

# Auckland Libraries

Te Kauroa – Future Directions

2013-2023



**Auckland  
Council**

Te Kaunihera o Tāmaki Makaurau



# He mihi

E ngā tōpito o ngā hau me ngā tai. Tēnā koutou rā ki ō koutou takiwā me ō koutou hiwi, puke, me ō koutou maunga.  
Rere hūmārie ana koutou, e ngā kare, ngā roma me ngā ia o ngā tai moana, ngā awa, ngā manga me ngā peka e mirimiri nei,  
e papaki kau ana ki ngā ākau me ngā tāhuna.

Tai pari, tai timu. Tai ki uta, uta ki tai. Tēnā anō koutou. Tēnā anō koutou. Tēnā anō tātou katoa.

He mihi maioha, he mihi mahana, he mihi rawe ki ā tātou whānui katoa. E meinga nei, 'Werawera Te kauroa kia mārō te huri hāpai!'

Ka ōrite ngā pūtohutohu pai rawe o taua whakataukī ki tēnei tuhinga. Nō reira, koia nei te take mō te karanga o tēnei tuhinga: Te kauroa.  
Mēnā, ka whakaroa te kakau o te hoe, te kō, te toki me wērā atu o ngā mea, ka whakangāwari te haere kia whakatutuki ngā mahi. Ko te tūmanako tūturu mō  
Te kauroa kia āhei tātou ki te whakakikokiko ngā hiahia e hora nei mō te tekau tau e neke mai ana.

Mā Te kauroa e āhei ana mātou kia:

wātea ngā huarahi  
pupuhi pā ki mua  
ahu ki ngā wāhi tika  
hono tahi rā

Nā wēnei arataki o Te kauroa i whakapūmau ngā hua e whai ake nei mō ngā hunga o Tāmaki Makaurau whānui, me wētahi atu ki tua ki tēnā.

Māku e whakakāpi pēneitia:

'Hore kau te hue e whaihua ki mua i tōna puāwaitanga'

Nā reira, mēnā, ka piri tahi mātou o Ngā Whare Mātauranga ki ngā hunga o Tāmaki Makaurau kia mahi tahi nei mō ō rātou hiahia kia whaihua atu.

Tēnā anō tātou rā, me haere tahi tātou ki te pae-ā-nuku, ki te pae-ā-rangī, ki ngā ata hou ki mua i ā tātou aroaro.

## He mihi - greeting

This mihi acknowledges and speaks to the communities of the Auckland region and their surrounding environmental features – the four winds, waterways, hills and mountains.

The proverb "Concerted effort will enhance capacity!" introduces the Māori concept te kauroa which represents the essence of the Te Kauroa – Future Directions 2013-2023 document.

Te Kauroa – Future Directions aspires to provide clear pathways, forward momentum, shifts and changes and enhanced connections - internal and external. Planning and working closely with communities and organisations are highlighted because they are essential for the direction Auckland Libraries will take over the next ten years.

## Te Kauroa – the extended handle

The literal meaning of te kauroa is 'the extended handle.' The handle of an implement, once extended and embellished, gives that implement more strength. In a similar fashion, te kauroa symbolises empowerment – enhanced knowledge, technical skill and integrity.

There is a second aspect to te kauroa: the term may be applied to the act of bringing a collective together to discuss and plan the proceedings of a specific event or events.

Many contributors will participate in the changes anticipated in Te Kauroa – Future Directions. Through our connectedness we will realise our aspirations.



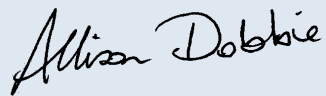
# Foreword

I am delighted to present the first long-term view of the future directions for Auckland Libraries. Formation of Auckland Council has provided the opportunity to rethink how Libraries can take advantage of the scale of operations to deliver more targeted services and better value to Aucklanders.

This opportunity comes at a time when the pace of change in the wider environment and the impacts of information technologies and the internet require us to evaluate how and why we deliver services. It has never been more critical that Libraries go back to first principles to understand their purpose and relevance to customers in the 21st century.

Public libraries have their roots in early workers' education groups and mechanics institutes as places of learning for everyone, providing access to knowledge and ideas through the printed word. They were underpinned by principles of equity of access to knowledge, participation in democracy and civic life, and as an integral part of local communities. These fundamental purposes and principles of public libraries remain just as vital today, particularly in guaranteeing that right of equitable access to information and opportunity for all. However, our focus and the way we deliver services to meet the needs of Auckland's diverse communities is changing as Auckland changes.

Te Kauroa – Future Directions outlines what Libraries will focus on over the next 10 years and beyond. It provides a framework for our planning and development, and indicates the priorities needed to contribute to the vision and outcomes that are the aspiration of the Auckland Plan.



Allison Dobbie

Manager Libraries and Information

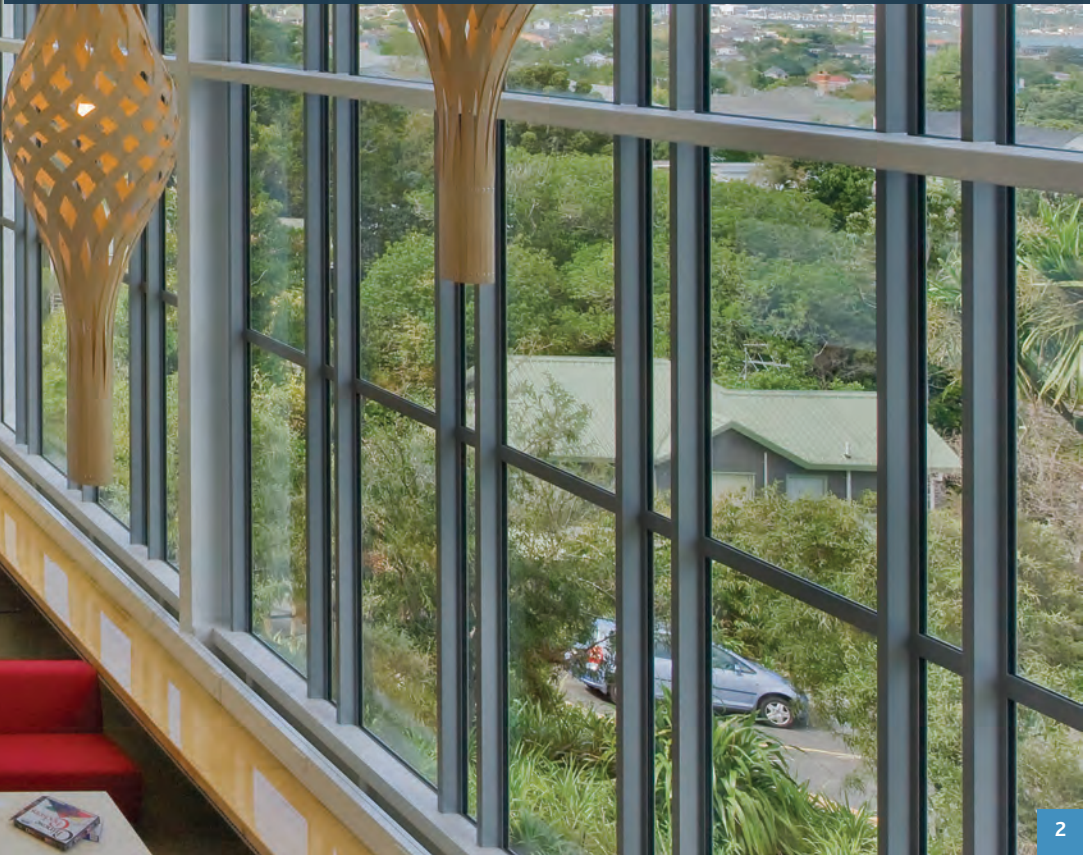




“Writing the definitive history of modern libraries is a work in progress.

Our best advice is to enjoy the journey and relish in the wonderment of what tomorrow may bring.”

**Thomas Frey**  
**DaVinci Institute Inc**



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# Introduction

Auckland Council has set an ambitious long-term vision for Auckland as the world's most liveable city. The Auckland Plan details the strategies and directions which will deliver on the vision across all aspects of life in Auckland.

Auckland Libraries is part of realising that vision for the people of Auckland. This document outlines the Te Kauroa – Future Directions for Auckland Libraries and the shifts we need to make over the next 10 years in order to contribute significantly to the lives of Aucklanders. It is clear from growth predictions that the current models of library service delivery will not meet the demands of an expanding, even more diverse region that is both urban and rural.

The document also takes account of the digital revolution that is affecting how people live their lives, relax, interact and do business. These changes are reshaping the way libraries deliver services. Te Kauroa – Future Directions positions Libraries to be proactive in responding to the changing landscape and to redesign services with customers as their needs change. Auckland Libraries aspires to be a leader in the national and international scene in order to deliver what Aucklanders expect from a world-class library.

Te Kauroa – Future Directions for Auckland Libraries has been informed by consultation with a range of stakeholders and customer groups. Individual councillors and local board members have been consulted to understand their aspirations for libraries in Auckland. Te Kauroa – Future Directions seeks to ensure that opportunities arising from the new scope and scale of the region-wide library network are harnessed to deliver internationally best practice services, resources and solutions in ways that serve local people and communities well.

This document is in two parts. The first part outlines the current state, what is changing in the world and in Auckland, and the impact on library services and collections. The second part outlines the response to these changes, identifying six areas of focus, the desired outcomes and the directions and priorities needed to achieve these outcomes. It details the development approach and provides a framework for long-term and annual business planning. Each focus area and development approach requires a shift in thinking about what and how we deliver services to remain relevant.

This is a time of transition and change for libraries worldwide. The future of libraries, whether they are still needed, what form they should take, and what value they add is the subject of blogs, conferences and even parliamentary debate.<sup>1</sup>

New Zealand's response has been the publication of a refreshed version of Public Libraries of New Zealand: A Strategic Framework: 2012-2017.<sup>2</sup> The framework outlines eight strategic initiatives that will enable public libraries in New Zealand to deliver their services more effectively by working together and with partners. Auckland Libraries' contribution to realising these national initiatives will be important.

The significant amount of research and analysis undertaken to inform Te Kauroa – Future Directions has considered the challenges faced in today's environment and the positive responses being made by libraries worldwide. Auckland Libraries can learn from other libraries but we also have much to offer to other libraries in New Zealand and internationally by way of leadership and service models.

This is an exciting time for libraries internationally, and a transformational time for Auckland Libraries.

There are challenges in achieving the future state that is outlined. We believe it can be achieved if we work in partnerships – locally, regionally, nationally and internationally – to deliver a world-class library for Aucklanders.

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<sup>1</sup> The UK government recently debated the need for public libraries to be able to loan e-books.

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<sup>2</sup> Public Libraries of New Zealand: A Strategic Framework 2012-2017. Wellington, LGNZ/APLM 2012.

# The present

## Auckland

Auckland's current population is 1.5 million and very diverse. Auckland is home to the country's largest populations of Māori and of Pacific peoples. In 2006, 11 per cent of Aucklanders identified as Māori<sup>3</sup>, 14 per cent as Pacific and 19 per cent as being of Asian ethnicity. Forty per cent of Aucklanders were born overseas.

