-19. The impact of the pandemic globally has been catastrophic on the health and economy of countries. While New Zealand has fared better than most countries the impact on the New Zealand economy is very significant. Districts such as Queenstown Lakes, whose economic growth has been based on tourism and hospitality has been particularly hard hit.

This is a time of high uncertainty and complexity. As a consequence we have taken the time to review the strategy. While our aspirations for the future of our libraries remain, we have modified some of the timeframes. A major focus during the term of the strategy will be on providing support for community recovery and resilience, and making a significant contribution to the community's continued wellbeing. Upgrading or rebuilding the existing library buildings at the three main branches will be done in a staged approach.

The following document has been updated with new information where that is relevant to the changed emphasis and timelines. Section 1 Background and context is largely unchanged. The population projections over the long term still see significant growth, even if that is slowed in the short term. The major societal changes will relate to the longer term impacts of Covid-19: unemployment, the need for retraining, and psycho-social impacts are some of the likely impacts. Libraries are likely to see an increase in use as experience shows increased demand in times of recession[1].

During the lockdown public libraries looked to serve their customers by online means, with increased eBook content, online storytelling and book groups just some of the examples. This has highlighted a need for increased digital and communication skills amongst staff. The importance of public libraries to community recovery and wellbeing has been recognised with the nearly $60 million government grant that will support all local authority libraries in New Zealand to develop these skills to better assist users, and to ensure that services continue at a time when many local authorities have had significant cuts in revenue as a result of the economic downturn.

Section 2 Community voice is unchanged. However, further work with Council and library staff have identified and clarified the role that libraries can play in aligning with the Council's recovery plan for the district. These changes have been incorporated into Section 3 The strategy – towards 2030, where appropriate.

Resilience and adaptability are key to the success of our communities and our libraries. Our ten year strategy provides a framework for understanding the contribution that libraries play in the community and the key goals to realise those benefits. However, the changes happening in society and our community mean that we will need to monitor and review the strategy on a regular basis, aligned with long term planning cycles.

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[1] https://www.smartcitiesdive.com/news/public-library-association-survey-coronavirus-resources/575978/

Section 1: Background and Context

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.

The world of public libraries has also changed dramatically during this time, reflecting this societal and technological change. Libraries have now embraced their role as crucial social infrastructure for community well-being, in a much more sophisticated and overt way, and see themselves as part of an overall entertainment, learning and literacy landscape.

Alongside these changes, Queenstown Lakes District has been experiencing very significant population pressure. Although this is expected to slow the population is still projected to be 70,000 by 2043, compared to 43,400 in 2020. Within this same time frame, the average daily visitor numbers are projected to increase from 26,598 to 39,039. In the past visitor numbers on a peak day were almost two thirds the number of residents.

Given all of these factors, the Queenstown Lakes District Council judged that the time was right to develop a longer term strategic view of libraries in the district to ensure that planning and resources are put in place to meet the changing demands imposed by society and technology and to meet customer expectations and needs.

Developing the strategy

The purpose of the Library Strategy is to provide direction for how library services need to be delivered in the future. In particular it aims to clarify:

- The range of services needed to deliver both traditional library service and implement future trends, to both residents and visitors. This includes enabling equity in literacy and learning opportunities
- The spatial requirements to provide appropriate, flexible spaces that can be used for a wider range of services and that provide a third space for residents and visitors– a space that is navigable, reassuring and feels like home
- The libraries' response to how best to create a home for the stories of the district

The strategy has a ten-year time frame to 2030 with aspects such as the physical infrastructure being considered over a longer timeframe. The model below outlines the elements that were considered in the development of the strategy.
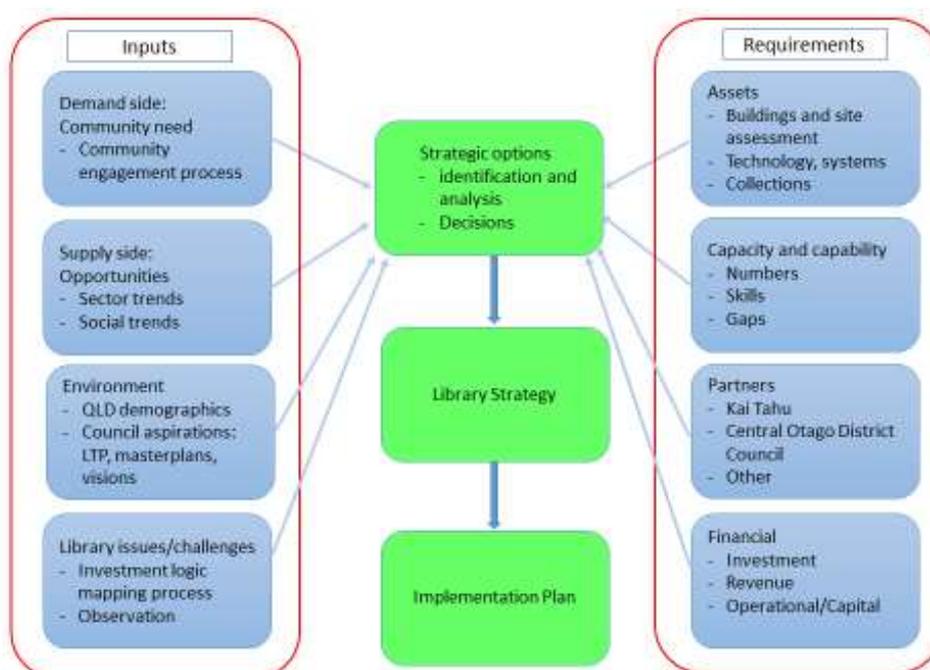
Community Input

There were two primary means of community input to identify needs and gather ideas for the future. A series of focus groups were held in January 2020, and an online survey ran for a two-week period. Other meetings and interviews were held with library and other council staff, Central Otago Lakes District Libraries, the Community and Services Committee of the QLDC and the Queenstown Chamber of Commerce.

A meeting with Kāi Tahu representatives provided insight into how the partnership with iwi could be embedded into the strategy. A summary of the findings from the community engagement process is in Section 2: Community voice

Customer typologies and customer journey

Preliminary work was done to establish customer typologies and understand customer journeys. Categorisation of customers in libraries has traditionally been by age (e.g. children, young people, seniors), by motivation (e.g. borrowers, researchers, computer users) or by need (e.g. housebound, new migrants, non-English speakers). The Pew Research Centre developed a customer typology[2] based on a person's engagement with and view of libraries role in the community which could be adapted for the New Zealand context (see Appendix 3 for a description). Customer journeys are a useful tool when implementing new services or looking to improve existing services and we recommend this as a process to be used.

Library Sector Trends

The strategy has been informed by the trends and opportunities in the library sector. There are new services being developed, traditional services delivered in new ways, and the thinking about the role libraries play in communities has matured. Technology and social changes are having an impact on people's lives which in turn provide challenges and opportunities for libraries in response.

The role of libraries in supporting place making, community building, migration, tourism, equity and diversity has been considered as has its function in fostering local democracy and participation.

Local Context

Understanding the local context and the aspirations and challenges faced by the district has been vital in developing a strategy that is aligned and can contribute to the economic, social, cultural and environmental well-being of the district.

An additional input has been to identify the current challenges faced by the libraries. An earlier investment logic mapping (ILM) workshop with stakeholders identified the key issues QLDC Libraries currently face. Library staff also identified the operational challenges they experienced in delivering services.

Site Analysis

A key challenge for Council is the location of a permanent solution for the libraries in Queenstown and Frankton and how to deal with the needs for an expanded Wānaka Library. An analysis of potential sites for these three areas was carried out by Athfield Architects and is provided as a separate document.

The Strategy

The outcome of all this work has been the development of a forward-looking strategy outlined in Section 3.

"The first two decades of the 21st century have seen huge changes in how people communicate, get their information, relax and live their lives."

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[2] https://www.pewresearch.org/internet/2014/03/13/summary-of-findings-4/

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Societal trends

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. As well, the last two decades have seen considerable social, economic and political upheaval. The following emerging trends have the potential to impact on and provide opportunities for how libraries deliver services to meet community needs:

"We estimate that 31 per cent of New Zealand's jobs are at a high risk of automation over the next 20 years"

- Gareth Tiernan, Infometrics

"Child poverty affects us all. In social terms, it drives a wedge between those growing up with plenty and those who regularly experience hardship and social exclusion."

- Michael Fletcher and Máire Dwyer. Fair go for all children.

Technology impacts
Automation, AI, robotics and other technologies that will replace many current jobs, leading to:
- People needing to learn new skills and retrain, as new types of jobs emerge
- Work for many becoming transitory with unreliable incomes
- The rise of portfolio careers, several jobs that make up work, or contract work
- Working from home, working from anywhere but still the need to connect

Poverty and well-being
Growing divide between rich and poor and the rise of the poor middle class leading to:
- Poorer health, mental health and associated issues
- Poorer educational outcomes and lower literacy
- Greater divisiveness in society, social isolation
- Stronger emphasis on well-being and wellness as an indicator of community health

Privacy and 'censorship' issues
Growing mistrust of media and information platforms and sources, and a new form of censorship arising from:
- Manipulation of data and the use of social media to influence readers to a particular point of view
- Exploitation and misuse of personal data, cyber security issues
- The 'fake news' phenomenon, deliberate misinformation, sound bites

Migration
Worldwide people are on the move, fleeing war, violence, climate issues, poverty, and religious persecution or seeking a better life for themselves and their families. New Zealand has welcomed many new immigrants and refugees. Issues and benefits from migration include:
- Fear of new migrants leading to a rise in nationalism, anti-globalisation, extremism on many sides and increased awareness of racism
- Migrant exploitation
- Diversity of cultures leading to enrichment of experience
- Greater awareness of the need for tolerance and understanding and mechanisms to strengthen inclusiveness in society

Māori futures
Over the past two decades we have seen the growing powerhouse of the Māori economy as iwi have settled Treaty claims and invested in improving outcomes for tangata whenua. This has led to:

- Local and central governments seeking new ways to work in partnership to improve outcomes for Māori in education, health, prosperity, well-being
- The push for tino rangatiratanga – self-determination
- Kaitiakitanga of the land - sustainability and long term value

Sustainability
- Growing recognition and acceptance of the impact of climate change
- Stronger focus on resilience and disaster preparedness
- Conscious consumerism, waste and plastic reduction
- Emissions reduction, passive and public transport options, electric vehicles

Library Trends

The world of public libraries has changed dramatically over the last three decades. The speed of change reflects the acceleration of technological and societal change experienced, particularly in the western world. Libraries have maintained their traditional foci on literacy and learning but have now embraced their roles as crucial social infrastructure for community well-being in a much more sophisticated and overt way, and see themselves as part of an overall learning, literacy and entertainment landscape.

As a result, the way in which services are now delivered has changed significantly in response to the needs of our 21st century world. This is reflected in the nature of collections, the way technology is used and offered to the community, access to information and the increasing battle to determine what is "real", the re-purposing of library spaces, the strengthening of programme offerings and the types of staff that are employed. Relevant trends in public libraries include:

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

- Darren McGarvey, Poverty Safari

Library spaces
- New library buildings as key elements in place-making often as part of the economic and social revitalisation of areas
- Libraries as safe spaces, open to anyone no matter how poor, lonely or afraid a person might be
- Libraries as community hubs, anchoring other local government and related social and cultural activities
- Rethinking of mobile library services, e.g. smaller vans, mixed media, pop-up libraries

Learning through technologies
- Mainstreaming of the 'maker movement' providing opportunities to experience and experiment with new technologies such as 3D printing, virtual reality (VR), augmented reality (AR) and robotics
- Craft and older technologies such as sewing machines are having a revival - links with Men's sheds
- Libraries lending 'things' such as telescopes and sewing machines, accompanied by books and materials that encourage the person to learn about the world through experiencing as well as reading

"Libraries stand for and exemplify something that needs defending: the public institutions that — even in an age of atomization, polarization and inequality — serve as the bedrock of civil society"

- Eric Klinenberg, Sociologist

Literacy and collections
- The steady growth in eLending, the rising popularity of eAudio materials and the supply of streaming music and video
- Making available quality content behind paywalls
- A renewed focus on supporting reading for pleasure, reader development and literacy
- Collections and services that support Te Reo Māori and languages other than English
- Collection cataloguing and processing outsourced and supplied shelf-ready

Programmes and services
- Support for digital citizenship, digital literacy and information brokerage – discerning real from fake
- Support for business, entrepreneurs and STEM (science, technology, engineering and mathematics) skill development
- Use of social media such as Facebook and Instagram to promote services and engage users
- People and communities at the centre of service development including co-design of services
- Collaboration and partnership to achieve greater benefit and collective impact

"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

Access
- Extended hours by enabling members to access the library when it is not staffed using swipe card technologies or similar
- A focus on equity leading to removal of barriers such as charges (fines and holds) and services to support the disadvantaged and differently abled
- Apps to make smart phone access easier

Queenstown Lakes District

The Queenstown Lakes District is the 6th largest in New Zealand, at 8719 square kilometres. It is surrounded by the districts of Central Otago, Southland, Westland and Waitaki. There are two main towns in the district, Queenstown and Wānaka, with the Frankton area rapidly increasing and forming its own identity as part of the greater Wakatipu area. Arrowtown and Hāwea have their own identities with three relatively isolated communities at the outer boundaries of the district in Kingston, Glenorchy and Makarora. All of these communities have a library service. New communities are developing in Jacks Point, Shotover Country, Lake Hayes Estate, Northlake, Three Parks and Luggate.