Auckland Libraries serves a relatively young city: the median age in Auckland is 34 (36 years nationally). People under 25 years of age make up almost 40 per cent of the Auckland population.

The make-up of the population varies from local board to local board with high concentrations of Māori and Pacific people living in southern Auckland while the eastern suburbs, the Isthmus and North Shore have higher concentrations of Asian and European populations.

About a third of New Zealand's population live in Auckland in an area of just under 100km<sup>2</sup>. The region is long and narrow, and deeply indented by three major harbours. From north to south there is a driving distance of about 150km with public transport routes both north/south and east/west. Around 70 per cent of Auckland is rural and there are 3700km of coastline. Many rural areas are not well served by public transport. Providing library services to a region with such diverse geography has its challenges.

## Auckland Council

Auckland Council consists of an executive mayor and two non-hierarchical, decision-making bodies:

- the governing body, consisting of the mayor elected by all Aucklanders and 20 councillors elected on a ward basis
- 21 local boards, with members elected by local board area.

The governing body and the local boards share the decision-making responsibilities of Auckland Council.

<sup>3</sup> Source: Statistics New Zealand 2006 data

- The governing body focuses on the big picture and on region-wide strategic decisions. It sets regional strategies, policies and plans.
- Local boards represent their local communities and make decisions on local issues, activities and facilities to build strong communities.

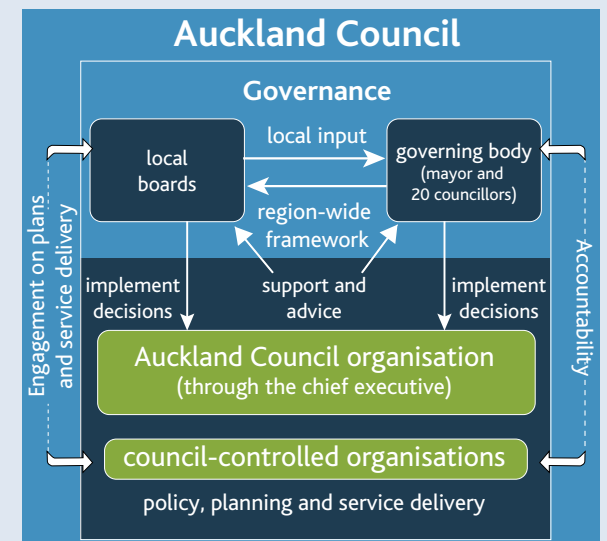
Auckland Libraries has a region-wide accountability for current and heritage collections, digital services and strategic management of operations and assets. It also has a local accountability for the delivery of spaces and services which meet local community needs. Te Kauroa – Future Directions is adopted by the Regional Development and Operations Committee representing the governing body, taking into account the advice and recommendation of the Community and Social Development Forum. Local board aspirations for libraries are outlined in a triennial local board plan and an annual local board agreement negotiated with the governing body. Building strong relationships with local boards and the region-wide forums and committees is important to ensure that Libraries delivers what the community needs within the resources available.

The Independent Māori Statutory Board (IMSB) aims to ensure that the council takes the views of Māori into account when making decisions. It puts forward issues that are significant for mana whenua groups and Mātāwaka and ensures the council complies with statutory provisions that refer to the Treaty of Waitangi.

## Auckland Libraries

Auckland Libraries was formed as part of the amalgamation which established Auckland Council in November 2010. This brought together the public library systems of seven former councils, making Auckland Libraries the largest public library system in Australasia.

Auckland Libraries now delivers its service through 55 community libraries from Wellsford in the north to Waiuku in the south.

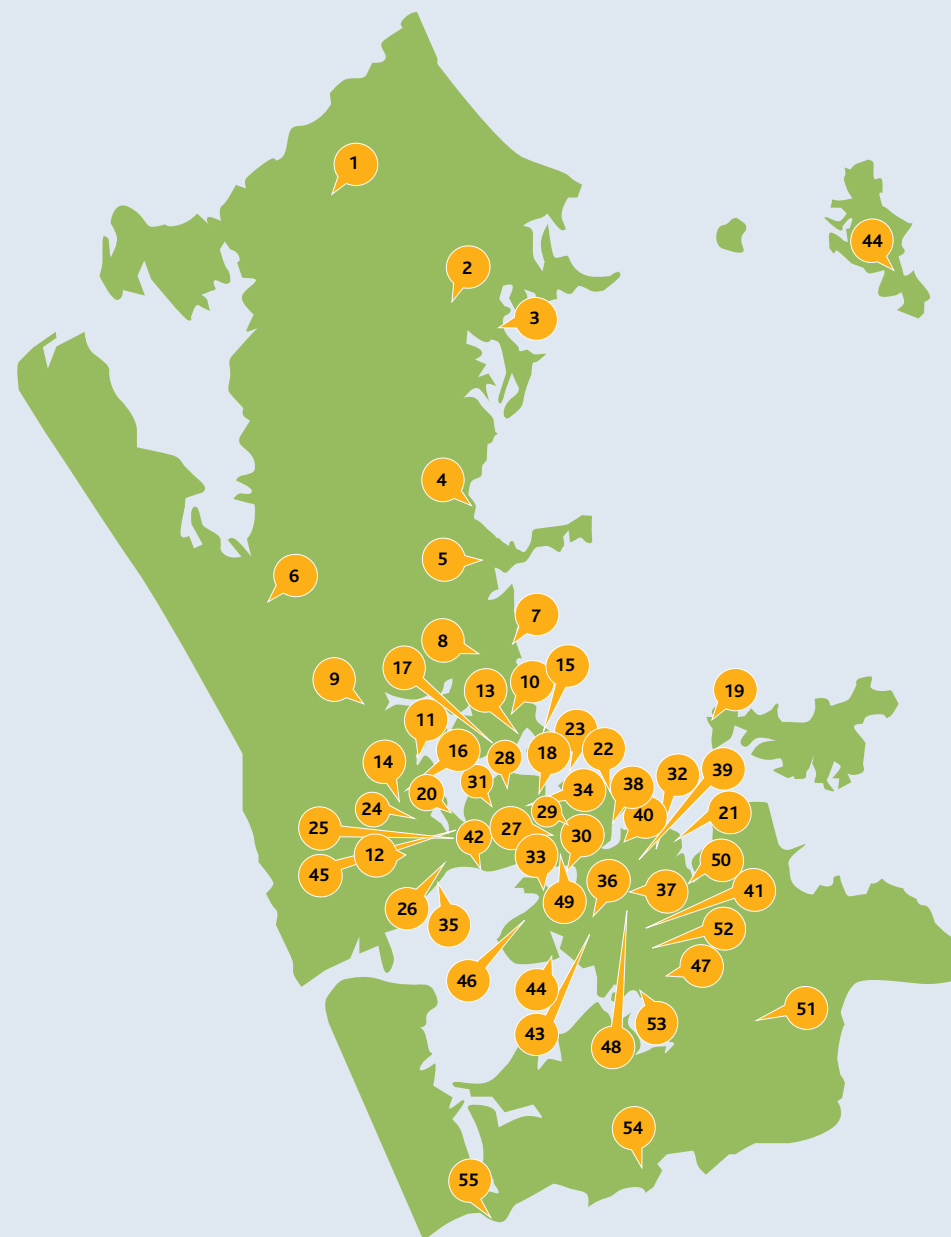


This includes four heritage research centres with extensive documentary collections, notably the Sir George Grey Special Collections. There are four mobile libraries that take services to local communities. Services and content are also delivered via the web. Auckland also has a number of volunteer-run rural libraries providing reading materials for smaller communities.

Each day there are almost 40,000 visitors to the physical libraries and about 17,000 to the website. The Libraries' collection contains over 3.5 million items and customers borrow around 17 million items per year. Auckland Libraries provides access to digital content, creates a number of unique databases, and cares for heritage collections of local, regional, national and international significance.

With the amalgamation, customers are now able to borrow and return items to any library in the network. This has resulted in significant increase in use. Customer comment indicates that people are reading more widely and selecting subjects or genres that they might not have done when they faced the barriers of cost and distance to borrow across boundaries.

Albany Village	8	Leys Institute	28	Parnell	34
Avondale	25	Mahurangi East	3	Point Chevalier	20
Birkenhead	17	Mangere Bridge	33	Pukekohe	54
Blockhouse Bay	42	Mangere East	36	Ranui	14
Botany	50	Mangere Town Centre	46	Remuera	29
Central City	18	Manukau	52	St Heliers	22
Devonport	23	Manurewa	47	Sir Edmund Hillary Papakura	51
East Coast Bays	7	Massey	11	Takapuna	15
Epsom	27	Mount Roskill	45	Te Atatu Peninsula	16
Glen Eden	12	Mt Albert	49	Te Matariki Clendon	53
Glenfield	10	New Lynn	26	Titirangi	35
Glen Innes	38	Northcote	13	Tupu Youth	41
Great Barrier	44	Onehunga	30	Waiheke	19
Grey Lynn	31	Orewa	4	Waiuku	55
Helensville	6	Otahuhu	37	Warkworth	2
Henderson/Unitec	24	Otara	48	Wellsford	1
Highland Park	32	Pakuranga	39	Whangaparaoa	5
Howick	21	Panmure	40		
Kumeu	9	Papatoetoe	43		







Auckland Libraries provides a range of services to communities through the following assets and resources:

- collections (physical and digital) which are easily accessible and of sufficient breadth and depth to reflect the diverse and changing needs of the community
- spaces (both physical and virtual) that are safe, welcoming, easy to use, and fit for purpose
- technology, including tailored web pages, an integrated library management system, discovery tools, personal computers, wifi and access to the internet
- professional, reliable and expert assistance.

### Auckland Libraries' service delivery landscape



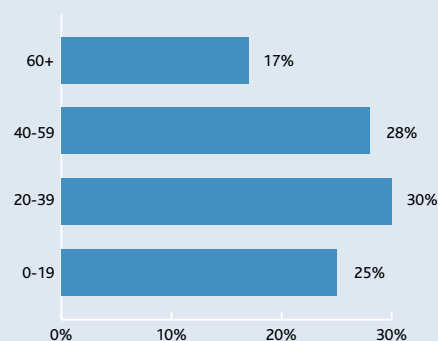
This model provides a way of thinking about where and how Libraries delivers its services. Currently the bulk of services are delivered through the network of physical libraries – Library place at the heart of community. As technology and society change, the way people access information, learn, read and engage with ideas and knowledge and each other will also change. Library services will be delivered through the digital library – anywhere, anytime and out in the community – taking the library and its services to other community and commercial spaces. Te Kauroa – Future Directions for Auckland Libraries anticipates an increase in the proportion of services delivered through digital channels and via outreach into the community.