Population Growth Projections

Population growth projections

150,000
100,000
50,000
0
2018 2028 2038 2048

■ Residents ■ Visitors
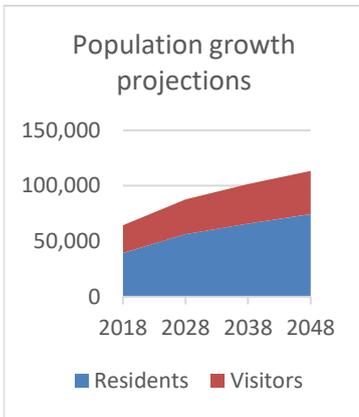
Population

The district is experiencing very significant population growth and this is projected to continue with the resident population reaching 70,000 by 2043, compared to 43,400 in 2020. In addition to this growth in the resident population, visitor numbers are also projected to increase. The average daily visitor numbers are projected to increase from 26,598 in 2020 to 39,039 in 2048 with a peak day seeing these numbers more than treble. By 2048 the population of the district on a peak day (total residents and visitors) is projected to be around 200,000 people, almost two thirds of those being visitors.

The diversity of the population is also increasing. While many of those who are on working visas come from European countries, there is also a strong contingent with Asian backgrounds, and the visitor population brings in many different nationalities from all round the world.

- Māori living in the district is 2094 or 5% of the total population
- European is the largest ethnic group at 32,739 or 79% of the total population
- Asian is the second largest ethnic group at 3,870 or 9% of the total population
- Middle Eastern/Latin American/African accounted for 5%, Pacific Peoples 1% and other ethnicity 1%

(Source: Statistics NZ, Census 2018)

Council vision, strategies and plans

Vision Beyond 2050[3] sets out the vision of the Queenstown community for the district. It has eight key themes:

- Thriving people: Whakapuāwai Hapori
- Embracing the Māori world: Whakatinana i te ao Māori
- Opportunities for all: He ōhaka taurikura
- Breathtaking creativity: Whakaohooho Auahataka
- Deafening dawn chorus: Waraki
- Zero carbon communities: Parakore hapori
- Disaster-defying resilience: He Hapori Aumangea
- Pride in sharing our places: Kia noho tahi tātou kātoa

The Long Term Plan 2018 to 2028[4] outlines the Queenstown Lakes District Council (QLDC) vision for the future as: vibrant communities, te oraka haupori; enduring landscapes, toitū te whenua and bold leadership te amoraki. Libraries contribute to the vibrant communities theme which has five aspirations:

- Communities are inclusive for all
- Communities have a good standard of living and wellbeing
- Efficient and effective community facilities
- Strong cultural landscape that inspires, preserves and celebrates our heritage, arts and culture
- Appropriate public access.

In developing the library strategy we have kept these visions at the forefront of our thinking.

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[3] https://www.qldc.govt.nz/vision-beyond-2050/

[4] https://www.qldc.govt.nz/your-council/council-documents/ten-year-plan-ltp

Other influencing factors are the Local Government Act 2002 (amended 2019) which outlines the purpose of local government as "to promote the social, economic, environmental, and cultural well-being of communities in the present and for the future"[5].

To manage the growth in the district, work is currently underway on developing the Spatial Plan which will outline where and how the growth will happen and the infrastructure needed to service both residents and visitors. Its goal is whaiora - grow well - with three underpinning principles: sustainability, resilience and well-being. Given that libraries are part of the social infrastructure of the district, the Spatial Plan as it develops will have an influence on the siting of new and/or extended library buildings.

QLDC has a strong focus on sustainability and climate change issues. It recognises the need for joined up planning and is building a strong relationship with Kāi Tahu as part of realising its 2050 vision.

Currently also in development, is the Community and Culture Strategy (working title). It will provide an overarching view of QLDC's approach to community development, providing facilities and empowering communities. Its working vision is currently: A connected and liveable community: reforming the approach to meeting the wellbeing needs of the Queenstown Lakes District's communities. It is not anticipated that this strategy will be inconsistent with the direction and approach of the Libraries Strategy.

Project Connect and Project Manawa
Planning is underway for a single civic and office space for the council in the centre of Queenstown which may also include the library. Its objectives are to streamline services, improve efficiencies, ensure the town centre remains vibrant and keep local people in the centre. Alongside Project Connect, QLDC is also working closely with Ngāi Tahu Property on a potential community and cultural heart on a site adjacent to the Project Connect site. This is subject to further community consultation but could include a performing and visual arts centre and permanent library.

Living in the district
In 2019 QLDC commissioned its second Quality of Life report designed to understand the impact of the increasing population and tourist numbers in the district, establish some baseline measures and understand the role that QLDC and partners could play in helping to improve the quality of life. The report is a comprehensive snapshot of the district with over three quarters rating their quality of life as extremely good or good. However, some areas of concern to note are:

- Cost of living. 3% of respondents could not cover their living expenses and a further 15% had no disposable income after covering basic expenses (down from 21% in 2018)
- Respondents aged 18-29 were significantly less likely to have a sufficient level of disposable income. This group were more likely to work in tourism and hospitality.
- Respondents aged 30-44 were also less likely to have sufficient levels of income, despite working in full time paid employment.
- 4% said their overall quality of life was extremely poor or poor and 17% said average.
- Lack of parking and transport congestion were identified as key issues

A recent report on community groups and facilities[6] identified that there is a lack of fit-for-purpose facilities in the right location, there are affordability issues for groups using those facilities which are available and there is growing competition for space. The study only looked at library facilities where these were used by community groups. The lack of suitable space for activities and small groups to meet was also highlighted in the community engagement process for the library strategy.

Quality of Life
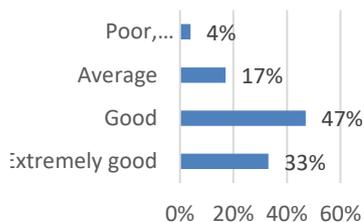
21% of residents have average to poor quality of life

Cost of living
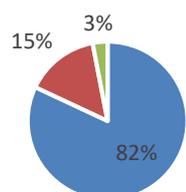
Nearly one fifth of residents have no disposable income

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[5] Local Government Act 2002 section 10(1)b

[6] Our community spaces: a report on community facilities, groups and services. December 2018. https://www.qldc.govt.nz/news/show/2060/-our-community-spaces-highlights-opportunities-and-constraints-for-community-groups-services-and-facilities/

Queenstown Lakes District Libraries

Queenstown operates eight libraries in the district: Queenstown, Frankton, Arrowtown, Kingston, Glenorchy in the Wakatipu area and Wānaka, Hāwea and Makarora in the Upper Clutha. The Frankton Library was established in December 2018 to cater for the rapid growth in this part of the district.

Space – the impact of growth

As already noted, the significant growth has put very real pressure on infrastructure, including libraries. Space for people-based activities in all libraries is severely limited and this is further compounded by the fire regulations which limit building numbers in Queenstown, Wānaka, Arrowtown and Hāwea to the extent that they have to turn people away once the limit is reached. Visitors and tourists add to the problem and can cause tensions between the various users. Given that the Council's 2050 vision is inclusive and welcoming to visitors the lack of space in libraries which results in negative attitudes, is an issue. Growth has outstripped provision. The Investment Logic Mapping (ILM) process noted this issue. In terms of functionality and décor, Frankton is an open, easy to navigate space. However, both Wānaka and Queenstown are no longer really fit for purpose, the spaces are inflexible and the décor is dated. Hāwea and Arrowtown although smaller spaces and therefore easier to navigate, also may need updating.

"Increasing per capita demand for services, plus population & tourism growth, places pressure on space in our facilities & causes conflicts due to competing needs" - ILM.

Services

The ILM also identified that '*Changing expectations require a diverse range of services to be delivered, that vary by location, continue to change rapidly, meaning we cannot always meet customer needs'.* While the communities do have differences that may require variations in programmes and collections, there is also a need to ensure that services are consistent across the district and the library works as 'one team' for more effective and efficient service. Ideally all libraries should offer the same suite of services and resources but these may be more limited in scope at the smaller libraries. However, even the smallest libraries should provide opportunities to try out and experience new technologies and have access to the internet as well as providing more traditional book lending services.

The third issue identified by the ILM was that *'Our planning/funding model & community perceptions are based on traditional book orientated delivery, missing opportunities to grow knowledge, wellbeing/capability'.* The strategy identifies some new opportunities and services which should address this issue.

Staff

Staff numbers are 20.72 FTE to cover the 8 libraries. The team leaders of Queenstown and Wānaka have oversight of Arrowtown Kingston and Glenorchy, and Hāwea and Makarora respectively; the Frankton team leader is only responsible for the one library. Total opening hours per week over the eight branches is 221.

Specialist district roles such as the Collections Librarian, the Children's Librarian and the Digital Librarian (which is only a half-time role) are located in different branches and have customer service roles as well, which leaves limited time for their specialist responsibilities. Ideally, they would be located with the District Librarian to provide leadership, along with the three Team Leaders. The District Librarian has regular meetings with this team which goes some way towards creating a whole-of-district approach.

"A lack of data & information about our customers & changing trends makes it very difficult to predict the future, hampering our ability to plan for tomorrow" – ILM

There is little time for planning or data analytics to drive service improvement and efficiencies, and this was also identified as an issue in the ILM process. As the district and the services grow so will the staff need to grow to deal with demand. From observation and experience, the staffing complement is tight and further analysis and comparison with a similar district that is experiencing growth, such as Selwyn District, would be a worthwhile exercise. The development of a workforce plan to ensure that the right skills, capabilities and qualifications and development opportunities are in place is needed.

Collections

There is a District Collections Librarian who places all the orders and handles invoices and there is also some centralised selection. However, the majority of stock selection is done by staff in the five larger libraries meaning there is duplication of effort and the collection is not treated as a whole-of-district collection. There is strong staff perception that the needs are very different and therefore their collection needs are different. Although there will be some differences in the needs of customers, particularly in non-fiction, as a rule 75-80% of stock that readers want to read will be common across all libraries. What is needed is analysis based on use data to test out whether there really is such a variance. It may be timely to step back and take a holistic look at the processes which have grown up over time, when the libraries operated much more independently, to see how the collection development and management process could be streamlined. Treating the collection as a district-wide resource could result in a wider range of materials being purchased, and if hold charges are also removed, this would ensure that customers were not disadvantaged if a particular title was not held in their home library.

Key issues

In summary the key issues are:

- Lack of space – the buildings are not able to cope with demand and apart from Frankton have limitations on functionality
- The funding model and perceptions about the role of libraries making it difficult to develop new services
- Current staff numbers result in a lack of time and focus on specialist responsibilities and little time for planning and working on the business
- Decision making is not evidence based because a lack of time to use data to inform decisions, e.g. in collection selection and management

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

–Timothy Healy Former President of the New York Public Library

Kaiapoi Library, Ruataniwha Centre, Waimakariri District Council

Libraries and locations

Site analysis

The analysis of potential sites for libraries in Queenstown, Frankton and Wānaka, produced by Athfield Architects, is supplied as a separate document. Athfields have reviewed all potential sites identified by QLDC staff as possible locations and suggested a further site for the Wānaka Library. The sites have been analysed against the following criteria: catalyst for urban repair / development, profile, accessibility, adjacent open space amenity, potential for growth, local synergies and capacity. This site analysis brings together previous work done on some of the locations into one coherent document.

Size of libraries

If new libraries are needed, how big should they be? Both the New Zealand Public Library Standards[7] and the People Places[8] methodology provide for a square metre per 1000 capita. Population projections to 2048, including the average day-time population from visitors have been broken down into the respective catchments that each of the libraries could expect to serve. An assumption has been made that up to 5% of visitors may utilise a library. Once a figure has been determined for each catchment a suitable size of library can be calculated. Calculations were made using 70m2 (the New Zealand public library standard), 60m2 (standard adopted by Waimakariri District Council and Christchurch City Council), 50m2 (New Plymouth District Council (excluding Puke Ariki) and 45m2 (People Places). These indicated that the district needs somewhere between 3437m2 and 5346m2 to address the population projected in 2048, depending on the square meterage rate applied. The current overall library space in the district is 2045m2. The calculation is included in a spreadsheet which provides a breakdown by library catchment and the individual library requirements and is attached as Appendix 4. A summary of proposed library sizes is below.

We recommend targeting no less than 50m2 per 1000 capita for the district.