## Customers

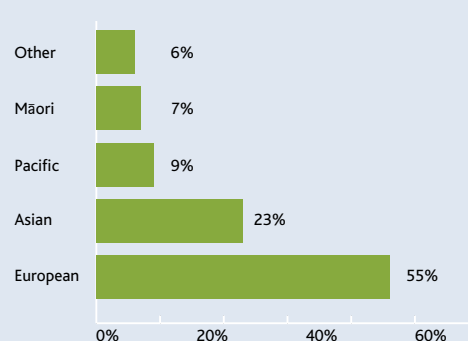
Approximately 65 per cent of Aucklanders are members of Auckland Libraries with around 500,000 being active members (used their library card in the past 24 months). Membership is necessary to borrow an item or access certain databases from outside the library, using a membership number and PIN.

Library members are as diverse in age and ethnicity as the population. Not all members identify their ethnicity but those who do (around 300,000 members) are reflected in the table below.

### Customers by age



### Customers by ethnicity



Although a reported 90 per cent of Libraries members speak English, a large number of customers speak another language at home. Of these, the most common languages are Chinese, Korean, Hindi, Samoan and Māori.

Many people who are not members use Auckland libraries. Visitors to the city, people using wifi or public computers via visitor accounts, people studying and using resources in-house, enquirers who phone or email, and people who access the library website, browse, meet informally for social or small group learning purposes, or who attend library programmes and events.

Customer satisfaction with services provided is consistently high. In the most recent customer survey<sup>4</sup>, 91 per cent of those asked were satisfied with the library service, with 65 per cent being very satisfied.

64 per cent of customers value having access to items they would not normally have the opportunity to access; 59 per cent value the opportunity for time out; and 41 per cent value that the library has helped them achieve something they wanted to do.

These results are primarily related to customers using services inside library buildings. The satisfaction of customers who access the library online is more difficult to measure. However, in a recent People's Panel survey<sup>5</sup> 63 per cent of the respondents had used the Libraries' website for browsing the catalogue, requesting or renewing items. Some were also interested in events and some suggested new items for purchase.

## Māori

Māori as Tangata Whenua and Treaty Partner hold a special relationship with Auckland Council. The council also recognises the role of the Independent Māori Statutory Board in promoting the issues of significance for mana whenua groups and mataawaka of Tamaki Makaurau. Auckland Libraries recognises the importance of relationships with Māori and will develop a Māori responsiveness framework to ensure that services meet the needs of Māori. Planning to date has resulted in a clearer picture of the Libraries' relationships with Māori in four groupings:

- Mana Whenua o Tāmaki Makaurau (Iwi of Auckland)
- Mātāwaka (Māori communities)
- Whānau Māori (Māori members and users of library services)
- non-Māori (Non-Māori users of Māori services).

<sup>4</sup> Source: Auckland Libraries Annual Customer Satisfaction Survey 2011/2012.

<sup>5</sup> Source: People's Panel Auckland Libraries Te Kauroa – Future Directions survey. Report dated 6 September 2012.

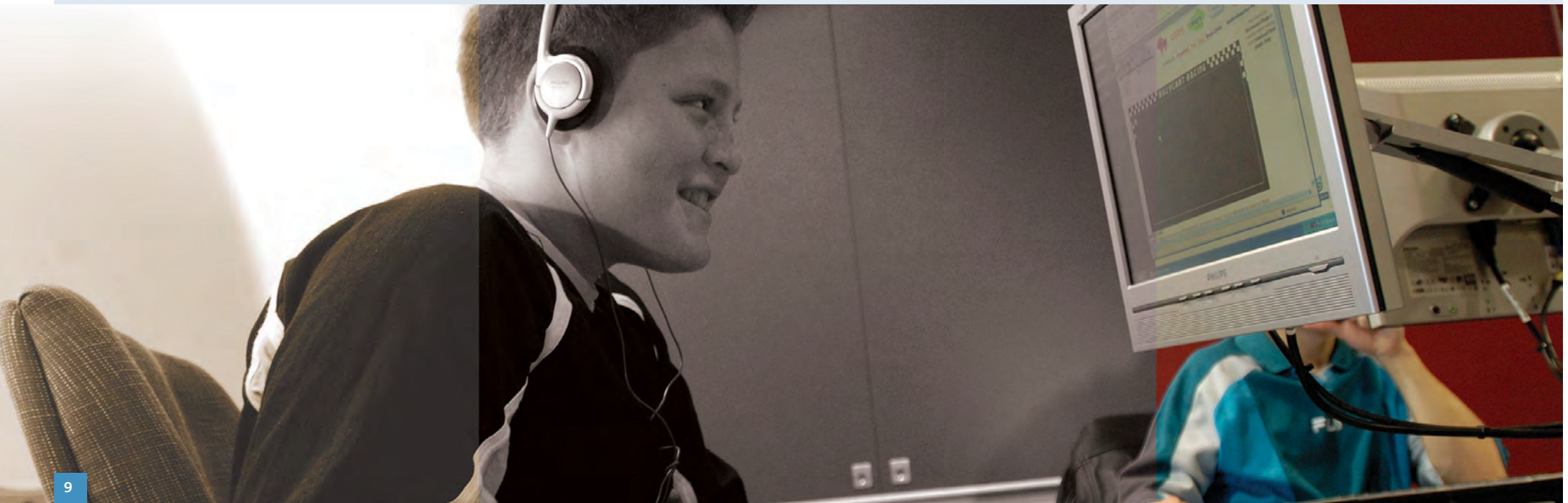
## Technology

Information technology is at the heart of a library system in the 21st century and is an essential part of the infrastructure and service delivery of Auckland Libraries. The core library management system, Millennium, provided by Innovative Interfaces, is the major transactional database providing access to and tracking of millions of items available to the people of Auckland. An upgrade to the new generation of software, Sierra, could provide libraries with the ability to offer customers an interactive experience and new service options for providing the type of information people want and expect, where they want it. Auckland Libraries is currently implementing Radio Frequency Identification (RFID) technology which provides the library with a robust, modern and future focused security and inventory management infrastructure, allowing the best customer experience when issuing and returning items. It also enables better stock management and processing.

The libraries' technology infrastructure is managed by Auckland Council's Information Services (IS) department. This includes all business hardware and systems as well as the hardware, software and peripherals needed to run the libraries' public network.

Auckland Libraries provides PCs for public use in all its libraries as well as public access wifi in some libraries. A project to roll out wifi to all libraries will be complete in 2013. The public computer network forms a key part of the service offer in each library, and combined with wifi, it gives our communities reliable and equitable access to information and the internet.

Auckland Libraries' technology requirements are significant and the need for focused attention on new developments, as well as the refreshment and maintenance of existing infrastructure, is considerable. This requirement is only one of the demands placed upon the council's Information Services Department which has priorities dictated by the needs of bringing together systems from the seven previously separate authorities. If Libraries is not to fall seriously behind in improving customer service and realising efficiencies through technology, solutions will need to be found that enable a more agile response. Earlier research of successful libraries both in New Zealand and internationally found that the most innovative libraries had strong technical capability within the library which worked closely with their IS departments and external suppliers of library specific solutions.

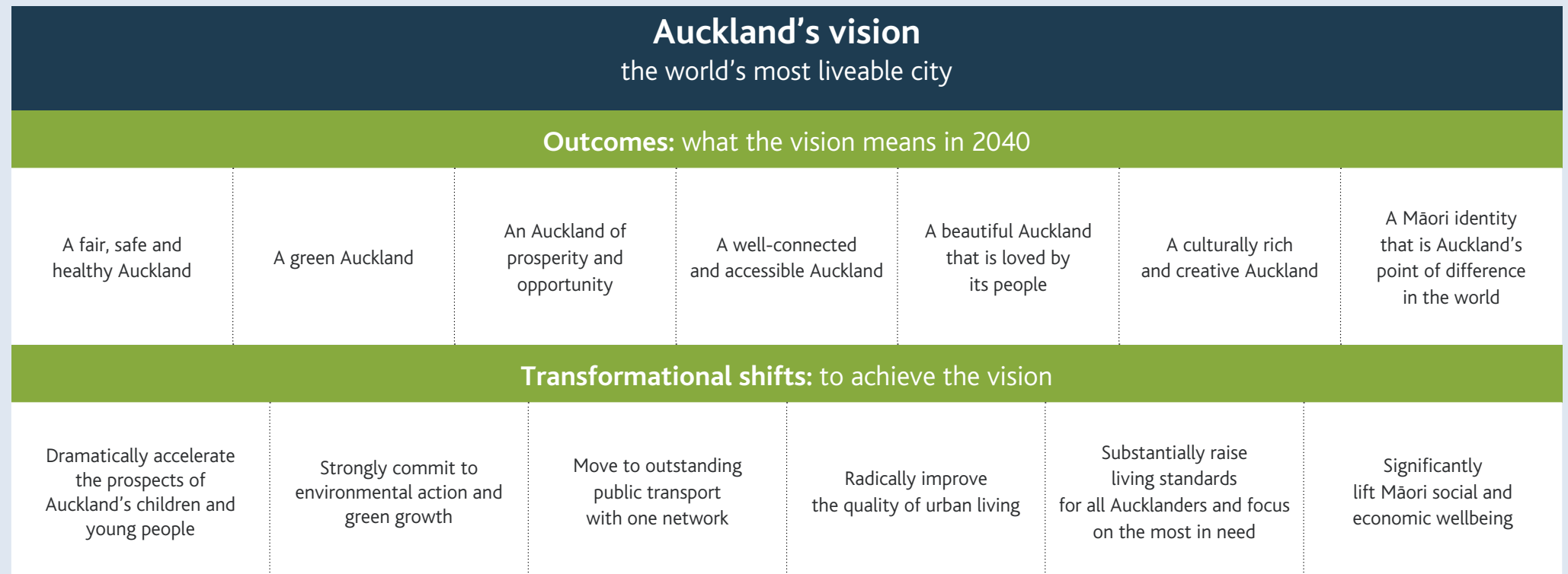


# The changing environment

The future direction of Auckland Libraries is influenced by a number of factors. Over the next ten years Auckland will experience significant growth in its population, new technologies and media will develop at an ever increasing rate, and there will be continued pressure on budgets. Auckland Libraries will need to focus its energy and resources on those areas which will deliver the most value and achieve the best outcomes for Aucklanders.

## The Auckland Plan

The vision of this 30-year transformational strategy is for Auckland to become 'the world's most liveable city'. This means Auckland aims to provide an outstanding quality of life, economic opportunity and sense of place for its citizens. The strategy outlines seven aspirational outcomes, six transformational shifts and 13 specific strategic directions. In addition, there are two big initiatives that will focus attention on the city centre as a commercial, financial, educational, cultural and residential centre, and the Southern Initiative focusing on transformational change in four local board areas with the highest social and economic need.



Auckland Libraries has the potential to make a considerable contribution to the following Auckland Plan strategic directions:

- creating a strong inclusive and equitable society that ensures opportunity for all Aucklanders
- enabling Māori aspirations through recognition of the Treaty of Waitangi and customary rights
- integrating arts, culture and heritage into our daily lives
- developing an economy that delivers opportunities and prosperity for all Aucklanders and New Zealand
- creating a stunning city centre, with well-connected quality towns, villages and neighbourhoods
- planning, delivering and maintaining quality infrastructure to make liveable and resilient communities
- creating better connections and accessibility within Auckland, across New Zealand and the world.

Other documents that inform development include the long-term plan and local board plans and agreements, the Treaty audit undertaken by the Independent Māori Statutory Board, the Māori Plan for Tāmaki Makaurau, the City Centre Masterplan which outlines the way forward for the city centre initiative and the Southern Initiative plan.

## Population growth

Auckland is predicted to grow by one million people over the next 30 years. This could mean that within the next ten years around 200,000-300,000 more people will be living in Auckland metropolitan centres, town centres and local centres. The Auckland Plan proposes a rural urban boundary to avoid urban sprawl. This will increase the housing density, particularly in the metropolitan city centres. The City Centre Masterplan predicts that there will be approximately 128,000-140,000 workers and upwards of 45,000 residents in the city centre by 2032. Accommodating this growth in population and demand will be one of the challenges for Libraries.

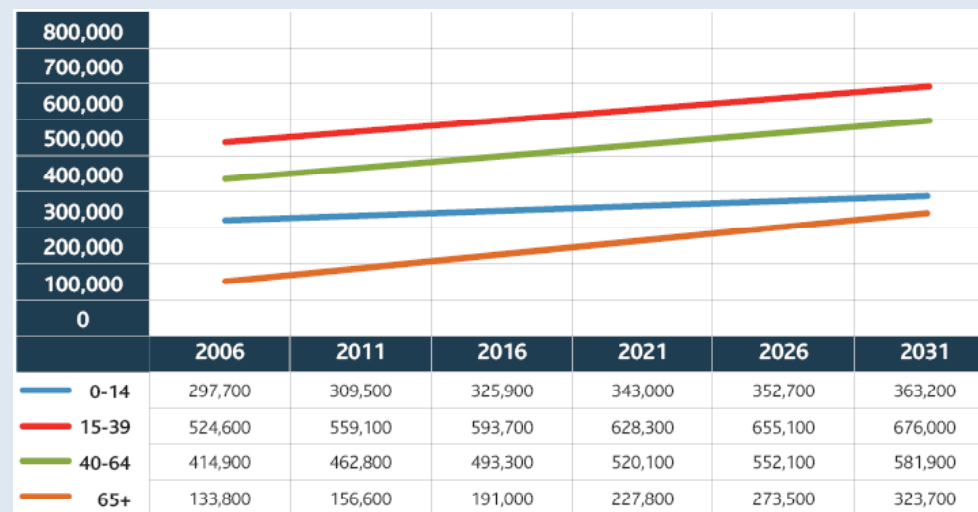
Our response is outlined in Focus area 3: Library spaces.

## Changes in Auckland's communities

The diversity of Auckland's people will continue with a projected increase in people of Asian descent rising to 27 per cent, Pacific peoples to 17 per cent and Māori to 12 per cent by 2021.

The population will still be relatively young, with 54 per cent of people under the age of 40. However, the fastest growing age group will be those 65 and over, who will make up 17 per cent of the population by 2031<sup>6</sup>. This age group is living longer and many people remain fit and active long past the indicative retirement age. There are opportunities for using the skills and knowledge of older residents to support services and programmes.

### Age group populations 2006-2031



There is a growing income inequality in New Zealand and the current global financial crisis is exacerbating this gap. Older people who expected to be well provided for in their retirement have had their savings eroded through the collapse of financial institutions. There are significant pockets of disadvantage in some parts of Auckland with the majority of deprivation concentrated in the south of the region. It is noteworthy that almost a quarter of all children in Auckland attend schools in three local board areas in the south. Te Kauroa – Future Directions has a strong emphasis on children and young people in response to the Auckland Plan, and on providing access to technology and the world of information for people who do not possess the tools or skills with which to overcome the digital divide.

Our response to these changes is outlined in Focus area 2: Children and young people and Focus area 4: Customer connection.

<sup>6</sup> Source: Auckland Libraries. Te Kauroa – Future Directions: stage 1 – research and analysis. John Truesdale and Associates Ltd, 2011.

## Technology changes

The internet has irrevocably changed the way people live and work. The concept of the 'information society' where access to information was the primary activity, is moving rapidly to that of a 'knowledge society' – one where the creation and exchange of content, personalised to an individual's need, in an 'always on' communication channel, increasingly via mobile technology as the norm<sup>7</sup>.

In developing the Te Kauroa – Future Directions for Auckland Libraries, we have taken account of the most significant changes. The rapid rise of social media as a personal online space and pervasively as a means of learning, debate, dialogue and organisational communication is changing the way people interact with their world and each other. Mobile devices such as the smart phone and tablet PC mean that services and information are available 24/7 wherever there is wifi or data capability.

The technology of the printed book as a way of communicating ideas and meaning is being redefined by a new and still evolving technology – the electronic book or e-book. This format has significant implications for how material is shared among customers, accessed and replenished. New Zealand is largely reliant on global publishers for the bulk of our collections. The availability of e-book for loan through libraries is limited by what publishers are prepared to make available, and under what terms, to the e-book aggregators. Some, such as Amazon, will not sell to libraries in New Zealand and therefore customers who have purchased proprietary e-readers such as the Kindle are currently unable to borrow Amazon-controlled e-content from libraries in New Zealand.

The speed of uptake of this new technology has been rapid with some futurists predicting the demise of the physical book. Auckland Libraries' view is that during the 10-year period of Te Kauroa – Future Directions both physical book and e-book formats will continue to be used with a shift over time towards the e-format for certain categories of material. Some media are changing more rapidly and the trend is for music and video to be accessed online, either by downloading the item or streaming from a cloud-based service.

There is a growing trend amongst publishers, particularly magazine and newspaper publishers, to charge for content they initially made free in the first rush to provide online material. Headlines or partial articles are freely available but the full content is available only to subscribers.

Libraries have always purchased such material in the print world for use by customers and we need to apply the same approach to ensure ongoing access to material published only in a digital format behind a pay wall.

The move to e-book formats which are deleted from the customer's device when the loan period is ended means that libraries are experiencing a loss of revenue from fines on late returns. Licences prohibit libraries from developing revenue-creating service models for e-content they do not own.

With the 'google-isation of everything' people expect to find what they want from a single, simple search. Yet the overwhelming amount of data available via the internet and the commercial focus of search engines do not always yield the best result. Libraries are increasingly exposing their unique data so that search engines such as WorldCat and Google Books can deliver comprehensive library results to the searcher. Libraries are also looking to simplify discovery mechanisms so that all content a library owns or uses by licence can be found in a single search. Making library metadata available to aggregators such as DigitalNZ<sup>8</sup> allows content to be reused and repurposed in new ways.

Ultrafast broadband in cities and rural broadband are becoming realities. As schools, businesses, consumers and government make wider use of high speed and high volume data networks, new opportunities arise for the sharing of content, face-to-face interaction and learning across the web, greater use of video and other media, and cloud-based services. Although nearly 85 per cent of New Zealanders were internet users in December 2011<sup>9</sup>, there are still significant numbers who do not have access in their home and rely on access through their public library or at work.

Our response to these changes is outlined in Focus area 1: Digital library and Focus area 6: Collections.

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<sup>7</sup> Source: Public Libraries of New Zealand: a strategic framework 2012-2017

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<sup>8</sup> See: <http://www.digitalnz.org/>

<sup>9</sup> Source: World Internet Stats. Retrieved from <http://www.internetworldstats.com/pacific.htm#nz>

# The future

## Foundation principles

The International Federation of Library Associations (IFLA) in association with UNESCO has a Public Library Manifesto<sup>10</sup> which states that “The public library, the local gateway to knowledge, provides a basic condition for lifelong learning, independent decision-making and cultural development of the individual and social groups. This Manifesto proclaims UNESCO’s belief in the public library as a living force for education, culture and information, and as an essential agent for the fostering of peace and spiritual welfare through the minds of men and women.”

The more recent IFLA/UNESCO Internet manifesto guidelines state that “Intellectual freedom is the right of every individual both to hold and express opinions and to seek and receive information; it is the basis of democracy; and it is at the core of library service ... The provision of unhindered access to the Internet by libraries and information services supports communities and individuals to attain freedom, prosperity and development.”<sup>11</sup>

These foundation principles underpin the aspiration and purpose for Libraries.

By 2023 Auckland Libraries will provide a world-class library with an international reputation. Our purpose is to connect the diverse communities and people of Auckland with the world of information, knowledge and ideas, providing opportunities to grow through inspiration, innovation and creativity. Auckland Libraries plays a significant role in place-making, community building, lifelong learning and contributing to the cultural and economic life of the city. Our aspiration is for

### **Auckland Libraries: your place of imagination, learning and connection**

Important principles lie at the heart of why we have libraries: they are open to all, safeguarding access to information and freedom of expression; they are trusted places (physical and digital) where knowledge is shared, built on sustainable and collaborative models, delivering value. The values describe how we work in serving the people Auckland Council is accountable to.

## Assumptions

Te Kauroa – Future Directions is based on a number of critical assumptions around the future development of the city and libraries within it:

- physical libraries will continue to be important public civic spaces providing opportunities for learning, creative recreation and community engagement
- the internet, information technologies and networks needed for equitable access to the digital world are fundamental to Libraries’ service offering
- there will be growth in demand for library services and pressure on current facilities and resources as the population grows and diversifies
- how customers and communities use the range of library services over the next 10 years will change dramatically.

In response, Libraries will:

- be innovative, flexible and dynamic in response to changing needs
- partner across sectors and agencies to extend the effective reach of libraries
- practise sound management of assets and resources to deliver best value for Aucklanders.

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<sup>10</sup> Source: IFLA/UNESCO Public Library Manifesto 1994 Retrieved from <http://archive.ifla.org/VII/s8/unesco/eng.htm>

<sup>11</sup> IFLA/UNESCO Internet Manifesto Guidelines September 2006. Retrieved from <http://archive.ifla.org/faife/policy/iflastat/Internet-ManifestoGuidelines.pdf>

## Aspiration:

Auckland Libraries: your place of imagination, growth and learning.

## Purpose:

Auckland Libraries connects the diverse communities and people of Auckland with the world of information and ideas, providing opportunities for growth and enjoyment through inspiration, innovation and creativity.

## Commitment:

We are building a dynamic world-class library of the future which meets the needs of Aucklanders anywhere, anytime.

## Principles:

Freedom of access to information, equity, freedom of expression, trust, sharing, sustainability, collaboration, value.

## Values:

Pride, teamwork, service, accountability, respect, innovation.





# Te Kauroa – Future Directions

Auckland Libraries will focus on six areas over the next 10 years. These areas each have an outcome and specific directions designed to respond to the strategic directions in the Auckland Plan, the priorities of local boards and the opportunities provided by the digital world to deliver our services in new and exciting ways in response to customers' needs.