Area	Total pop	Required m2 size per 1,000 capita				Current size	Recommended size
		70m2	60m2	50m2	45m2		
Frankton Library catchment	28631	2004	1718	1432	1288	547m2	1400-1500m2
Wānaka library catchment	19602	1372	1176	980	882	580m2	1000-1200 m2
Queenstown library catchment	16589	1161	995	829	747	506m2	1000-1200 m2
Hāwea (Included Makarora)	5289	370	317	264	238	198m2	250m2
Arrowtown library catchment	4387	307	263	219	197	145m2	200m2
Kingston South	1394	98	84	70	63	41m2	41m2
Glenorchy	481	34	29	24	22	28m2	28m2
Makarora						60m2	60m2
Total population of the district	76372	5346	4582	3819	3437	2045m2	3979-4279m2

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[7] Standards for New Zealand Public Libraries. LIANZA, 2004
[8] People Places: a guide for public library buildings in New South Wales. 3rd ed. State Library of New South Wales, 2012

Section 2: Community Voice

Focus Groups

Sixty people from different organisations attended focus groups in Wānaka, Hāwea, Frankton, Arrowtown and Queenstown during the week of 13 to 17 January 2020. The purpose of the focus groups was to seek and explore ideas on what was important for libraries to focus on in the future and to gather responses to possible future initiatives as to their importance and timing. In addition there was a youth focus group held in Frankton and four children from one family contributed ideas at a short gathering in Wānaka. The following themes were relatively common across all focus groups, where there were variances to the majority these are noted.
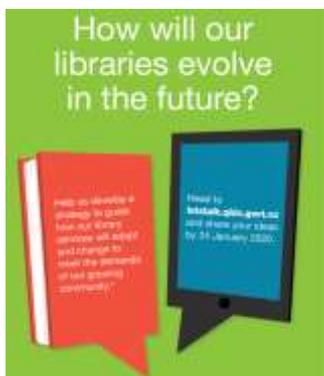
10 most important things

- Space – all focus groups commented on the need for larger spaces for meeting and people-based activity. Better parking was indicated in most places. There was a need for both quiet and noisy spaces, teen space as well as children's. Some wanted a café, others didn't. There is competition for space with tourists and visitors and some differences of opinion as to whether the libraries should cater for them as well as for residents. However, the majority thought that libraries were for everyone.

- Access – Sunday opening hours and more late nights were identified by several groups but not all. There were suggestions for some form of pop-up libraries and mobile identified by most groups– particularly for those with limited or no access to a library, e.g. bookbus for Hāwea Flats. The lack of public transport in Wānaka was identified with the suggestion for a shuttle bus to bring people to the library

- Technology – ideas ranged from 'yes – we should have access to VR, 3D printing and other tech' (the majority view) to 'not sure if this is going away from library core business of knowledge/information'. Technology was seen as a draw card for young people with the possibility of intergenerational activity – perhaps trialling it was suggested.

- Collections – there were a few suggestions for different books and more ebooks and audio books (good for people who can't get to a library) – there was general agreement that physical books will still be around in the future and are valued. Young people wanted more promotion on what to read.

- Programming for children was highlighted by several groups, but there were suggestions for other programmes as well: te Reo, multicultural, new comers, author visits. Young people identified arts and crafts, having a kitchen for cooking, sewing and science programmes.

- Charges – the majority supported no fines and no hold fees, but this was not universal.   Free wifi and free access to internet on library computers was largely supported – although some qualified this by saying free wifi and computers should be for locals and others should pay.

- Staff – the Importance of friendly, knowledgeable staff was emphasised by several groups and the need to make sure they have good training and support.

- Heritage – Two groups mentioned the need to work cohesively with the museums and historical associations. We need to showcase our history – locate in Queenstown for tourists – digital means was suggested by one group.

Priorities – 24 things

The six focus group participants were asked to rank 24 ideas in terms of 'must do' or 'should do' and to indicate timing: as soon as possible; within 2-3 years; within 3-5 years. The results of this exercise are attached as Appendix 1. The top five items were: reading physical books, support for te Reo and sign language, work with Youth to shape services, libraries as community hubs, greater equity of access by having no hold fees.

Words from the community

How will our libraries evolve in the future?

The Survey

There were 737 responses to an online and paper-based survey that was conducted from the 13-24 January 2020. This was an excellent response. Appendix 2 has a full copy of the results of the survey.

Respondents came from a wide age range: 11% were aged 10 – 24 years, 39% were 25 – 44 years, 30% were 45 – 64 years and 20% were 65 years and over. 23% lived in Wānaka, 22% in Queenstown, 11% in Hāwea and 10% in Frankton, while others lived in smaller settlements identified in the questionnaire. The 18% who indicated "other" came from other places in the district not listed in the survey, or outside of the district including some from overseas.

Respondents were also asked to identify the libraries in the Queenstown Lakes District that they used with many using more than one of the district's libraries. The top three reasons for using a library were borrowing items (561 respondents), enjoying the environment (272) and reading in the library (267). Respondents who were visiting or were on working holidays were more likely to be using the free WIFI, internet computers and reading or using study space. Very few of these respondents were borrowing items.

Options for improving library services

Respondents were offered a list of services that could be improved. The following were the percentages of respondents who saw each as either very or quite important:
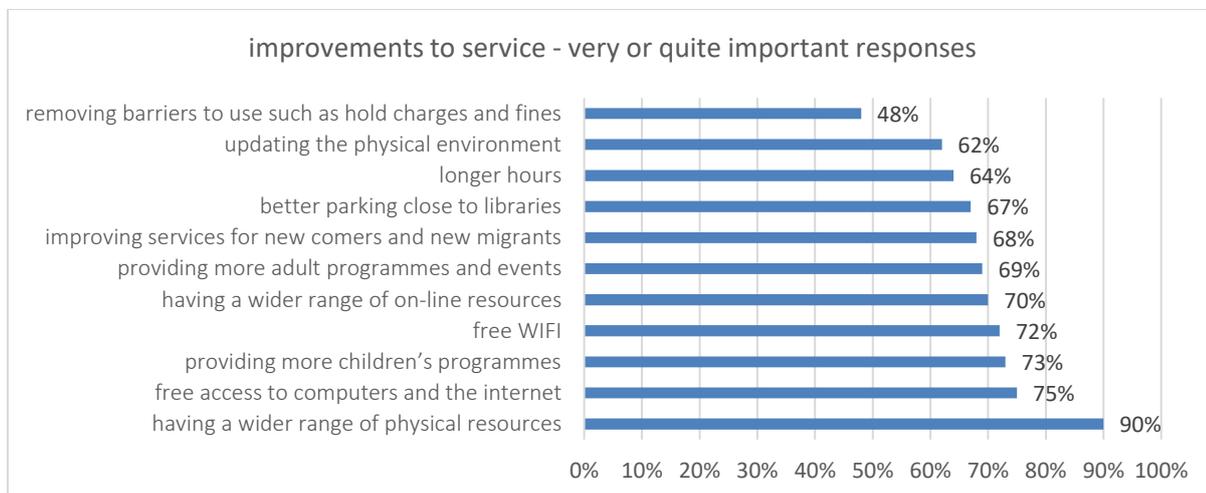

Additional spaces

Top of the items for additional spaces was a café (79%), followed by youth space (77%). Having space for local history and events (each with 63%) was closely following by meeting rooms (59%). Somewhat surprisingly quiet study space and space for reading was the second lowest (47%) although it was ranked 4th overall by those indicating very important. Very few people rated the need for a retail shops as very or quite important (12%).

Options for new services

There were two services clearly ranked ahead of the others with 82% of respondents ranking literacy and languages services as very and quite important responses and 80% favouring taking mobile reading and technology services to underserved areas. Responses for the other five ideas were close, ranging from 50% to 54%
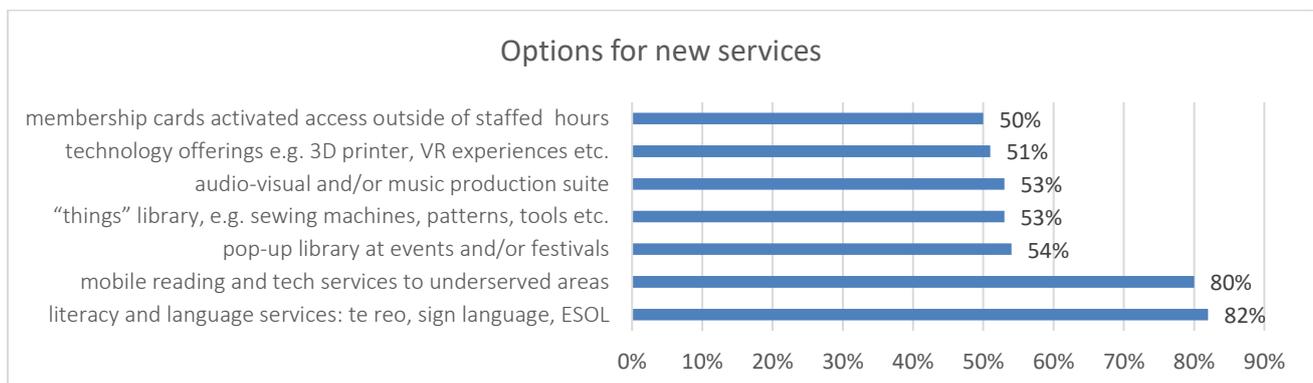
Comments

201 people provide ideas and comments to support their response. There were many good ideas about service improvements and collections which have been passed to library staff. Although there was such a variety of comments and ideas some themes did emerge.

"Embrace "third space" concept of having libraries as an open, safe, community oriented public space. This will become increasingly necessary as our urban spaces become denser, and available private space shrinks. Helps build community too"- Frankton respondent

'We have a close friend - solo parent who has library fines - so she won't go to the library and it means her children miss out [as] she is too scared to take them to borrow books' – survey respondent

"I love the ideas of pop up library at events, technology offerings and 'things' library, these help make a library relevant in a world where so much information is available online" – Glenorchy respondent

"Library doesn't need to house and manage community facilities like shared meeting spaces, research and educational facilities, but would be good to place all these together under one building"-Queenstown respondent

General need for increased space:

The Wānaka Library was seen as "at capacity" and this was accompanied by a message to "build for tomorrow" not just today's community. One respondent called for Queenstown to have a "strong, beautiful purpose-built building". There were calls to increase the size of the Glenorchy, Arrowtown and Hāwea libraries. It was argued that libraries should be modern vibrant environments – to move away from the "stuffy, dusty and old fashioned" image.

Longer opening hours:

Respondents wanted the Queenstown Library to be open seven days a week, and there was an emphasis on Sunday opening when many people are not working. It was also suggested that these could be scope for late night opening in Queenstown. Longer hours were sought for Glenorchy and Hāwea, both of which were seen as "community hubs". Opportunities for community groups to use library facilities after hours were supported by some respondents.

Local history and museum

There was a strong reminder by some that museums and historical groups already exist and researchers should be directed to these places, although there was some support for displaying materials in libraries. The Wānaka history room was too small for its needs.

Use by tourists

There is a clear division of views as to whether the library should be providing wifi and seating space for tourists. Some thought these services should be free to residents and perhaps NZ visitors but not international visitors. These comments were mostly from Wānaka residents where the space problems exacerbate the issue and 'it becomes very crowded in the winter'. Other respondents emphasised the library was for everyone.

Charges

Several respondents supported the removal of hold fees, as in smaller libraries in particular often a book is held in another library. Several also supported removing fines for children because it often resulted in a child no longer being able to use the library.

Role of a modern library

There was considerable difference of opinion as to what should be provided in a modern library ranging from comments supporting the traditional role of libraries as places for books, reading and learning and these other services should happen elsewhere, to those who supported libraries as community hubs where it was better value to have activities together. Some pointed to other libraries where these services were already happening such as libraries in Christchurch, and internationally. Several comments supported having technologies available for learning and experience, particularly to keep the interest of young people.

Several people liked the idea of a library of 'things' but some were not sure if that was the role of the library. There were calls for more eContent as well as a wider range of physical books.

Other input

Meetings were held with Kāi Tahu, QLDC Community and Services Committee, Staff from Central Otago District libraries and a, focus group with a number of QLDC staff in IT, property, planning and strategy. All of the ideas and thinking from these meetings have informed the development of the strategy.

Section 3: the strategy – towards 2030

Vision and purpose

Queenstown Lakes District Libraries: Enriching minds and communities
Te whakapuāwai I kā hinengaro me kā hapori.

Our purpose is to connect people with information, ideas, stories and experiences for learning, literacy, engagement and creativity. Queenstown Lakes District Council (QLDC) is working towards providing facilities that are inclusive community gathering places, with outstanding collections, technology rich services, providing access to a digital world, and supported by knowledgeable and skilled staff. We are committed to working with communities and organisations to build a vibrant, responsive and valued service. Our partnership with Kāi Tahu will be strong and will influence how spaces and services are shaped.

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
- Sustainability - demonstrating leadership in sustainable practices to deliver value
- Manaakitanga – hospitality, kindness, generosity – our welcome is warm and genuine
- Whakawhanaungatanga - establishing relationships, connecting and relating to others.
- Mātauranga - knowledge, wisdom, understanding, learning and skill
- Kaitiakitanga - guardianship, stewardship for future generations, trust

Our libraries will deliver significant outcomes for the district: more people will be reading and being creative, contributing to a district that is enterprising and socially and economically thriving; new and refurbished libraries will contribute to place-making and well-being in our communities; knowing the stories and history of this place enriches lives and informs the future; and we champion equity and access for all.

Service delivery model

Our strategy for dealing with demand for library services is to focus on providing access through the following three channels:

- The current eight physical library buildings consisting of 3 large and 2 medium sized libraries, and 3 small libraries located at the outer boundaries of the district
- Mobile and outpost services that will bring experiences and resources to communities without a library
- Online and digital offerings that can be accessed anywhere, anytime

Over the period of this strategy a major focus will be on providing support for community recovery and making a significant contribution to the community's continued well-being. Another major focus will be upgrading or rebuilding the three main branches in a staged approach.