Focus area	1 Digital library	2 Children and young people	3 Library spaces	4 Customer and community connection	5 Heritage and research	6 Collections
Outcomes	Your library available anywhere, anytime	Every child a reader – every child a library member	Engaging spaces at the heart of community	Programmes and services that inspire learning and participation	Auckland's unique stories shared and celebrated	Sustainable and customer-driven collections
Directions	<ul style="list-style-type: none"> <li>1.1 be agile in response to a fast changing environment</li> <li>1.2 make it easy to access services and content from anywhere</li> <li>1.3 provide expertise when and where the customer needs it</li> <li>1.4 enable customer contributions and dialogue.</li> </ul>	<ul style="list-style-type: none"> <li>2.1 create and nurture readers</li> <li>2.2 work holistically with parents, whanau, carers and schools to strengthen family literacy</li> <li>2.3 stimulate imagination, creativity and learning through play</li> <li>2.4 support learning, life skills and transitions for children and young people.</li> </ul>	<ul style="list-style-type: none"> <li>3.1 develop a quality network of library facilities reflecting local communities</li> <li>3.2 contribute to a stunning city centre</li> <li>3.3 position future libraries at the heart of multipurpose community spaces.</li> </ul>	<ul style="list-style-type: none"> <li>4.1 activate library spaces with innovative programmes and events</li> <li>4.2 position libraries as citizen spaces for sharing knowledge and ideas, and for thinking and debate</li> <li>4.3 support readers and promote reader development</li> <li>4.4 connect with new customers through targeted community outreach</li> <li>4.5 increase capacity to respond to enquiries from Māori.</li> </ul>	<ul style="list-style-type: none"> <li>5.1 broaden the collections to reflect the diversity of Auckland's identity</li> <li>5.2 increase the access to and visibility of our heritage collections</li> <li>5.3 secure sustainable funding to ensure better preservation and promotion of heritage collections</li> <li>5.4 enhance Māori accessibility to Māori materials and collections</li> <li>5.5 increase opportunities for Māori to engage with taonga.</li> </ul>	<ul style="list-style-type: none"> <li>6.1 safeguard open access to a broad and deep range of library materials</li> <li>6.2 deliver an effectively managed regional resource with local flavour</li> <li>6.3 grow the range and ease of use of digital content.</li> </ul>





## Focus area 1: The digital library

### The shift

The digital library will be the area of most significant growth and change over the next 10 years. This shift will put the library in every pocket, reflecting the speed of change to mobile connection and interaction, as customers both consume and create digital content. The virtual digital library will reflect and extend the experience of the physical space. Library content, services and programmes will be available not just as 'one-to-one' or 'one-to-many' interactions as in the past, but as 'many-to-many' sharing of ideas and knowledge, especially with use of social media channels. Libraries will have to be agile in response to a fast changing environment and ensure robust infrastructure and networks support the growing digital library.

<b>Outcome</b>	<b>Your library available anywhere, anytime</b>
<b>Directions</b>	<ol style="list-style-type: none"> <li>1.1 be agile in response to a fast changing environment</li> <li>1.2 make it easy to access services and content from anywhere</li> <li>1.3 provide expertise when and where the customer needs it</li> <li>1.4 enable customer contributions and dialogue.</li> </ol>
<b>Priorities</b>	<ul style="list-style-type: none"> <li>• develop Libraries' digital library plan</li> <li>• establish a virtual digital library to provide services to the online customer</li> <li>• continually refresh our web presence as a prime means of service delivery</li> <li>• create opportunities to work with other libraries and cultural institutions to develop and deliver digital content</li> <li>• develop a single search across all our content</li> <li>• help customers to get the best from their own information technology</li> <li>• deliver content and services via mobile devices</li> <li>• partner with experts to develop applications which expose our content in the mobile world</li> <li>• pilot customer tagging and reviews of library content.</li> </ul>

The success and relevance of Libraries even in the short term depends on a significant change in our approach to the digital library offer. New media, changing customer expectations, digital rights management, social media, mobile devices and wifi have changed the information and publishing landscape. Auckland Council has highlighted that industry accepted critical success factors require the organisation to be agile and adapt quickly in a fast changing environment. Also critical to Auckland Libraries' success is a robust, current technical infrastructure and networks.

To ensure success in the digital space we will develop a digital library plan based on principles outlined in Appendix C. We will strengthen the relationships with Auckland Council Information Services and work in close partnership to ensure that the information technology infrastructure meets our growing and changing needs. In collaboration, we will establish the case for a separate public network and dedicated expertise to ensure the digital library meets customer needs. The requirements for a public network are different from those for the council's own requirements and separation of the networks is common practice in other large library services both in New Zealand and internationally.

Creating a virtual digital library team will enable focused attention on serving the online customer. Using library services and accessing content online will increase exponentially over the next few years. The digital world makes it possible to serve many customers at the same time and enables content to be used and reused without degradation. Library expertise and assistance will be available via chat or video in real time if a customer needs help in using digital devices and services or is unable to locate specific information. Accessing the library online will be as easy as it is in person. Whether a customer wants to phone, email, message or chat online to a librarian, add a book review or use an online learning resource, the interaction will be simple and intuitive, accommodating a range of learning styles and confidence levels.

Currently the front door of the digital library is the website. The rationalisation of the former libraries' seven websites into the Auckland Libraries' site is under way in preparation for a move to a new website. We will take an editorial approach to ensure content is kept up to date and that the style and usability of the site keeps pace with changing trends.

Our website is also the portal to other databases and content sources both licensed and created for customers. Auckland Libraries will work with other libraries and cultural organisations to share the time and cost involved in creating resources that can then be shared by all parties. Libraries will take a leadership role in identifying and implementing those opportunities which deliver value not only for Aucklanders but the whole country.

Improvements to searching across all the content that Auckland Libraries owns or to which it has a licence is also important. We have integrated searching across some of our digital content and physical catalogue holdings, and will incorporate greater search capability into subscription databases as well. This will enable content to be discovered that is currently difficult to find and use.

It is certain that over the period covered by Te Kauroa – Future Directions customers will experience greater flexibility and choice in how they can access the digital content supplied by Auckland Libraries. We will expose our content and bibliographic data to search engines and aggregators such as DigitalNZ to ensure it is discoverable from other entry points.

A significant role of the librarian is to help customers make the best use of the library by helping solve information queries, introducing readers to new materials and assisting them with the technologies needed to access information and content. Current examples are helping people find items by using the library catalogue, or assisting them to read old newspapers using a microfilm reader printer.

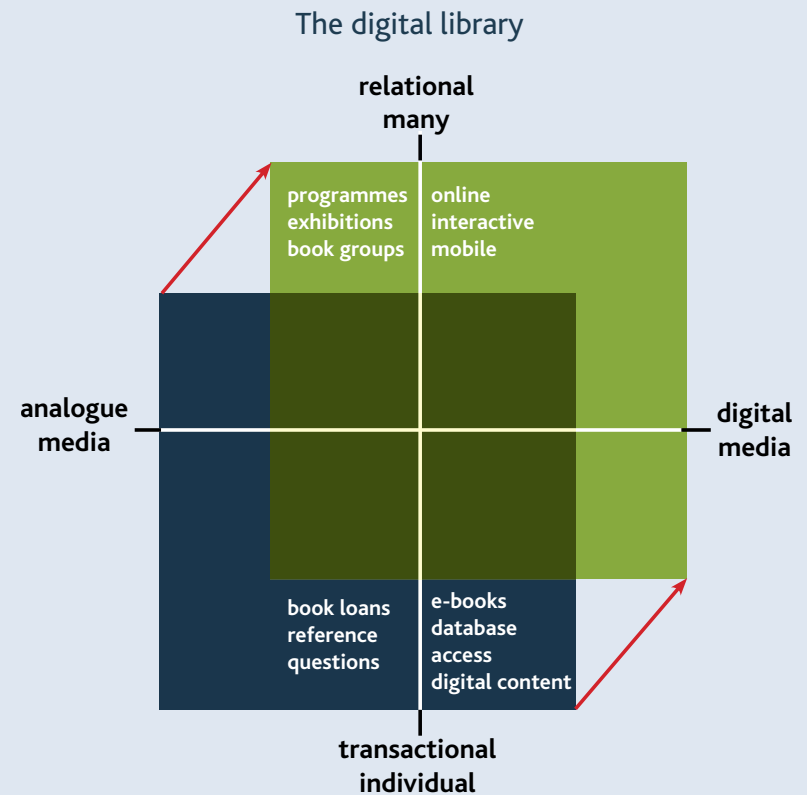
New technologies require the learning of new skills. We will provide support for customers to help them use devices and content sources to take advantage of the digital world. Examples include talking a customer through the process of downloading an e-book, running a webinar on the features of different devices, teaching a class on how to get the best from searching the internet for specific content, or assisting a customer with downloading an application (app).

Using a mobile device will become the most common way to access the virtual library. Libraries will work with partners and vendors to develop applications for accessing the Libraries' databases and unique content online. These partners may be digital and IT based companies, the computing and engineering departments of universities and polytechnics or vendors who serve the library sector. Working with partners will enable Libraries to have access to a much wider range of expertise. Partners benefit from being able to develop new products and test these against a wide customer base. There is a wealth of possibilities for application-based services.

Examples include supplying images of and information about historic Auckland tagged using GPS to current locations so that visitors on walking tours can have a richer experience of Auckland, or providing content linked to events and programmes on radio or TV, or to current events.

Customers are not only consumers of content but have the potential to be creators. This may be through crowd sourcing approaches such as adding information to digital images or correcting text of old newspapers which have been digitised through an optical character recognition process, which does not always transcribe print accurately.

Other possibilities include creating 'mashups' of content sourced from libraries to create new content that can be shared and writing book reviews and recommendations. Auckland Libraries will investigate and pilot how best customers can contribute content that enriches the resources we provide.







## Focus area 2: Children and young people

### The shift

The shift in this focus area requires Libraries to work in active partnerships as part of the wider learning ecosystem, so that every child in Auckland from birth has the opportunity to experience the magic of reading and discovery that libraries offer. It will mean working closely not only with the child or young person but with those who make the biggest difference to a child's learning: parents, carers, schools and whānau. It will mean supporting whole families with their literacy and reading journey, particularly in communities where English is not the first language. Using community expertise to complement library skills and extend library capacity, and taking programmes out into schools and the community is part of this shift.

<b>Outcome</b>	<b>Every child a reader, every child a library member</b>
<b>Directions</b>	<p>2.1 create and nurture readers</p> <p>2.2 work holistically with parents, whanau, carers and schools to strengthen family literacy</p> <p>2.3 stimulate imagination, creativity and learning through play</p> <p>2.4 support learning, life skills and transitions for children and young people.</p>
<b>Priorities</b>	<ul style="list-style-type: none"> <li>• build relationships with schools and other educational agencies to deliver a linked up learning ecosystem</li> <li>• develop service models which enable children's and youth librarians to be active in the community as well as libraries</li> <li>• advocate for library membership as a component of school readiness</li> <li>• create interactive play spaces in libraries and online</li> <li>• support learning outside the classroom, especially through delivery of after school programming focusing on areas of greatest need</li> <li>• increase the amount and range of information technology in areas of greatest need, particularly in the south</li> <li>• engage young people through gaming and fun online learning opportunities</li> <li>• draw on community expertise to support libraries' engagement with young people.</li> </ul>

Accelerating the prospects of Auckland's children and young people, and putting their needs first, is a key priority of the Auckland Plan. Literacy and numeracy are the foundation building blocks of every child's journey to being a fulfilled adult who can participate socially and economically. The skill of reading with understanding needs practice and the journey starts with babies. Auckland Libraries already has a strong focus on services to the under 5s, yet only just over half of Auckland's children and young people are active library members with a card of their own. The target is 'every child a library member' and every child starting school ready to read. Having love of books and being read to, with knowledge of the alphabet and numbers, is a component of school readiness.

The directions and priorities of this focus area are designed to increase the opportunities through libraries for children and young people to engage in reading, learning and discovery. It will mean working closely not only with a child or young person but with their parents, carers and whanau who make all the difference to a child's learning. We currently have a strong emphasis on 0-2 years with programmes such as Wriggle and Rhyme. We will extend these programmes to older age groups, building parents' and carers' confidence in reading with their children. It will mean supporting whole families with their literacy and reading journey, particularly in cultures where English is not the first language. It will also mean enabling librarians to work in the community in the places where particular groups feel most comfortable and to deliver programmes tailored to specific community needs.

Reading and play are complementary activities which stimulate the imagination and provide opportunities to learn about how the world works. We will create more spaces and activities, including online, which encourage learning and creativity through play.

Auckland Libraries is part of the learning ecosystem. The services it provides complement and support the important work of schools. After-school programming, particularly in areas of high deprivation in the south, can improve the literacies and learning of young people. Libraries will work with others to determine the gaps in provision and seek to work in partnership with education providers in areas of need. The combination in libraries of technology, information, expertise and space provides an ideal learning environment outside the classroom.

This generation of children is the first born since the internet became widespread. Being proficient in the digital world seems to come naturally to them but not all will have the same opportunities. Libraries are a key tool for overcoming that digital divide. Auckland Libraries will increase the amount and range of technology available in areas of high need. Tablets, e-book readers and other devices not yet invented will be available – possibly for loan but certainly for use in the library.

The way people learn is changing. Text-based learning is no longer the only way people take in information and ideas.



Video, the use of gaming and online collaborative learning are just some of the ways that learning happens. To help young people gain life skills that lead to employment and satisfying lives, libraries must engage in ways that interest them, supporting them with information and digital literacy skills, providing information important to their health and relationships, and opportunities for practising those skills by using technologies such as gaming. Libraries will focus these services in areas where the need is greatest, taking into account the Auckland Plan priorities and directives such as the Southern Initiative.

Successfully working with young people requires staff with the right attitudes, skills and aptitude. We will complement the skills of our staff by drawing on community and other expertise to support engagement with young people, for example youth workers, Māori wardens and community elders.





## Focus area 3: Library spaces

### The shift

Library spaces are changing to become multipurpose community facilities that contribute to place-making and community connection. They are vibrant, accessible and open places for meeting, learning and inspiration. In 10 years' time, they will be a space for creativity and participation, where people come together to share ideas and create new knowledge. They will remain places of opportunity to ensure equity of access to information and technology, whatever the technology of the future may be. By 2023 Auckland Libraries will have implemented a Libraries Facilities Plan which addresses issues such as population growth. New types of spaces and delivery options will have been tried to respond to changing customer needs, and solutions identified for library spaces in a stunning city centre.



<b>Outcome</b>	<b>Engaging spaces at the heart of community</b>
<b>Directions</b>	<p>3.1 develop a quality network of library facilities reflecting local communities</p> <p>3.2 contribute to a stunning city centre</p> <p>3.3 position future libraries at the heart of multipurpose community spaces.</p>
<b>Priorities</b>	<ul style="list-style-type: none"> <li>• prepare a long-term libraries' facilities development plan</li> <li>• pilot new types of spaces in libraries which offer learning and creative opportunities for all</li> <li>• optimise library opening hours to reflect customer use requirements</li> <li>• investigate and develop alternative delivery options for those who face access barriers to a physical library, e.g. rural Aucklanders or homebound</li> <li>• trial other means of providing collections, e.g. book kiosks at train stations</li> <li>• explore and progress options for library services in the city centre.</li> </ul>

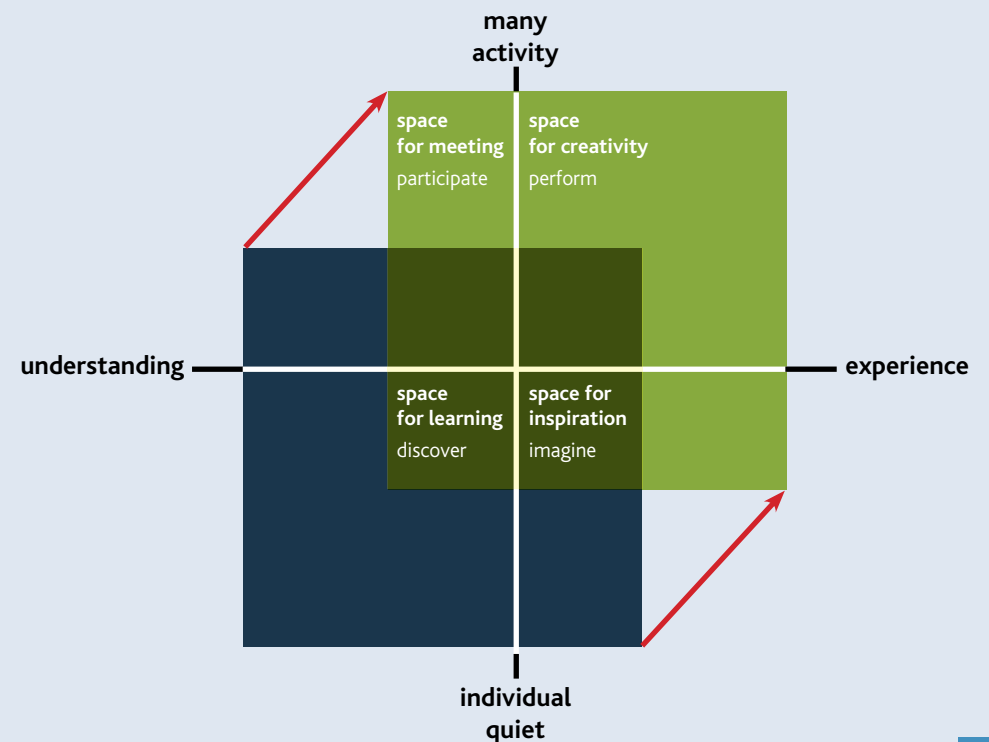
A public library is part of what makes a community a great place to live: a place of inspiration, recreation, education, and social interaction, "where the feet can rest and the mind can soar".<sup>12</sup> The physical library is about people and the communities in which they live as much as it is about the books and other containers of ideas and knowledge.

How these physical spaces are used is changing and will go on changing over the next 10 years. Libraries need to be flexible spaces and provide for different types of use alongside one another.

Libraries can and do play an active role in achieving the Auckland Plan's strategic direction to improve the quality of urban living through place-making. They are civic public spaces that are hubs for their communities, places of rest and quiet, as well as places of interaction where people connect with each other, and a navigation point for people moving across Auckland.

Auckland Libraries will develop its Libraries Facilities Plan in the next year, which will complement the Community Facilities Plan currently underway. The Libraries Facilities Plan will form the basis for new developments, redevelopments and the sustainable management of the network of libraries. A set of principles (attached as Appendix B) will guide the development of this plan.

Changing nature of library spaces<sup>13</sup>



<sup>12</sup> Source: quote attributed to Penny Carnaby, former Chief Executive, National Library of New Zealand in Public Libraries of New Zealand: a strategic framework 2006-2016.

<sup>13</sup> Diagram based on work by D. Skot-Hanson et al. Royal School of Library and Information Science, Denmark.

As the population of Auckland grows and the density of the city centre and other metropolitan centres increases, the pressure on library space will grow. To accommodate both the growth and the multiple uses will be difficult in some of the smaller libraries. Options include extending existing libraries where that is possible, building brand new libraries in areas of significant growth or closing two smaller libraries and opening one bigger one. Fewer and larger libraries may well be the most cost effective way of providing 21st century library services where there is good public transport and associated community and commercial retail centres close by. Any solution to deal with growth must improve the overall service and facilities for all citizens.

To provide best value for citizens and convenience for customers we will locate new or rebuilt libraries with other community or council facilities wherever possible. Trends internationally are positioning libraries as centres for their communities which include associated activities provided by partners. This approach has been called the 'mash-up' library.<sup>14</sup>

During the development of the Libraries Facilities Plan, Auckland Libraries will explore possibilities for different kinds of libraries. These include unstaffed or minimally staffed book and study hubs, where connection to a librarian is through the virtual digital library; technology libraries/labs with opportunities for working with multimedia content and applications focused on the digital creative sector; a specialist children's centre; or a culturally and language-based library service.

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<sup>14</sup> Source: Rolf Hapel, Director Citizens Services, Aarhus, Denmark. Presentation to LIANZA conference 2012.

Decisions on the best option for an area will be made in full consultation with the governing body, the local boards and communities. The Facilities Plan will set the direction to be delivered over an extended timeframe as planning and funding for new developments need to fit with long-term plan cycles and with other council priorities. There are already a number of new and redeveloped libraries signalled in the long-term plan.

We will review the current hours of opening to better meet customers' needs. This may mean opening longer at weekends and closing at other times during the week. Hours will be aligned to local needs and the opening hours of surrounding businesses and retail where possible.

Opportunities exist outside the formal redevelopments and new builds to try out new spaces or activities in existing buildings. Over the next three years Libraries will pilot some new spaces that stimulate innovation, creativity and productivity. Which ideas get taken forward will depend on what the local community needs and customers want, and may involve working with businesses, entrepreneurs and others to fund and create the opportunities. Pilot programmes are an excellent way of trying out new experiential spaces without significant cost to the ratepayer.

The greater part of Auckland is rural. The Auckland Plan classifies habitation into two satellite towns (Warkworth and Pukekohe), eight rural and coastal towns, and rural and coastal villages serviced and non-serviced. There are already libraries in the satellite towns and four of the rural and coastal towns. Great Barrier Island also has a library. Providing library services for scattered populations requires solutions other than a physical library.