At the same time, we will develop a plan for ways in which we can bring library services to where people are, rather than build new libraries. This plan will establish the rationale and priorities, and is likely to include providing a mobile service that brings books, technology and programmes to a range of locations and events. The plan will ensure alignment with the Council's investment strategy. The current housebound services will be included as part of this overall approach.

Providing digital content and services via the internet reaches the widest possible audience. The internet is the single biggest portal to learning, knowledge and connection. The main strategy for this channel is to provide free access to the internet, increase the range of digital books and audiobooks, magazines, databases, local content, tools and apps, and to better promote and assist people with their use of these resources and services to include learning, upskilling, reading, literacy and well-being outcomes in our community

Range of services

The library will deliver a range of services via these three channels. There are six service categories as follows:

Items for loan	Access to information	Customer support	Space for people	Technology access	Programmes & events
The ability for users to take items home or download e-items to read on own device	Access to quality, trusted information both in digital format (e.g. Press Display, Ancestry) and print materials	Helping individuals with their enquiries, research and their use of technology	Spaces for meeting, learning, studying, reading and gathering – people activity. Spaces for groups to use.	Provision of computers, scanners, printers and other technologies for learning and experience,	Planned opportunities for people to learn new skills, or experience and enjoy events – both run by library staff and by others

A fuller model showing the channels of engagement and the resources used to deliver the services is attached as Appendix 5.

A focus on the future

The strategy covers a ten year period. During that time we can expect changes to occur in technology and society and the library needs to be able to adapt and modify its services to meet the changing needs and opportunities, while remaining true to its overall vision and purpose. When predicting what the future library will be like we can only look to what experts think the world will be like. A recent Pew Research Centre report[9] asked experts how digital life will change human existence. Most were optimistic but warn it will only happen "if people embrace reforms allowing better cooperation, security, basic rights and economic fairness".

We have identified four focus areas that provide the framework which will remain constant over the ten years: literacy and language; learning for life; connected, vibrant communities; and wellbeing and equity.   Each focus area has a set of aspirations or goals which we would expect to review 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 five years, others will take the life of the strategy. The accompanying implementation plan outlines the timing for actions.

To ensure that services can adapt and change over time there are four essential building blocks which require investment:

- Intuitive, smart, up-to-date digital technologies that can deliver services in the online and cloud environments to provide significant assistance to the community to recover and upskill
- Functional and fit for purposes spaces that make it easy for people to connect and access free services
- Relevant content in all its formats for reading, learning and recreation, information and research
- Skilled and knowledgeable staff who keep up to date with service developments and their community's needsand are change adaptive

The strategy is designed to ensure that we work towards having those building blocks in place and deliver the most relevant services over the next ten year period.

"Fifty years after the first computer network was connected, most experts say digital life will mostly change humans' existence for the better over the next 50 years. However, they warn this will happen only if people embrace reforms allowing better cooperation, security, basic rights and economic fairness"

- Pew Research Center

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[9]https://www.pewresearch.org/internet/2019/10/28/experts-optimistic-about-the-next-50-years-of-digital-life/

Focus areas

The following four focus areas provide a framework for delivering on our vision and purpose. They are designed to meet the priority needs identified by the community, take advantage of new opportunities and contribute to the vision and goals of the Queenstown Lakes District Council.

Focus Area Goal	Literacy and language Inspire imagination through the power of story
"400,000 New Zealanders did not read a book last year. 40% of us operate below the level of literacy needed for day to day life"[10] *"Reading transports us to worlds we would never see, introduces us to people we would never meet, and instils emotions we might never otherwise feel".*[11] *"The ability to conceive, articulate, and evaluate arguments remains …the lifeblood of democracy and society".*[13] *– University of Washington*	The ability to read is foundational to success in life. We know that children who have stories read to them hear up to 1 million[12] more words by the time they are five, setting them up for better outcomes in education and life. As with any skill, the more reading is practised the better reader a person becomes. Whether a person reads to find out something, or to lose themselves in the power of a story, or reads an instructional manual, it is all reading. In a world overloaded with information, discerning what is fact from fake and having access to trusted and reliable information is vitally important for decision making. People need digital literacy and critical thinking skills not only to find the right sources online but to evaluate and understand their accuracy. Language is crucial to understanding culture. New Zealand is the home of te reo Māori. Providing resources and programmes to actively support the spoken and written word is a priority, as is providing resources in other languages spoken in the home and supporting those for whom English is a second language. Fostering debate and discussion and taking part in civic life encourages understanding and tolerance. Our libraries have a role as the 'agora' or place of assembly where ideas can be debated and kōrero happen resulting in new ideas and creating new knowledge. **What do we want to achieve?** 1.1 Get more people reading and children on the literacy ladder early 1.2 Foster and celebrate the use of te reo Māori 1.3 Build users' confidence in searching, discovering and evaluating information **How will this be done?** • Establish a strong readers' advisory service • Develop programmes and activities that support reading, e.g. book clubs, author talks, speaker sessions, literary festival/events • Strengthen collections and programmes that support te reo Māori • Broaden our collection range, particularly in eResources • Actively encourage and promote the use of digital resources with programmes that show people how to download ebooks and apps • Offer support and help with information literacy and discovery tools

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[10] Read NZ Te Pou Muramura (formerly NZ Book Council) https://www.read-nz.org/

[11] https://www.mentalfloss.com/article/541158/scientific-reasons-you-should-read-more

[12] Petsko, Emily. Kids whose parents read to them hear up to 1.4 million more words. http://mentalfloss.com/article/579224/kids-whose-parents-read-aloud-to-them-understand-a-million-more-words

[13] http://www.com.washington.edu/debate/why-debate/

| Focus Area | *Learning for Life* |
| Goal | *Foster creativity, innovation and entrepreneurship* |

"Those without the skill, or the resource, miss out on opportunities to participate in our modern digitised world. The advantages of living in a democratic society are diluted because of a narrowing of personal choice..."[14]

Libraries are informal learning places providing programmes and experiences that grow knowledge and skills in a safe and welcoming environment. Once a person has left the formal educational system it can be difficult to find opportunities to learn in a practical way. Yet if we are to solve the world's problems and come to grips with the technologies that are changing how we communicate, work and make a living, having the opportunity to 'taste' and try these out is really important. Virtual reality, augmented reality, robotics, artificial intelligence and 3D printing are fast becoming part of our everyday world and many libraries are already providing the opportunity for people to experience them.

The drive to greater sustainability and reduction in waste is seeing a resurgence of interest in older crafts: sewing, cooking, knitting, woodwork. Libraries are providing the spaces and kit to support these interests.

By enabling access to the internet and helping people navigate the tools and applications of the digital world libraries help those who do not have access to the internet at home or struggle to acquire digital skills.

What do we want to achieve?

2.1 Provide technology-rich learning experiences (in-library, in community and at home)

2.2 Improve digital competency and skills, and greater equity of access to digital tools

How will this be done?

- Develop a district wide approach to learning and digital programmes for greater effectiveness and use of resources
- Work with partners and utilise community expertise to deliver a wider range of programmes
- Provide a range of new and emerging technologies (3D printers, VR, robots) as well as craft based kit for both walk-in and programmed use
- Run and evaluate a pilot programme that lends technologies such as maker kits, programmable robots for use in the home
- Promote the use of the library app
- Provide one on one, and programme support to improve digital skills and digital literacy
- Provide access to retraining and upskilling opportunities

"I love the ideas of pop up library at events, technology offerings and 'things' library, these help make a library relevant in a world where so much information is available online" – Queenstown survey respondent

3D Printer Selwyn District Libraries

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[14] Scannell, Mazz New Zealand's growing underclass: what happens when you're stranded on the wrong side of the digital divide. https://www.stuff.co.nz/technology/118562717/new-zealands-growing-underclass-what-happens-when-youre-stranded-on-the-wrong-side-of-the-digital-divide?cid=edm:stuff:technology&bid=1248939479

Focus Area	Connected, vibrant communities
Goal	Cultivate a sense of belonging

When we feel connected to each other and our culture is acknowledged we are more likely to participate in civic life. Library spaces and services bring communities and library staff together providing a platform for people to gather, share experiences, be inspired by the power of ideas and learn from the world's knowledge and each other. Because libraries are open to all regardless of race, gender, economic status or education they help break down barriers and deepen understanding of others, creating a more tolerant society. The Queenstown Lakes District community includes residents, part-time residents and visitors.

Excellent library design providing vibrant indoor and outdoor spaces and activities contributes to place making in a community. Libraries can help regenerate an area and bring foot traffic that supports other businesses.

Connecting with our history helps us to learn about our place in the world. This connection with where we come from deepens our understanding of the impact of choices on future generations. Libraries have been part of the ecosystem that collects and records the stories of their local place, keeping it safe and making it easily accessible to current and future generations through digital platforms.

What do we want to achieve?

3.1 Connect more people with the library experience and each other
3.2 Celebrate our diverse heritage and unique stories

How will this be done?

- Work with Māori to ensure spaces and services reflect our unique culture and heritage
- Establish a unified digital heritage repository to collect and make accessible the stories and images of the whole district, in partnership with Māori, heritage and museum groups
- Provide avenues for storytelling, oral history and whakapapa
- Digitise important local content
- Actively encourage new comers groups to use library facilities and services
- Celebrate the important festivals and events of our diverse, multicultural community in partnership with others
- Improve marketing and promotion of library services particularly targeting new users
- Establish 'virtual connection places' via video conferencing at the three large libraries

Picton Library © Athfield Architects

Canterbury Stories – Christchurch City Libraries digital repository

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[15] Klinenberg, Eric *Palaces for the People: how social infrastructure can help fight inequality, polarisation, and the decline of civic life.* New York, Crown, 2018.

Focus Area	Well-being and equity
Goal	Improve equitable access to services for all

There are many different reasons why people use libraries. Whatever the reason, the outcomes can be improved social, cultural, economic and environmental wellbeing. Yet there are many barriers to access:

- cost, particularly for those on low incomes
- geographic isolation and the lack of public transport
- perception that the library is 'not for me' because of culture or lack of education
- those with special needs or with a disability that makes access and use difficult
- opening hours that are limited or not at the time when people don't work
- Lack of access to the internet because of skills, cost or aptitude

"The 2018 Census revealed 211,722 households had no access to the internet (about 571,649 people)"[16].

Making sure that no one misses out on accessing the wide range of library services is therefore a priority. Almost all New Zealand public libraries now provide access to computers and the internet free of charge and there is a strong western world (including NZ) move to remove fines and hold charges as they impact on literacy and equity of access. The more people who use the facilities and services the greater the return on the investment.

Libraries by their nature are sustainable, in that they are the ultimate 're-users and sharers'. Having sustainability at the forefront of our thinking will influence the services we deliver and how we deliver.

"Around the world libraries which have no fines attract significantly more borrowers...Please forgive current fines, half of Wānaka would return to the library" – Wānaka survey respondent

What do we want to achieve?

4.1 Enable greater use of library services by removing barriers
4.2 Improve digital access for those who are time poor or prefer online access
4.3 Put sustainability at the centre of service development

How will this be done?

- Develop a mobile and outpost plan to service communities without libraries. This should include a community connect service on wheels which provides books, technology and programmes
- Continue to service those in the community with access difficulties, e.g. housebound, rest homes, early childhood
- Identify groups with special needs and work with them to overcome barriers to visiting libraries e.g. physical, intellectual disabilities or conditions such as dementia
- Simplify memberships process and improve customer on-boarding experience
- Enable greater, more effective use of collections and improve literacy
- Make the case for removal of other charges (adult fines, use of computers to access the internet)
- Review the hours of opening to consider opening the three larger libraries on Sunday to more closely align with retail and recreation facility hours
- Price and evaluate technologies using the membership card, that enable after-hours access in smaller libraries
- Provide free access to wifi for all library customers

"Would love the library to be open on a Sunday for me and my children... often we are too busy on Saturday with other activities and both my husband and I work week days" – Queenstown survey respondent

Selwyn District Libraries 'edge connector' vehicle

Swipe and pin access to library after hours - Denmark

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[16] Scannell. New Zealand's growing underclass.