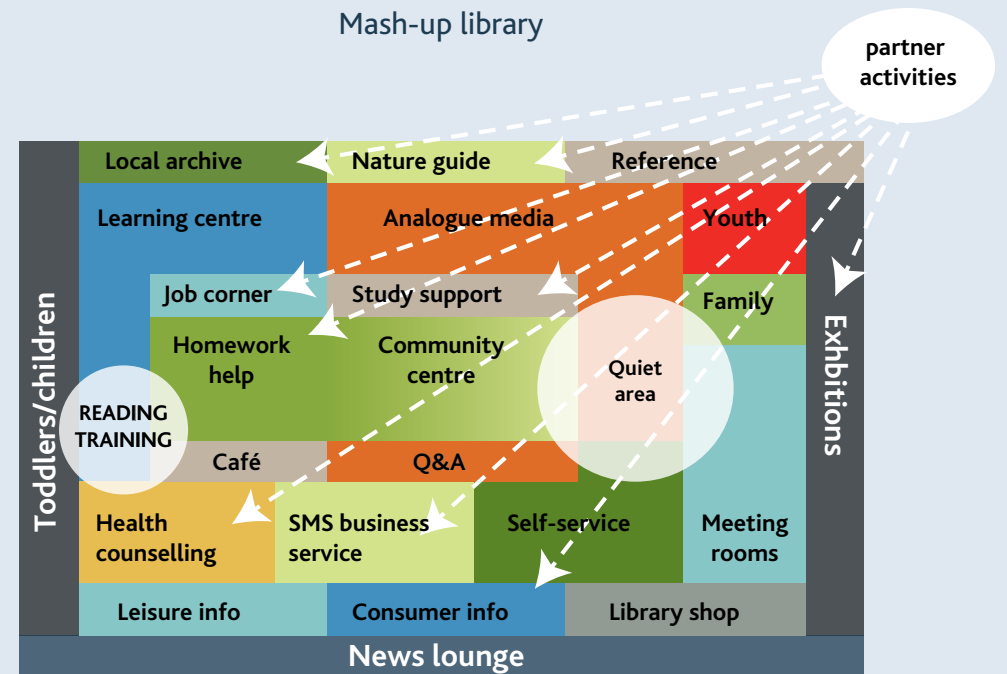


There are a range of options depending on whether the need is for physical reading materials, better online access to services and content or programmes to support reading and literacy. We will trial book kiosks at major transport hubs to enable easy access for commuters.

The city centre is one of the two big initiatives of the Auckland Plan. The Central City Library sits alongside the Auckland Art Gallery and the Auckland Museum as one of the significant cultural and educational institutions in the central city. It fulfils a number of functions – it is the major public documentary heritage library for Auckland, the local library for people who live in the city centre, a place for research and study, and it attracts many visitors from outside Auckland as a place to meet, take time out and discover information about Auckland. The Central City Library building opened in 1971 and was built at a time when Auckland had significantly fewer people. It is crowded and work needs to begin now to explore long-term options and solutions for providing a significant city centre experience that will provide for the next 50 or more years of library services to Auckland.

There is the potential for a new downtown library in addition to the current Central City Library. This library could be open late, even 24/7, contributing to the night-time economy, with high-end technology supporting and showcasing innovation, programmes to complement the cultural and artistic life of the city and resources to suit business and research. A downtown library would go some way to cater for the growth predicted in the City Centre Masterplan until such time as a solution for overall service for the city centre and adjacent suburbs is determined.

By 2023 Auckland Libraries will have explored the options for a new downtown library and the redevelopment of the Central City Library, have consulted widely with the community and agreed with the governing body on the best solution(s). This development has the potential to contribute significantly to several of the outcomes of the masterplan. It will serve the needs of the residential population, be part of a culturally rich and creative centre, and contribute to quality urban living. The heritage library will also be an attraction for international visitors.



Courtesy of: Rolf Hapel, Director Citizens Services, Aarhus, Denmark.



## Focus area 4: Customer and community connection

### The shift

Customer involvement and responsiveness to changing needs will shape Auckland Libraries' rich variety of programmes and services. While continuing to support the reading interests and engagement of its strong customer base, the shift will be to connect more strongly with customer groups that face access barriers or are new to libraries. This will include ensuring that all programmes and services contribute to Māori wellbeing. There will be greater emphasis on reflecting the different Pacific communities' cultures in Auckland and on new migrant or newcomer communities. Programmes will encourage lifelong learning and literacy, awareness, debate, participation and creativity. We will look for new ways to take the library to the people, as vital points of connection to the world of knowledge and the local community.

Outcome	Programmes and services that inspire learning and participation
Directions	4.1 activate library spaces with innovative programmes and events 4.2 position libraries as citizen spaces for sharing knowledge and ideas, and for thinking and debate 4.3 support readers and promote reader development 4.4 connect with new customers through targeted community outreach 4.5 increase capacity to respond to enquiries from Māori.
Priorities	<ul style="list-style-type: none"> <li>• use access (universal design) principles to ensure programmes and services are appealing and accessible</li> <li>• leverage other council, community and cultural activities to contribute to the Auckland experience</li> <li>• provide opportunities for customers to experiment and be innovative</li> <li>• support skills development that helps customers access information and participate in the democratic process</li> <li>• trial new ways of reaching different audiences, e.g. community radio and webcasting</li> <li>• work in partnership with stakeholder groups to shape targeted service and, e.g. people with disabilities, older people and migrants</li> <li>• work in partnership with Māori as tangata whenua, customers and Treaty partners to ensure programmes and services meet the needs of Māori</li> <li>• develop a Māori Responsiveness Framework</li> <li>• work in partnership with Pacific peoples to develop programmes that are culturally relevant.</li> </ul>

Over the next 10 years Auckland Libraries will continue to offer a rich variety of programmes to inspire the people and communities of Auckland, providing opportunities for discovery and engaging with new ideas. Customers will be involved in recommending and designing programmes. Groups will have greater opportunities to use library spaces to run their own programmes. Customer involvement helps us to acknowledge the public's enthusiasm for libraries and customer loyalty. Aucklanders who take part in library programmes will have a sense of belonging to their community.

There is a vast array of cultural engagement and interactions that libraries can offer to connect people with the world of information and ideas. Live music, poetry, art, dance, theatre, writing, and many more are all cultural activities that can connect libraries with their communities and people with experiences that help to inspire their imaginations, and capacity for learning. Libraries also have the ability to provide people with a space in which they can share their own cultural innovations and creations with their wider communities through performances or exhibitions.

We will be responsive to social change and public policy priorities, for example the Treaty of Waitangi, the ongoing development of Pacific identities in Auckland, the inclusion of people with disabilities and Auckland's diversity.

Universal access principles (Appendix A) will guide all our programme development, which will be designed to grow the knowledge and understanding of citizens and to celebrate the different cultures and activities which make up the Auckland experience. We will align our programmes with other council and community activities to ensure the greatest impact for customers.

Thinking and debate require exposure to different ideas, and the skills to access new information and contribute to debate in multiple forms. Library programming will offer people the skills necessary to participate and will broaden the reading experience of customers. A strong underlying theme in all of our programming is the encouragement and development of readers and a reading culture. We will explore multiple ways of extending the connection between readers and reading material. This includes closer collaboration with authors, publishers and related professions and finding different ways of promoting Auckland Libraries that have wider reach to specific audiences, for example community or access radio.

While continuing to support the reading interests and engagement of our strong customer base, we will have a focus on connecting more strongly with customer groups that face access barriers or are new to libraries.



There are many reasons for some customer groups experiencing difficulties in accessing library services. Barriers include physical or intellectual disability, age and infirmity, background or language. We need to rethink spaces, services and programmes to be inclusive, along with programmes and services tailored to suit specific customer groups and finding ways to take programmes to where certain customer segments are.

There are more than 180 different ethnicities in Auckland. Libraries will continue to extend services to new migrants or newcomers to Auckland, providing reading materials in languages other than English and opportunities for newcomers to practise their English in community reading programmes. Libraries will work with newcomers, ethnic and migrant groups, and those who deliver services to them, to determine the best range of services, with a particular focus on intercultural awareness, culture and language retention and civic and social participation.

More people are reaching older old age (85+), a time when mobility and health may keep them home or rest home bound but with a need for creative recreation that keeps the mind and spirit nourished. Both local boards and customer focus groups reminded us of the need to provide services, particularly for the housebound. Finding the best way to deliver to those who are unable by reason of age or other disability to visit the library will be a priority.

One of the transformational shifts in the Auckland Plan is to significantly lift Māori social and economic wellbeing. Auckland is home to the country's largest population of Māori, which is concentrated in the south and west of Auckland. Several of our focus areas will provide benefits for Māori, in particular the focus on children and young people. However, programming must reflect the Māori world view and the importance of place. In some cases it may be more appropriate to provide programmes in marae or kohanga reo rather than the library space. Within the next two years Auckland Libraries will complete the development of a framework for engaging with and serving Māori as tangata whenua, customers and Treaty partners.

Auckland is home to the largest Polynesian population in the world and Pacific peoples with their different languages, culture and customs make Auckland distinctive. Their strong ties back to their home islands are part of what cements New Zealand as a Pacific nation. In general, Pacific peoples have strong family and church connections which provide a focal point for activity. The importance of the spoken and written language and the concern of Pacific communities that their language may be lost provide opportunities for Libraries to support language retention in creative and committed ways. We will explore the best way of supporting the retention of Pacific languages and cultures, literacy and learning for children and families in English, and the collection of Pacific stories as part of the story of Auckland.







## Focus area 5: Heritage and research

### The shift

The shift is to integrate the documentary heritage collections into the daily lives of Aucklanders. We will capture, share, celebrate, create and store the new stories of a diverse Auckland community. We will promote the unique documentary heritage of Auckland that has the potential to be a major cultural attraction for visitors to the city centre. We will look for opportunities to collaborate with partners to share the management, funding, preservation and care of unique special collections which benefit all New Zealanders.

Outcome	Auckland's unique stories shared and celebrated
Directions	5.1 broaden the collections to reflect the diversity of Auckland's identity 5.2 increase the access to and visibility of our heritage collections 5.3 secure sustainable funding to ensure better preservation and promotion of heritage collections 5.4 enhance Māori accessibility to Māori materials and collections 5.5 increase opportunities for Māori to engage with taonga.
Priorities	<ul style="list-style-type: none"> <li>• involve local communities in collecting and telling the stories of Auckland</li> <li>• work with Pacific communities to ensure their stories are collected and preserved for posterity</li> <li>• work with partners to extend access to unique resources through digitisation</li> <li>• digitise Māori material in special and research collections</li> <li>• develop a public programme of interactive talks, classes, displays to share knowledge of the heritage collections and librarians</li> <li>• build sustainable partnerships with other documentary heritage institutions for seamless access to, storage and preservation of Auckland heritage</li> <li>• explore new management and funding models and/or the setting up a foundation for Auckland's heritage collections</li> <li>• collaborate with the National Library of New Zealand on solutions for digital preservation</li> <li>• guided by Ko Aotearoa Tēnei (WAI 262 report), develop on-going cooperative relationships with iwi for co-governance of the taonga of importance to them.</li> </ul>

Auckland Libraries owns unique documentary heritage collections of national and international importance that contribute significantly to the cultural, educational, heritage and economic life of the Auckland region and New Zealand. The Sir George Grey Special Collections and the four Auckland Research Centres include printed collections of rare books, manuscripts, ephemera, photographs, maps, music, oral histories, community archives and family and local history collections, as well as many online heritage databases. In 2011 the Grey manuscripts in the Sir George Grey Special Collections were inscribed on the UNESCO New Zealand Memory of the World Register.

Subjects in the Sir George Grey Special Collections range from New Zealand history to languages, religion, performing arts and science. Among the items in the collection are the four Shakespeare folios, 34 medieval manuscripts (the earliest over 800 years old), some of the earliest and most important printed material in Māori and Grey's personal papers and correspondence including letters from prominent Māori. This collection is one of the most significant documentary collections in New Zealand.