Making it happen

There are four key elements needed to successfully deliver the strategy:
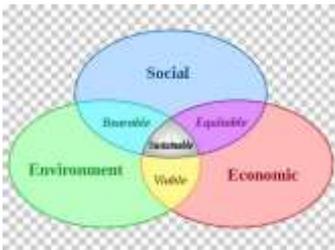
A great team

Customers tell us that the help and expertise of staff is one of the most important aspects in their satisfaction with service. Having people with the right skills, knowledge, capabilities and attitudes will be vital to achieving the strategy. As demand grows so will the need to increase the staff team. Specifically we need to:

- Work as one library team to ensure consistency of customer experience and equal opportunities across libraries. Where there are specific community needs or differences, initiatives will be modified or shaped as necessary
- Develop a workforce plan that will assess staffing levels and address staff capability, capacity and reward structures.
- Ensure staff have sufficient time to continue to deliver outstanding customer support as well as time to plan and focus on district accountabilities
- Develop the leadership capabilities of team members and provide opportunities for staff development, particularly in learning new skills and gaining professional qualifications
- Establish the District Library at Frankton

Smart, sustainable organisation

Sustainability in all its forms (economic, environmental and social) is a priority for QLDC's Vision 2050. For libraries this means working smarter, looking for efficiencies, reducing duplication of effort, managing resources wisely and using technology to simplify and refine processes. It also means appropriate capital and operational investment to enable the library to service growth in demand based on sound business cases. Initiatives include:

- Reviewing collection development, management, funding and processes across the district
- Using data and information for smart evidence based decisions and for better reporting
- Establishing a business development budget line item to enable the organisation to buy in specialist expertise to assist with service design and review processes
- Establish a technology budget line item for the purchase of technology items such as maker kits, robots, 3D printers etc.
- Budget for an increase in eCollections

Fit for purpose library buildings

There is a significant shortfall in fit for purpose public library space over the district now. New or redeveloped libraries are needed for Queenstown, Frankton and Wānaka. We will need library spaces that are people centred, sustainable, and that reflect local needs. We will:

- Establish a programme to develop future library space in the district
- Optimise existing library spaces by professionally reviewing internal design and layout

Devonport library, Auckland

Queenstown Library

Queenstown Library has the opportunity to play a vital and different role in the life of the town and the district. It still needs to be a community library for the residents of the surrounding areas but it could also be a place where visitors go to learn about the stories of the district, a place where people meet, sit, work or browse in between events or meetings. The library would be the 'living room' of the town, used by both locals and visitors.

The place should have an upmarket feel. It could be aligned with other performing arts activities as part of Project Manawa or fit in with the retail and business part of the town. It will need a 'commons'[17] – a place where people can use their own device, access public wifi, find a comfortable seat and browse a magazine, or new book. Digital displays of the district's stories, bookable meeting rooms and open space that can host an event or an exhibition is suggested. All of this should be ground floor activity, readily accessible from the street. The library collections, children's area and activity space for library programmes, technology opportunities and customer support would feed on from the commons, or it could be upstairs on a mezzanine, providing some separation of the differing needs of users.

A recommended size for this space would be around 1000-1200m2 depending on adjacent or co-located facilities.

Frankton Library

Frankton Library is currently in rented premises in the Remarkables Park Town Centre. Possible site locations are considered in the Athfield report. It is recommended that this library be designated as the District Library because of its more central location and closer access to Upper Clutha and Central Otago. Workspace for the District Librarian and those staff with a district-wide responsibility will be needed in addition to the normal functions of a community library. This library will be a busy suburban style library serving the largest population catchment in the district.

A recommended size for this space would be around 1400-1500m2.

Wānaka Library

Wānaka Library is currently located in the heart of the township but with somewhat difficult access and parking. As one of the two main tourist and visitor destinations the library needs to cater for both locals and visitors. The different nature of the town suggests a library with quite a different 'feel' to it from Queenstown but it still has similar needs for a 'commons' that will limit interference with other uses such as studying, library programmes, children's activities, book selection, reading and trying out new technologies.

A recommended size for the Wānaka Library is 1000-1200m2 depending on its location and what facilities might be co-located or adjacent.

As the timeframe of a new Wānaka Library is a third priority because of the need to find a permanent location for Frankton and the probable need to move the Queenstown Library, a professional review of the current design and layout, including the potential to enclose the current outside area is recommended.

Other libraries

No site location work was requested for other libraries in the district. In the long term, Arrowtown, Hāwea and Kingston would benefit from having some additional activity space of around 50-60m2 as there is little room in any of these libraries currently for meeting or activity. In the short term it would be beneficial to get professional design advice and do an assessment of the collection size to determine what improvements to the interiors might be possible

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[17] David Bollier Why we must talk about the information commons.
http://www.ala.org/aboutala/offices/oitp/publications/infocommons0204/brollier

Working in partnership

The special relationship with Māori as Treaty partner is acknowledged and we will look to strengthen our relationship with Kāi Tahu. This relationship influences all our focus areas and strategic goals.

The partnership with Central Otago District Libraries continues to deliver value, both economically in savings on a shared system and catalogue, and also in the sharing of print and eResources. The wider collaboration with the libraries in Otago and Southland brings benefits from knowledge sharing and staff development. Nationally we leverage relationships with other public libraries and with Public Libraries New Zealand (the sector body).

Locally, collaboration will depend on the nature of the community organisations and the initiative or programme to be delivered. At a district wide level collaborations and partnerships that are important to our strategy are a priority. This could include organisations involved with learning and literacy, technology partners, business and community associations, historical and arts associations and involving young people in the co-design and delivery of services for them.

By working in a partnership approach, we will:

- Deliver more together than we are able to separately
- Develop relationships and networks that provide ideas and complement our expertise
- Strengthen our impact and visibility in the community

Te Aka Mauri Children's Health and Library Hub – exterior and interior

Interior Kaiapoi Library, Ruataniwha Centre, Waimakariri District

Success: outcomes and measures

Focus Areas	Aspirations	Initiatives	Measures (KPIs)
Literacy and Language Inspire imagination through the power of story	• Get more people reading and children onto the literacy ladder early • Foster and celebrate the use of te reo Māori • Build users' confidence in searching, discovering and evaluating information	• Establish a strong readers' advisory service • Develop programmes and activities that support reading, e.g. book clubs, author talks, speaker sessions, literary festival/events • Strengthen collections and programmes that support te reo Māori • Broaden our collection range, particularly in eResources • Actively encourage and promote the use of digital resources • Offer support and help with information literacy and discovery tools	Items loaned per capita (both physical and electronic) Collection turnover Numbers of, and attendees at programmes and events Literacy and learning surveys
Learning for life Foster creativity, innovation and entrepreneurship	• Provide technology-rich learning experiences (in-library, in community and at home) • Improve digital competency and skills, and great equity of access to digital tools	• Develop a district wide approach to learning and digital programmes for greater effectiveness and use of resources • Work with partners and utilise community expertise to deliver a wider range of programmes • Provide a range of new and emerging technologies (3D printers, VR, robots) as well as craft based kit for both walk-in and programmed use • Run and evaluate a pilot programme that lends technologies such as maker kits, programmable robots for use in the home • Promote the use of the library app • Provide one on one and programme support to improve digital skills	Numbers of, and attendees at programmes and events Regular literacy and learning, and digital inclusion surveys Satisfaction with range of technology options Number of virtual visits, internet access, and wifi access
Connected, vibrant communities Cultivate a sense of belonging	• Connect more people with the library experience and each other • Celebrate our diverse heritage and unique stories	• Work with Māori to ensure spaces and services reflect our unique culture and heritage • Establish a unified digital heritage repository to collect and make accessible the stories and images of the whole district • Provide avenues for storytelling, oral history and whakapapa • Digitise important local content • Actively encourage new comers groups to use library facilities and services • Celebrate the important festivals and events of our diverse, multicultural community in partnership with others • Improve marketing and promotion of library services particularly targeting new users • Establish 'virtual connection places' via video conferencing at the three large libraries	Number of visits to libraries Customer satisfaction survey (annual) Number of items in the digital heritage repository Numbers of, and attendees at programmes and events Number of outreach visits and audience Unique users (both physical and electronic
Well-being and equity Improve equitable access to services for all	• Enable greater use of library services by removing barriers • Improve digital access for those who are time poor or prefer online access • Put sustainability at the centre of service development	• Develop a mobile and outpost plan to service communities without libraries. This should include a community connect service on wheels which provides books, technology and programmes • Continue to service those in the community with access difficulties • Identify groups with special needs and work with them to overcome barriers to visiting libraries • Simplify memberships process and improve customer on-boarding experience • Remove hold fees for all, and fines on children's materials to enable greater, more effective use of collections and improve literacy • Make the case for removal of other charges (adult fines, use of computers to access the internet)	Number of holds Number of children's loans Number of new members per annum Members per capita

		• Review the hours of opening to consider opening to consider Sunday to more closely align with retail and recreation facility hours • Price and evaluate technologies using the membership card, that enable after-hours access in smaller libraries • Provide free access to wifi for all l	Number of hours of opening Number of visits to libraries

Making it happen	Aspirations/initiatives	Measures (KPIs)
A great team	• Work as one library team • Develop a workforce plan • Staff development	Workforce plan in place Personal development plans in place Number of staff per 1000 capita
Smart Sustainable organisation	• Work smarter, reduce duplication, develop sustainable practices • Review collection management processes • Budget for business development • Budget for technology • Budget for increase in eCollections	Budgets agreed through annual plan process
Fit for purpose library buildings	• Establish a programme to develop future library space in the district • Optimise existing library spaces by professionally reviewing internal design and layout, including the possibility of enclosing the deck at Wānaka	Business case developed and approved Space per capita (at least 50m2 per 1000 capita by 2030)
Working in partnership	• Strengthen relationship with Kāi Tahu • Involve different communities of interest in service design, particularly young people • Continue partnership with Central Otago District Libraries and Southern Libraries	Numbers of strategic partnerships Survey of customer groups and partners (every two years)

Targets for the different measures will be set annually

Appendices

Appendix 1: Focus groups: timing exercise

	Importance ranking	Notes	ASAP	Within 2-3 years	Within 3-5 years
Reading from physical books remains a priority as research has shown it is good for brain development in young children.	60	Maximum score – all groups saw this as no 1 priority	x		
The library actively supports te Reo and Sign Language – two of the official languages of New Zealand.	58		x		
The Youth Councils in Queenstown Lakes and Upper Clutha work closely with QLDC libraries to shape youth services that meet local needs	53		x		
The library is housed in a community hub with other community, cultural and local services.	51			x	
Greater equity of access has been made possible by allowing people to place a hold on an item free of charge.	49		x		
QLDC's pop-up libraries bring books and WiFi enabled devices to smaller settlements in the district so that those who don't live near a physical library have equal access to reading, information and learning tools.	49		x		
Regular reading classes, language lessons and cultural exchange forums provide opportunities for the increasingly diverse population to connect and learn from each other.	49		x		
The QLDC digital heritage archive, a collaboration between the historical associations, museum groups and libraries, ensures that the stories of the district are captured and made available to the world.	49			x	
A wide range of community learning opportunities, seminars and webinars are made available through library membership.	48			x	
The library's eCollections include databases, ebooks and eAudio books, eMagazines, streaming film and music.	48		x		
Virtual Reality at the library has provided young and old with an opportunity to experience learning in a different way – a visit to Machu Picchu, travel through space, exploration under the sea are just some of the hundreds of options on offer.	47				x

Statement	Score	Comment			
The library is known as the place to try new technologies and experiment. Individuals can access the expertise of a librarian and other tech experts.	45			x	
The library no longer fines people for the late return of items. An email or text reminder is sent. If the item is not returned within 6 weeks the person will be invoiced for the item.	44	Not all groups supported the sending of an invoice at 6 weeks – they saw this as an additional charge	x		
Access to computers and library technology is free of charge	44	Some wanted priority for locals and possibly charging for tourists	x		
Wifi is ubiquitous and provided free of charge to library users at all library sites.	43	One or two qualified as not free to tourists	x		
Buildings are spacious enough to welcome visitors who come to use the WiFi and relax and read in the café, without impacting on other users' needs for study, reading and programme space	42				x
The Library works in partnership with others to get better literacy outcomes for people in QLDC.	41			x	
In our small settlements, members can access the libraries out-of-hours using their library smartcard with a PIN. The technology platforms allow self-service and security to operate.	38	Some of the smaller libraries already appear to have arrangement for use after hours		x	
Volunteers play an active part in supporting and running programmes and digitising content for the QLDC digital archive.	36	Some things need to be done by professionals, also volunteers are overloaded			x
The library is the community gathering place. Issues are debated and the Mayor runs a monthly "Ask me" session-at the library where people can hear and provide feedback on council activities.	34	Some did not want the Mayor but supported the library as community gathering place of debate			x
The library loans 'things' such as tablets, WiFi hotspots, robots and telescopes accompanied by books and links to websites to provide opportunities for people to learning by doing as well as reading.	30	Several groups were put off by the loan of tablets but saw value in loan of things – sustainability and sharing was seen as desirable			x
Your Smartphone is your library card. It links to your personal digital library assistant to provide customised content tailored your interests. It sends you the suggested reading and tells about library things which may interest you.	28	Some groups thought this would replace the library card – and did not want that. They did not then think about the other services available via smartphone		x	
Working in partnership with Startup Queenstown Lakes, the new Queenstown and Frankton Libraries provide shared workspaces and resources to support entrepreneurship	24	Three groups out of ten saw this as a Must do (Frankton, Wānaka and Arrowtown) and 4 groups discarded			x
QLDC libraries in partnership with libraries in the lower South Island provide phone, email and online chat support to customers of all libraries – sharing resources and improving services.	23	Benefit of this not really understood by most groups.			x

Appendix 2: Survey report

1   Introduction

The Queenstown Lakes District Library Survey was conducted as part of a wider consultation concerning the future of the district's library service. The wider consultation involved a number of focus groups designed to explore possible futures in greater depth with members of the library community. In addition, in depth discussions were held with those involved with the management of the libraries.

The Queenstown Lakes District Council (QLDC) provides library services from a number of sites across the District, with some providing a greater range of services and longer opening hours than others. There are major libraries at Queenstown, Frankton, Wānaka, and smaller libraries at Arrowtown, Hāwea, Kingston, Makarora and Glenorchy.

The survey ran from Monday 13 January to Friday 24 January 2020. It was designed as an on-line survey, with access via the QLDC website. To encourage participation tablets were provided at libraries to allow people to fill in the questionnaire while visiting. Also, to support the availability of electronic access, hard copies were made available. Most use was made of these during the first two to three days prior to the arrival of tablets at some locations. There were a total of 737 responses, with 562 (76%) online and 175 (24%) in hard copy, and the data from each has been combined in this report.

The questionnaire was designed for both library users and those who were not. Information was sought about the reasons for not using a library by those who were not library users, while respondents who used one or more of the Queenstown Lakes District Libraries were asked which library or libraries they used and what activities they undertook while visiting. All respondents were asked to indicate how important they considered a number of options for the further development of the library buildings and the range of service offered.

Of those who responded online 512 (90%) indicated that they were library users and 50 (10%) were not users, and for those responding on hard-copy forms 156 were library users, 17 indicated that they were not and 2 did not answer the question about library use. Some of the respondents using a hard-copy questionnaire indicated that they were not library users, then indicated that they did use a QLDC library, and provided information about what they had done there. This information has been included in the analysis. The web-based version of the questionnaire filtered responses so that those who said they did not use a library were asked about their reasons for not doing so, and those who did were asked about the library/libraries they used and what they did when visit.

2   THE RESPONDENTS

Respondents were asked to provide some information about themselves including their age, and the distribution for their ages is set out in Figure 1


FIGURE 1 AGE DISTRIBUTION FOR RESPONDENTS
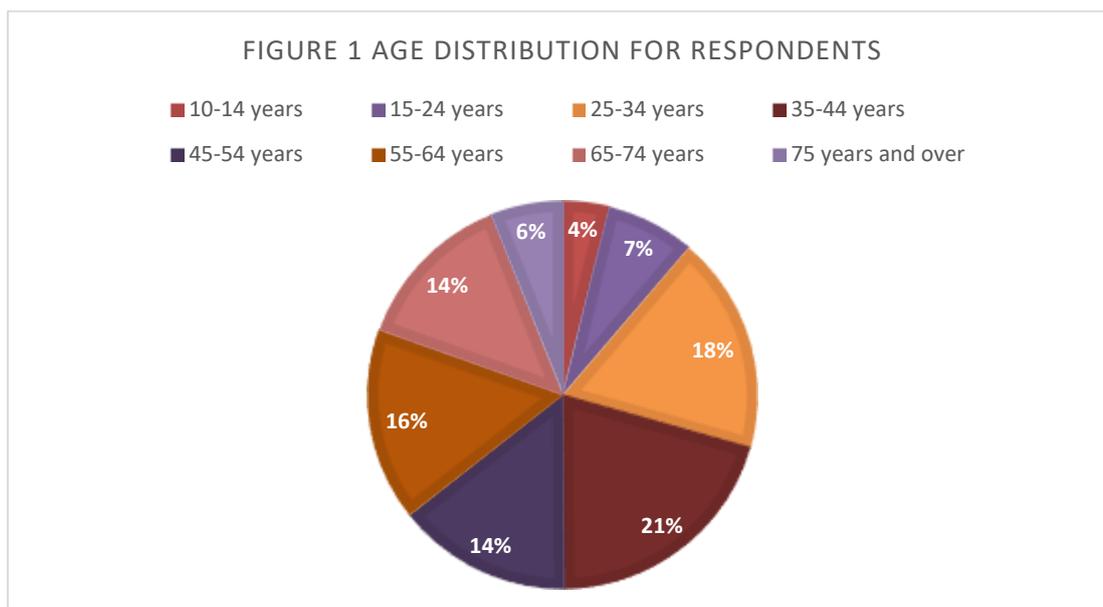
Figure 1 shows that of the 732 respondents that provided information about their age 82 (11%) were 10 – 24 years of age, 283 (39%) were 25 – 44 years of age, 189 (30%) were 45 – 64 years of age and 143 (20%) were 65 years or older.

At the 2018 Census the QLDC had a usually resident population of 34,626 people 10 years of age and over, with 18% 10 – 24 years, 45% 25 – 44 years, 25% 45 – 64 years, and 12% 65 years or older. While the people who chose to reply to the QLDC library survey included some people not counted as "usual residents" for Census purposes, the age distribution for these people generally follows the age distribution for those 10 years and over recorded at the 2018 Census for the district.

Respondents were asked to indicate their gender, and the information they provided is set out in figure 2

FIGURE 2 GENDER OF RESPONDENTS
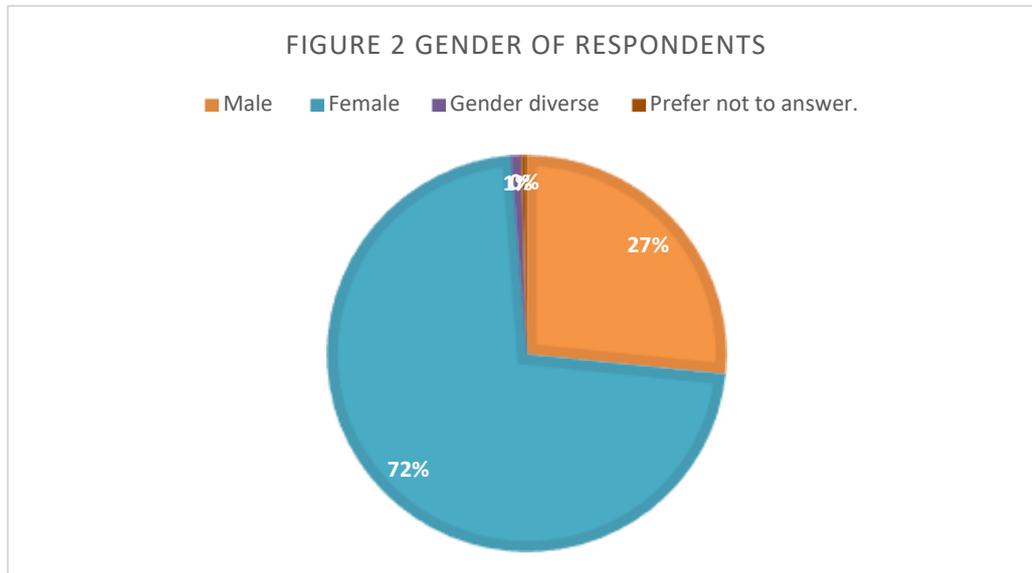
Although the percentage of female respondents substantially exceeds the percentage of male respondents for the survey as a whole, the gender ratio for the 10 – 24 years age group was close to 50:50. At the other extreme for the 45 – 64 years age group 20% of respondents were male and 80% were female. Those indicating gender diverse (6) and those who preferred not to say (3) comprised 1% of respondents.

Links with the District

Respondents were asked to provide information about where they lived, and were offered a pre-coded list of the District's main localities. Their responses are set out in figure 3.


FIGURE 3 PLACE OF RESIDENCE OF RESPONDENTS
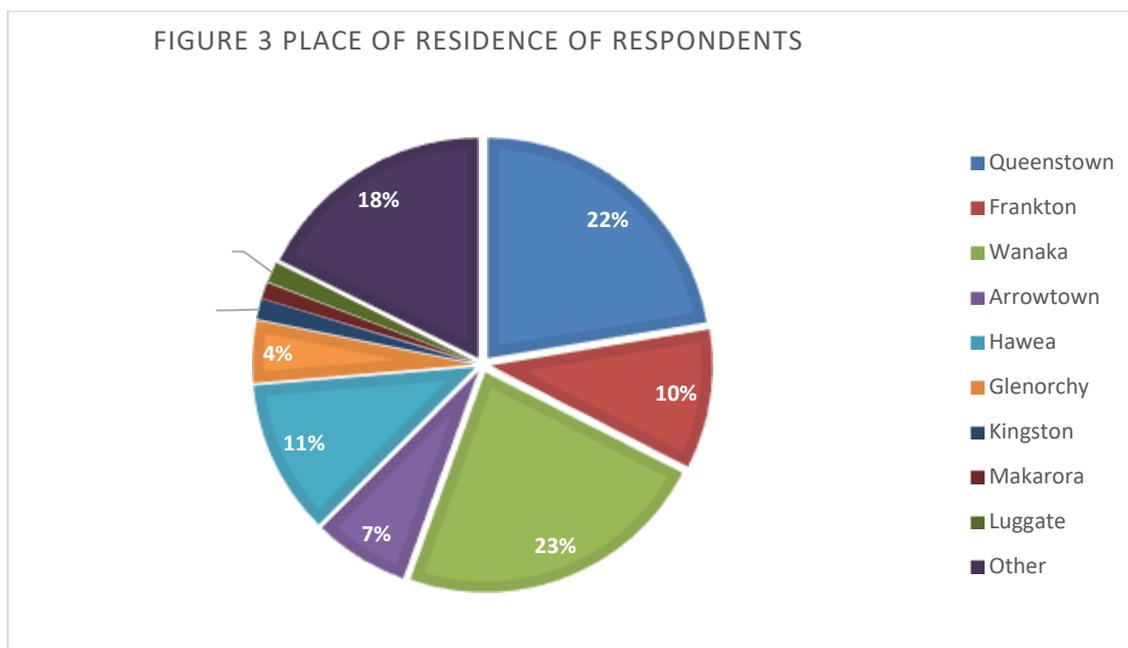
Figure 3 shows that 55% of respondents lived in Queenstown, Frankton or Wānaka, with a further 22% living at Arrowtown, Hāwea and Glenorchy. There were 11 (1%) respondents from Kingston, 9 (1%) from Makaroa, and 11 (1%)

from Luggate. The 18% who indicated "other" came from other places in the district not listed in the survey, or outside of the district including some from overseas.

Respondents were asked if they were permanent residents, how long they had lived in the District, and for those that were not, whether they were home owners who spent part of each year living in the District, visitors or on a working holiday. Their responses are set out in Figure 4.


FIGURE 4 RESIDENCY STATUS OF RESPONDENTS
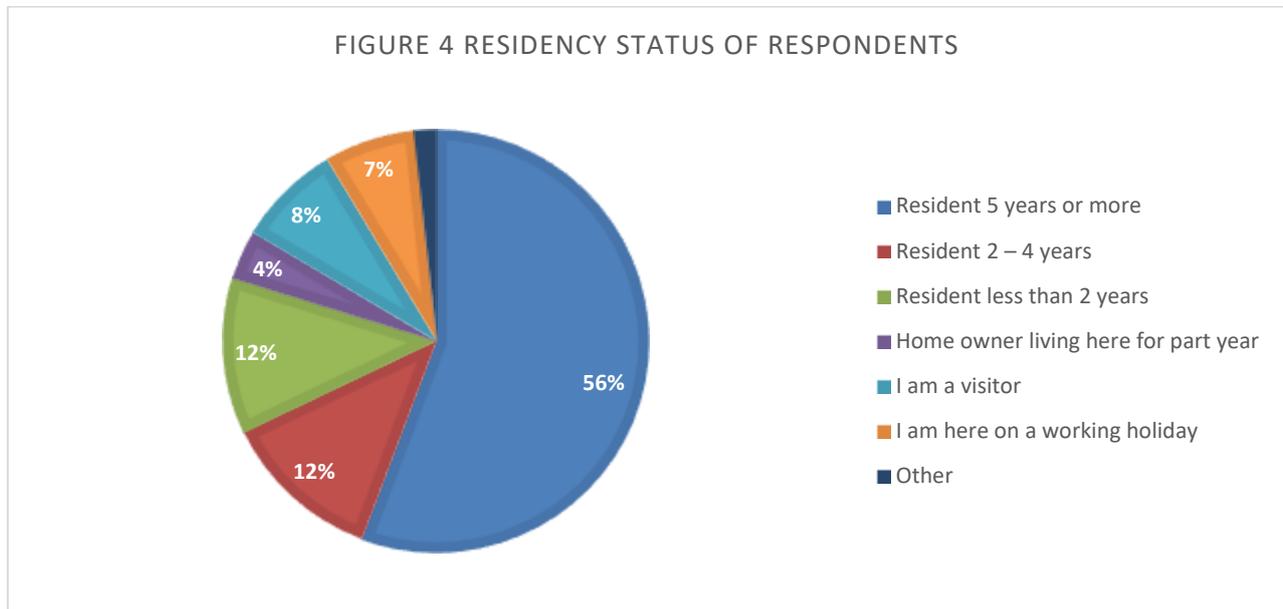
Figure 4 shows that 56% (410) of respondents had lived in the district for five or more years, and a further 24% (178) were permanent residents who had lived in the area for fewer than five years. Home owners who lived in the District for part of each year represented 4% (28) of respondents, while those visiting or on working holidays together made up 15% (109) of respondents.

A review of the respondents who selected "other" in response to the question about where they lived showed that 46 indicated that they were residents and 33 of these people had lived in the district for five years or more. There were 29 visitors and 8 on working holidays with most of those answering via a hard-copy form which indicated they came mainly from the United Kingdom or Europe.

Respondents were asked to indicate which of the libraries operated by the QLDC they used, and were allowed to nominate more than one of these libraries. Figure 5 sets out the numbers of respondents who indicated each library, with many using more than one and a few using three or four. The information provided in this graph includes six respondents who completed the hard copy survey who said that they did not use a library operated by QLDC but then chose to nominate a library or libraries.

FIGURE 5 LIBRARY/LIBRARIES USED BY RESPONDENTS
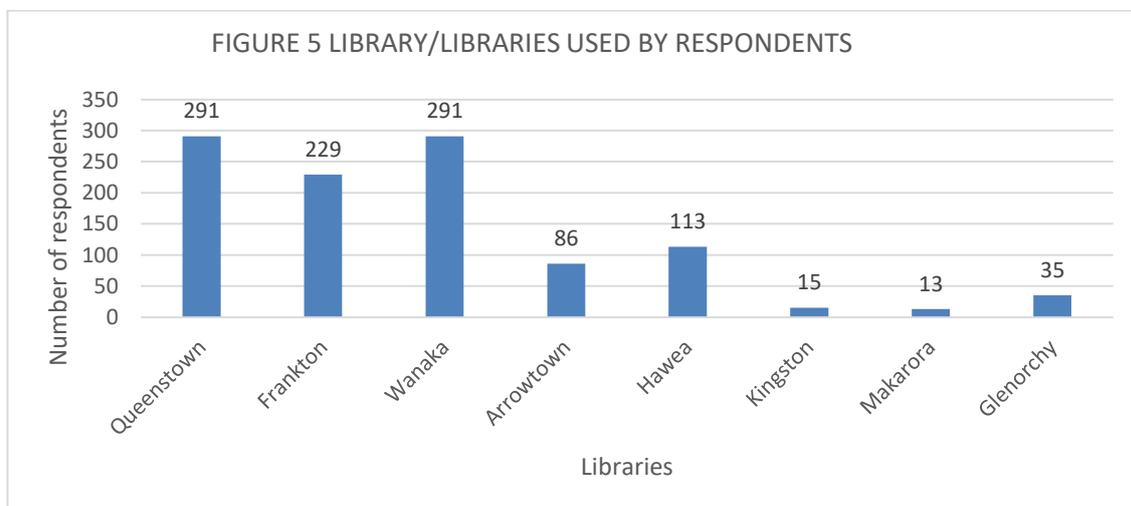
Multiple library use followed a reasonably clear cut pattern, and the numbers of respondents from each area attending one or more libraries across the district are set out in table 1.

Table 1	Place of residence and library/libraries used							
	Libraries							
Area	Queenstown	Frankton	Wānaka	Arrowtown	Hāwea	Kingston	Makarora	Glenorchy
Queenstown	126	75	5	9	0	0	0	0
Frankton	49	67	5	14	0	0	0	0
Arrowtown	24	23	1	44	0	0	0	0
Glenorchy	17	5	1	0	0	0	0	32
Kingston	1	6	1	0	0	10	1	0
Wānaka	12	9	164	2	20	0	0	0
Hāwea	5	0	59	4	78	4	1	0
Makarora	1	0	9	0	5	0	5	0
Luggate	2	1	9	0	3	0	5	0
Other	54	43	37	13	7	1	1	3
Total	291	229	291	86	113	15	13	35

Table 1 shows that respondents living in the Queenstown, Frankton, Arrowtown and Glenorchy areas used one or more of the libraries in these locations. For example, the 32 respondents from Glenorchy all used their local library and 17 also used the Queenstown Library. Similarly, of the respondents from Arrowtown 44 used their local library and a further 24 used the Queenstown library and 24 used the Frankton Library. For respondents in the Frankton area 67 used the Frankton Library and 49 the Queenstown Library, while 75 people from Queenstown used the Frankton Library.

Situation for the upper Clutha area was similar with Wānaka residents predominantly using the Wānaka Library, although a few also used the Queenstown and Frankton Libraries. Among those from Hāwea 78 used the Hāwea Library and 59 used the Wānaka Library with many of these people using both. Others from the upper Clutha area used their own libraries or the Wānaka and/or Hāwea Libraries.

3   LIBRARY USE AND REASONS FOR NOT USING A LIBRARY
Respondents were asked to indicate what activities they were involved with when visiting the QLDC Libraries.

FIGURE 6 REASONS FOR USING A LIBRARY

| Activities	Number of respondents
Participating in children's programmes	129
Attending an event	87
Using free WIFI	77
Seeking information/making an inquiry	143
Using internet computer	69
Enjoying the pleasant environment	272
Doing scanning/photocopying/faxing	95
Using study space	106
Borrowing items	561
Reading in the library	267
Using toilet facilites	60
Other	48

The most frequent activity reported by respondents was borrowing items, followed by enjoying the pleasant environment and reading in the library. In terms of frequency, these were followed by seeking information or making an inquiry and participating in children's programmes.

Relatively few respondents indicated that they were undertaking each of the remaining activities. It should be noted, however, quite a number of the respondents who were visitors or on working holidays indicated that they used free Wifi, and internet computers. These respondents were also more likely to either use study space or read in the library, rather than borrow items.

Of those who specified "other", they were doing a range of other including participating in a knitting group, craft group and a writing group, playing cards, playing with Lego, and catching up with friends. A grandparent indicated *'giving my grandson the "library experience"'* and another grandparent was also involved with their grandchild in library activities.

Reasons for not using a library

Of the respondents 10% (70) were non-users, and the answers they gave about why they did not use a district library were limited. Of those who answered the set of options offered as reasons:

FIGURE 6A REASONS FOR NOT USING A LIBRARY
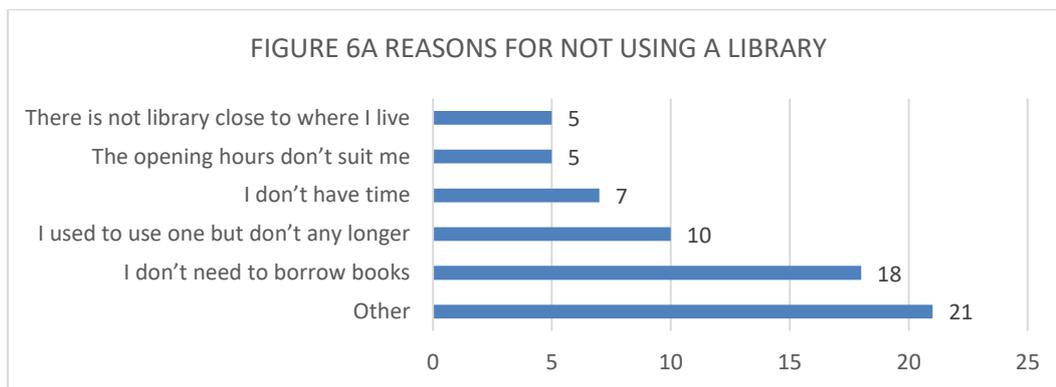
As all of those who stated "other" replied online and there is no information about what their reasons for not choosing to use a library were.

4   IMPROVING SERVICES

Respondents were offered a number of ways in which the services offered by the QLDC Libraries might be improved. These and the level of importance respondents attached to each are set out in Figure 7.

FIGURE 7 OPTIONS FOR IMPROVING SERVICE
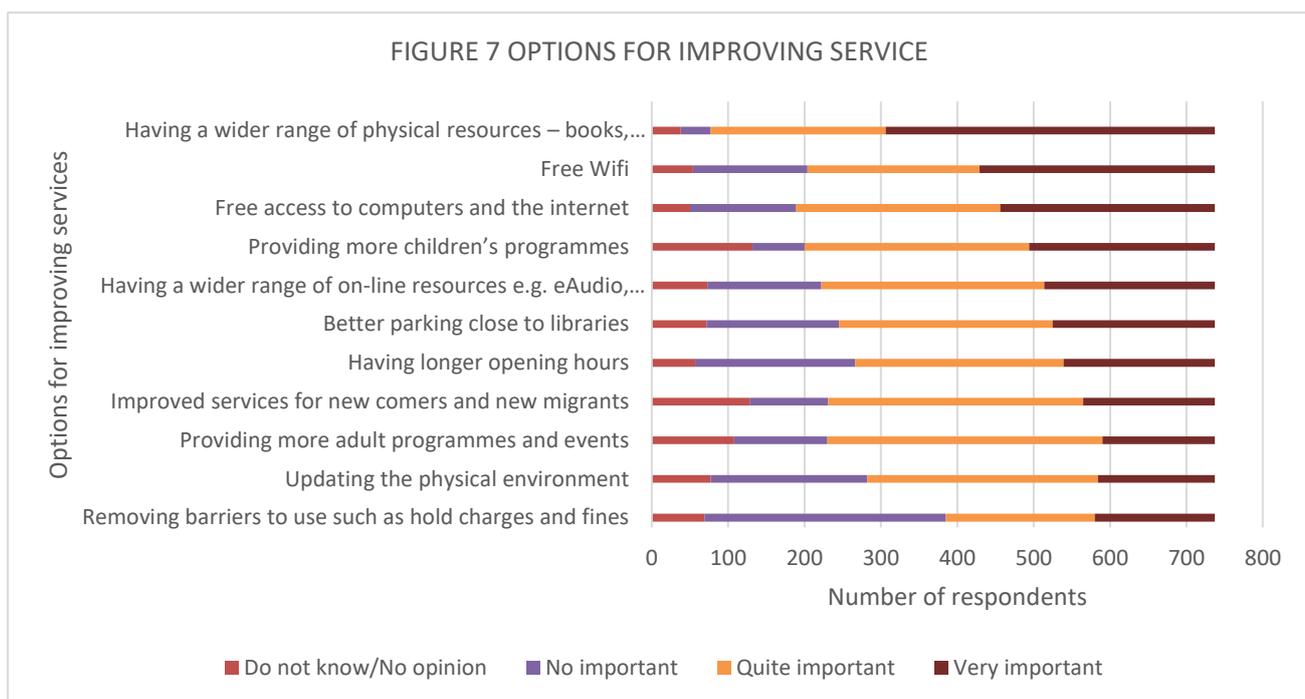
Figure 7 shows that the highest number of respondents thought that having a wider range of physical resources such as books and magazines was very important, and overall very few thought that this was not important, did not know or had no opinion.

In terms of the number of respondents considering services very important, having free Wifi and free access to computers and the internet had the next highest number of respondents, despite the fact that relatively few respondents indicated that they either used the free Wifi or the library computers when asked about the activities that they undertook in the library.

Although the option receiving the least overall support was the removal of barriers to use such as hold charges and fines for late returns there were still almost half of the respondents (48%) indicating the was important or quite important.. A few of the respondents using the hard-copy forms singled out removing charging for holds as something that was very important. In their concluding comments a few respondents argued that if fines were removed more people would use their library, and one respondent cited a case of a young solo mother she knew who owed money for fines and would not go near the library. The respondent highlighted the fact that in this case the woman's children were not being able to enjoy the library experience.

5   IMPORTANCE OF SPACES

Respondents were asked to indicate how important each of a range of spaces were for their libraries.


FIGURE 8 SPACES IN LIBRARIES
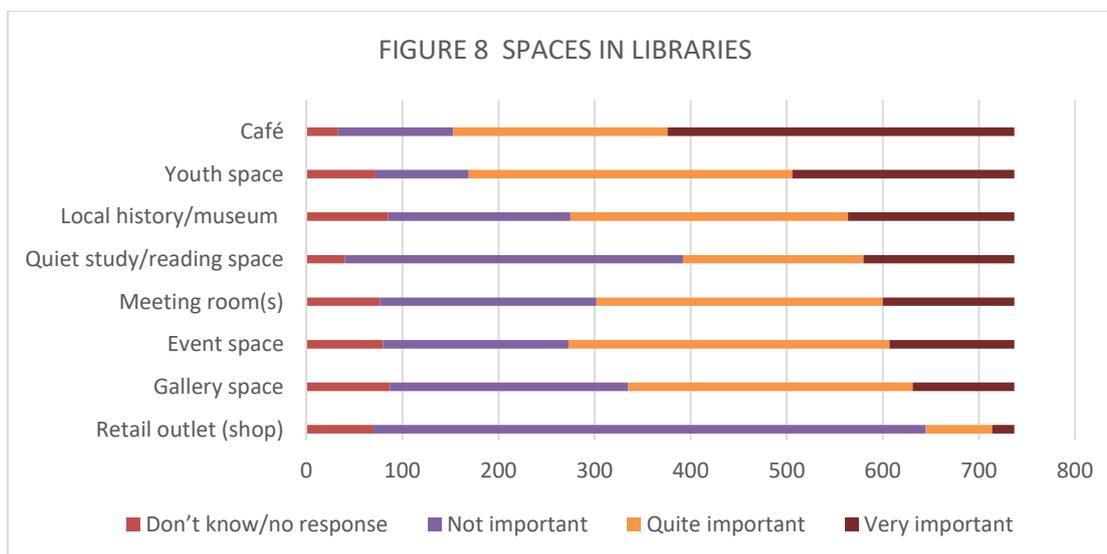
Figure 8 shows that 584 respondents (79%) considered having a café was very important or quite important. Overall youth space was the second most important space rated by 568 respondents (77%), although more people saw this as "quite important" than saw it as "very important".

When taken together 464 (63%) considered having event space was very important or quite important. Similarly, 462 (62%) thought having space for local history or museum space as very important or quite important, 426 (58%) had similar views about having meeting rooms, and 402 (55%) saw gallery space as either very important or quite important.

Having quiet study/reading space was considered very important or quite important by 345 (47%) respondents, However, of these only 157 (21%) saw it as very important with 188 (26%) seeing it as quite important.   Having quiet study space was fourth ranked in terms of very important.

There was very little support for a retail outlet with only 92 (12%) of respondents thinking it very or quite important.

Attention was paid to the views of the users of the three larger libraries and to those from the Wakatipu Basin and the Upper Clutha, in terms of the importance they attached to each of the options. There were only limited differences in each case. The strongest preferences were for a café and youth space. Attitudes to having meeting room(s), or space for galleries, museums or event space were not so clear cut.

Figure 9 shows the differences in levels of importance attached to each of these by respondents from the Wakatipu Basin and the Upper Clutha.

FIGURE 9 ADDITIONAL SPACES FOR UPPER CLUTHA AND WAKATIPU BASIN RESPONDENTS
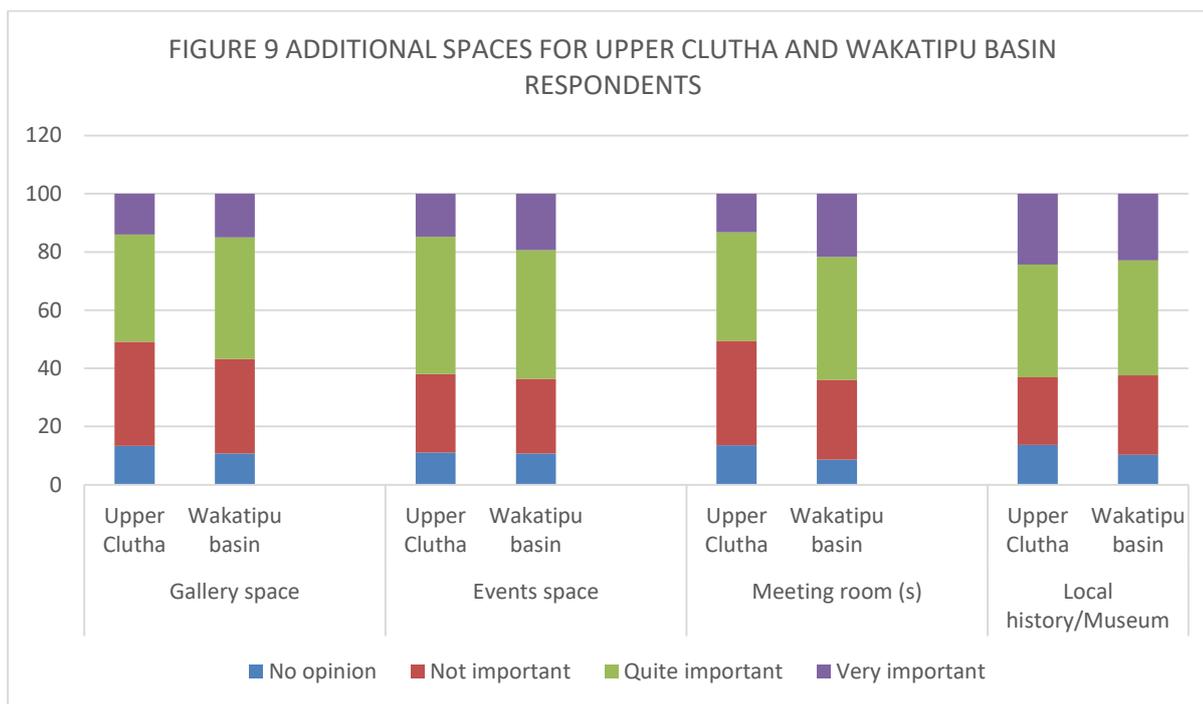
Figure 9 shows marginal differences between the views about each of these options for spaces in libraries. There were slightly greater levels of importance attached to event space and meeting rooms by respondents from the Wakatipu basin, and a very marginal difference (less than 1%) in the level of importance attached to local history/museum space by respondents from Upper Clutha.

6   INCREASED RANGE OF SERVICES AND RESOURCES

Respondents were also offered a range of options for increasing the range of services and resources offered by QLDC Libraries.

FIGURE 10 OPTIONS FOR INCREASING THE RANGE OF SERVICE/FACILITES IN LIBRARIES
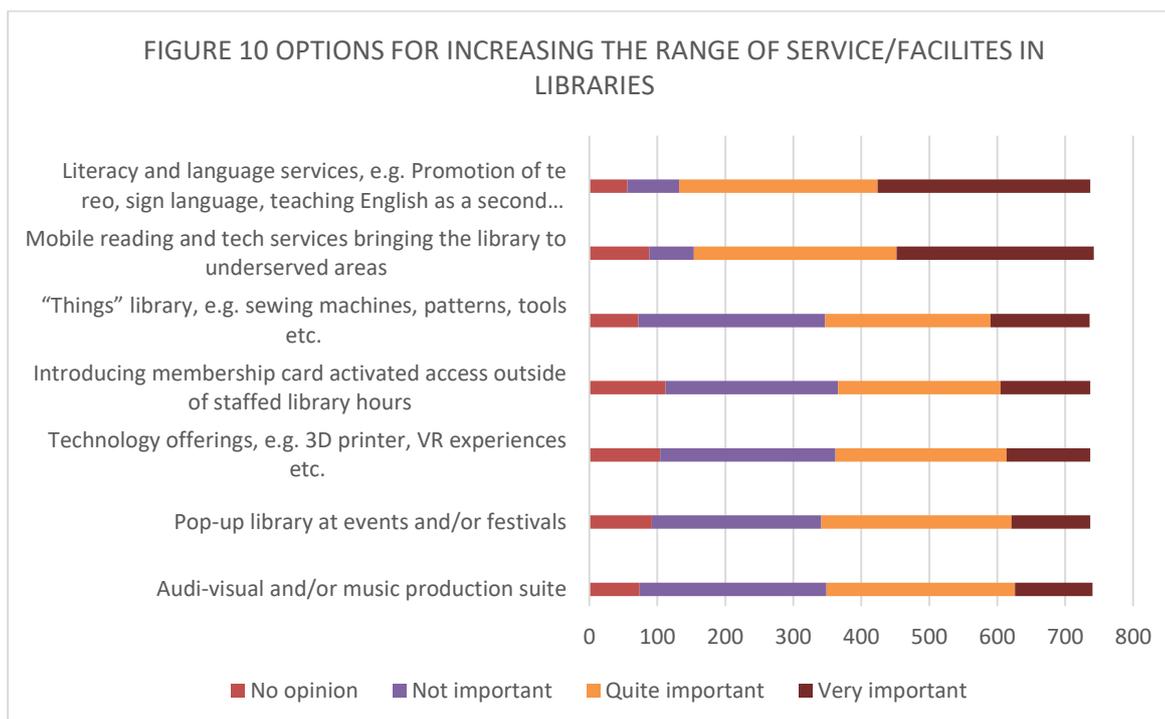
605 respondents (82%) considered literacy and language services as either very importance or quite important followed by 588 respondents (80%) who saw bringing the library to underserved areas by provide mobile reading and tech services as very or quite important. All the remaining options were considered as either very important or quite important by just over half of the respondents, ranging from 50% for card activated access to 54% for Pop-up library events. There was little variation among the views of the various respondent groups although it was evident that the small number of respondents who owned homes in the district and lived there for some time each year considered a "things" library important.

Appendix 3: Customer typology

Customer typology is an analysis that clusters individuals into groups based on certain attributes. It includes thinking about demographics (gender, ethnicity, age, income etc) but acknowledges that in most cases library use (or potential library use) is based on belief or motivation.

Practically also, a typology condenses the number of groupings we need to think about in great detail. We could have a lot more groupings but when we end up with too many groupings, we tend to not do the analysis required to make use of that thinking.

Traditional retail customer typology
• Loyal
• Discount
• Impulsive
• Potential
• New

Library Customer Typology – Pew Research Center		
High engagement	Library lovers (10%)	• Frequent personal and household use. Often visit libraries. • Strong supporters
	Information omnivores (20%)	• High users of library tech and info resources. Not as often in a library as library lovers • Strong supporters
Medium Engagement	Print traditionalists (9%)	• Regular library users. Don't want change or materials other than print. Will use technology to support print use. • Strong supporters
	Community focus (30%) Called *Solid Centre* in report	• Appreciate the role of libraries in community. Do use the library periodically. Have no interest in library tech or finding resources by electronic means. • Strong supporters
Low engagement	Not for me (4%)	• Still sometimes use a library but feel that libraries no longer needed. Libraries old and hard to use • Negative views on libraries
	Young and restless (7%)	• Decreasing library use and increasing reliance on personal technology • Supportive of libraries
	Roadblocked (7%)	• Feel unable to use libraries because of circumstance, upbringing, health etc • Generally positive about libraries
Non-engagement	Distant admirers (10%)	• Don't use libraries but believe they are important. Often know or live with a library user. • supportive of libraries
	Off the grid (4%)	• Often uninterested in information or technology. May live isolationist lifestyles • Regard libraries as largely irrelevant
Note: the percentages above were derived by Pew during their research.		

Appendix 4: Catchments: population projections and library size

Area	Current pop	Pop projection			Visitor nos	Allowance	Total pop	Required size per 1,000				Current size
	2018	2028	2038	2048	2048	at 5%		70m2	60m2	50m2	45m2	
Frankton	2500	3550	3970	4350	1429							
Frankton East	2060	4410	6080	7570	1395							
Kelvin Heights	1590	2560	3630	4570	1220							
Jacks Point	600	2900	4220	5400	1162							
Lake Hayes South	3710	3890	4020	4140	945							
Lake Hayes	450	670	760	830	285							
Wakatipu Basin - 1/3	633	1097	1273	1433	326							
Frankton Library catchment	11543	19077	23953	28293	6762	338	28631	2004	1718	1432	1288	547m2
Wānaka Ward	8720	12750	15030	17070	7962							
Matukituki	720	1410	1730	2020	2274							
Wānaka library catchment	9440	14160	16760	19090	10236	512	19602	1372	1176	980	882	580m2
Queenstown Bay	2310	2930	3280	3600	7257							
Queenstown Hill	3910	4390	4740	5050	7445							
Sunshine Bay	2510	2560	2640	2720	1254							
Arthurs Point	1220	1370	1510	1640	1005							
Outer Wakatipu	980	1140	1200	1260	411							
Wakatipu Basin - 1/3	634	1097	1274	1434	327							
Queenstown library catchment	11564	13487	14644	15704	17699	885	16589	1161	995	829	747	506m2
Hāwea (Included Makarora)	2880	4150	4700	5210	1573	79	5289	370	317	264	238	198m2
Wakatipu Basin - 1/3	633	1096	1273	1433	326							
Arrowtown	2730	2790	2830	2870	1344							
Arrowtown library catchment	3363	3886	4103	4303	1670	84	4387	307	263	219	197	145m2
Kingston South	320	1220	1300	1370	488	24	1394	98	84	70	63	41m2
Glenorchy	390	420	440	450	610	31	481	34	29	24	22	28m2
Total population of the district	39500	56400	65900	74420	39037	1952	76372	5346	4582	3819	3437	2045m2

Appendix 5: Services model

Service	Items for loan	Access to information	Customer support	Space for people	Technology access	Programmes & events
Service description	The ability for users to take items home or download e-items to read on own device	Access to quality, trusted information both in digital format (e.g. Press Display, Ancestry) and print materials	Helping individuals with their enquiries, research and their use of technology	Spaces for meeting, learning, studying, reading and gathering – people activity. Spaces for groups to use.	Provision of computers, scanners, printers and other technologies for learning and experience,	Planned opportunities for people to learn new skills, or experience and enjoy events – both run by library staff and by others
Channels of engagement	In-Library Online Mobile and outpost	In-Library Online Mobile and Outpost	In-Library Mobile and Outpost Phone and email	In-Library	In-Library Mobile and outpost	In-Library Mobile and outpost
Resources	• Hard copy collections – both fiction and non-fiction in English and Māori • Magazines and non-book, e.g. DVDs • Special collections to support languages other than English, easy readers for adult literacy materials • EBooks, eAudio books, eMagazines, streaming film and music • Integrated catalogue • Library App	• Online databases accessible both in library and online • Integrated catalogue • Library App • Local history collections • Family history resources	• Skilled staff • Mobile technology for staff use with customers • Wifi access to the internet for staff and customers	• Fit for purpose spaces for studying, reading, meeting, activities, accessing wifi, using own device • Appropriate furniture, shelving, display equipment • Good parking and/or public transport • Outdoor spaces for reading • Café/refreshments	• VR, 3D printing, sewing machines, TV; wifi, public computers, maker kits, robots etc for use in library and on mobile • Tech kits for loan	• Activity spaces • Supporting technologies • Video conferencing and webinar technologies • Facilitators and guides/trainers (both library staff and others) • Marketing and promotion

These services can be further broken down into sub services depending on what particular aspect of a service the user is consuming or interacting with. For example, a person is able to place a hold on a particular item, or renew that item; they may suggest an item for purchase if the library does not hold it. These are all sub services which make it possible for a user to have an item for loan. Similarly a user may want to use a space for individual reading or studying; at another time they may book a meeting room for a group activity. Customer support will cross all services. A staff member may advise a person on finding something to read, they may show a person how to download an item or help to use a printer or log on to the wifi. A customer may come in and try out a VR headset, and they may also attend an organised programme where they learn more about this technology and what it can be used for. Together these six elements make up the service model delivered by Queenstown District Libraries.