Many of these heritage collections are important taonga for Māori. Libraries will explore with iwi the approach that will best meet our shared aspirations in the care and protection of these taonga.

This may include a co-governance approach in relation to those items of significance to Māori.

As well as the Sir George Grey Special Collections, Libraries holds significant heritage material about the Auckland region. The changing face of Auckland needs to be reflected in our documentary heritage and this means we are broadening the scope of what we collect to ensure that the story of all Aucklanders is kept for future generations. Factor 7 of the City Centre Masterplan is Celebrating our culture – telling our stories. Telling the city's stories can enrich and strengthen the identity of all Aucklanders. Local stories are important and we will work with local communities and cultural groups to create, collect and keep the stories important to them, including commissioning photographs and oral histories.

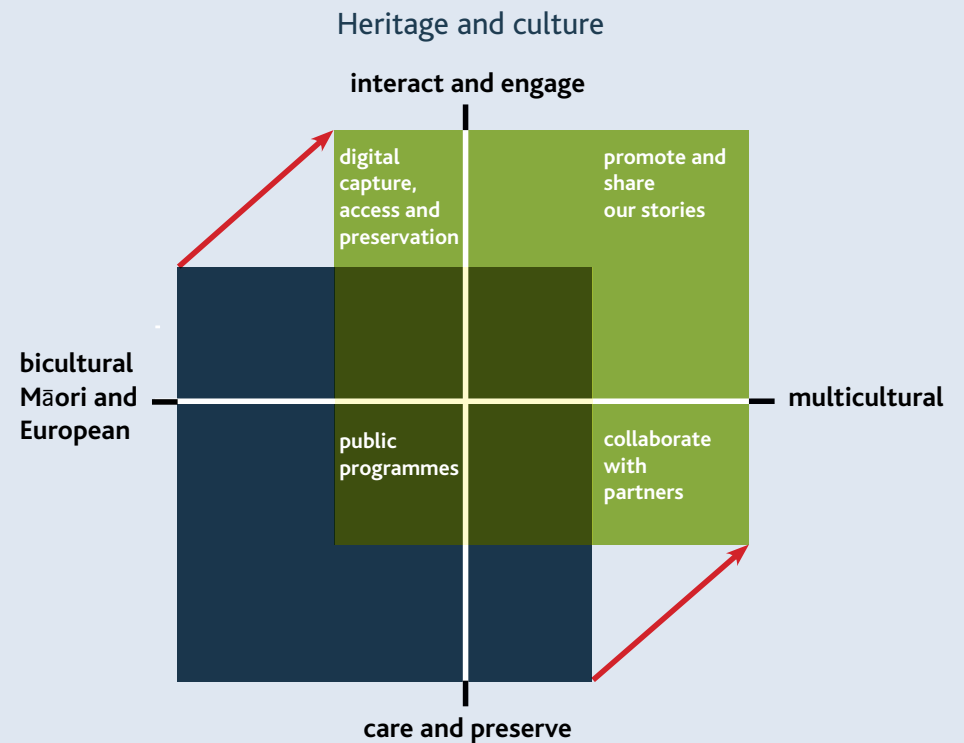
Today's stories become the heritage of the future. We will have a particular focus on Pacific communities to ensure that their stories are collected and preserved now and for future generations.

The best way to significantly increase the access to and visibility of special collections is to digitise materials and make them available online.

Auckland Libraries will continue with its targeted digitisation programme focusing particularly on collaborative projects with other collecting institutions. Auckland's documentary heritage is also held in other institutions in the city such as the University of Auckland and the Auckland War Memorial Museum. We will continue to explore the best way to provide seamless access to Auckland's heritage so that the stories of Auckland are known to us all. Visibility of collections is about knowing they exist and having them properly exhibited.

The heritage collections face a number of challenges, including long-term preservation, digital preservation, storage and promotion. The collections held by Auckland Libraries are a significant part of the national documentary heritage of New Zealand and yet they receive no central government funding to contribute to their care and preservation. It is important that documentary heritage is understood and recognised, both locally and nationally, as a vital part of what makes up our heritage. It needs to take its place alongside the natural, built and cultural heritage which reflect our national and Auckland identity. Because of the significance of our special collections to the nation, Libraries will explore other funding and management models or the setting up of a foundation to spread the cost of developing and maintaining the collections.

There is a pressing need for an overall strategy for the preservation of born-digital and digitised material. The National Library of New Zealand has established the National Digital Heritage Archives (NDHA) and we will explore with them the possibility of their providing a digital preservation service for our unique digital material.





## Focus area 6: Collections

### The shift

The significant shift in this focus area is the rapid growth in e-content and the move to reading on a hand-held device. Managing and accommodating the two modes of reading and supply of content will require streamlined practices and a re-allocation of resources over time. Digital media provide opportunities for those who cannot read standard print and who have never been able to use public libraries fully, or for whom print is not the dominant way of transmitting knowledge. Exposing libraries' data and content in multiple channels can drive new customers to content held by Auckland Libraries and make it available for reuse.



<b>Outcome</b>	<b>Sustainable and customer driven collections</b>
<b>Directions</b>	<p>6.1 safeguard open access to a broad and deep range of library materials</p> <p>6.2 deliver an effectively managed regional resource with local flavour</p> <p>6.3 grow the range and ease of use of digital content.</p>
<b>Priorities</b>	<ul style="list-style-type: none"> <li>• realign relative expenditure on physical and digital content in response to customer use and publishing trends</li> <li>• complete the extensive programme of work to improve collection management systems and processes</li> <li>• strengthen the range of Pacific material, both in Pacific languages and about the Pacific region</li> <li>• explore options (local and/or national) for the storage of the 'long tail' of library materials</li> <li>• progress the establishment of a centralised collections logistics centre, including automated materials handling</li> <li>• ensure that Aucklanders have access to ideas and knowledge in a variety of media and formats to support reading for leisure and learning</li> <li>• actively participate in national approaches to improving e-book accessibility in New Zealand</li> <li>• trial use of e-readers or tablet devices for reading content in libraries</li> <li>• expose library content and data in multiple channels to enable greater discovery and reuse.</li> </ul>

Collections remain at the heart of Auckland Libraries. They are the raw material that supports the leisure and learning needs of the thousands of readers who use Auckland Libraries. These collections of ideas, knowledge, stories, images, maps and other content will increasingly become digital. In the next 10 years more of our spending on library resources will move to purchasing access to online subscriptions and databases, e-books, and access to streaming media sources and downloadable content. This will be particularly important as more content suppliers put their freely available content behind pay walls, as is happening already in the newspaper and magazine industry. This change will require adjustments to the relative balance between capital and operational funding; digital content access is regarded as an operational expense and the purchase of physical items for a collection a capital expense.

Streamlining policies and practices for the development and management of the collections is important in achieving efficient and effective supply of materials. A transformational programme of work, Collections rEvolution, is underway and will continue over the next one to two years. This includes putting frameworks and practices in place based on sound intelligence about customers' needs to ensure collections meet the changing and diverse face of Auckland.

We will continue to provide a broad range of materials in a variety of formats to deliver a regional resource with local flavour.

We will increase and strengthen our collecting of Pacific materials, both in Pacific languages and about the Pacific region. This will complement the work to collect and record the original materials and stories indicated in the heritage and cultural focus area above.

Customer feedback indicates a continuing desire for access to a wide range of print and other physical media. While print is currently the preferred way for Aucklanders to read, over the next 10 years this will continue to change with a move towards reading content on a hand-held device. Customer and publishing trends will inform the timing of the shift in the balance of spending between physical and digital. As this transition begins to impact on borrowing, many of Auckland's 3.5 million items will need to be stored for 'long tail' use if they are not in a digital format. Auckland Libraries will explore the most cost effective option for storage of its back catalogue and investigate the possibilities of working in collaboration with other public libraries for a single store for New Zealand.

Materials handling for Libraries is a major logistics exercise. Within the next two years we will progress the establishment of a centralised collections logistics centre, including automated materials handling solutions. A new 'content' divide is emerging for those that do not have access to a device on which to read. We will pilot the supply of e-readers or tablet devices in selected libraries in the south and west of Auckland for customers to trial the devices for themselves.



For content that is read online and not downloadable, we must ensure we provide fast and reliable broadband access and wifi in all libraries.

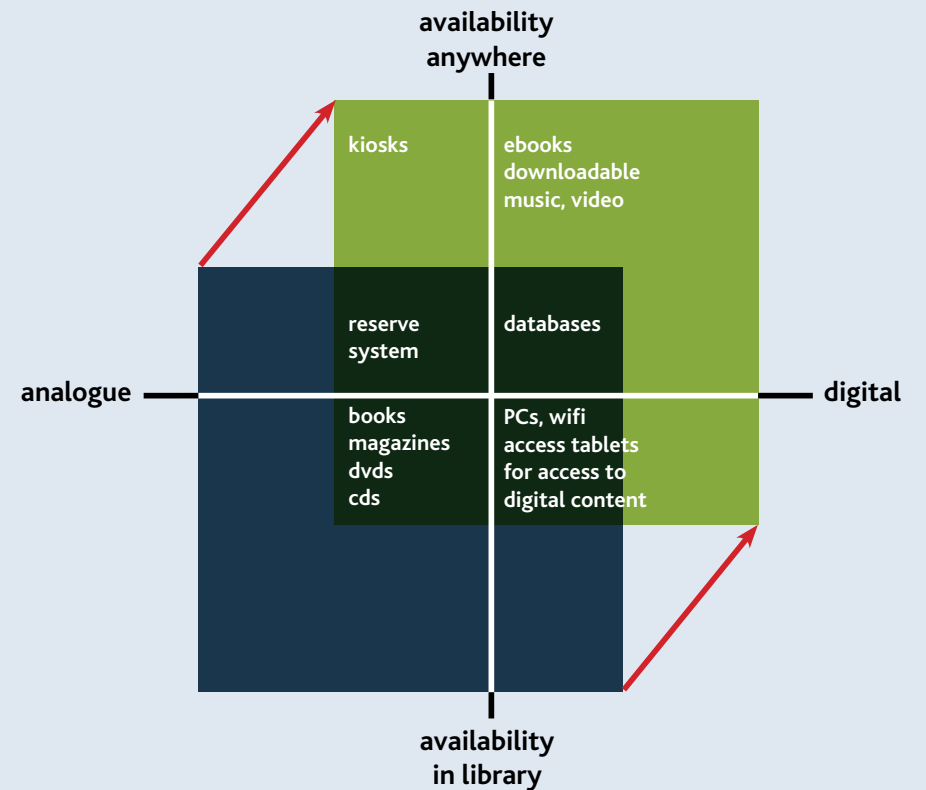
The digital world also provides opportunities for people who cannot read standard print, or for whom the print culture is not the dominant way of transmitting knowledge. Other formats include downloadable talking books, multimedia and video streaming, images and oral history. Auckland Libraries already supplies many of these formats but targeting specific groups such as those with sight difficulties will require new approaches and systems to ensure equitable access for all customers. Reading via digital files on open platform and accessible systems will make it possible for public libraries to move beyond the traditional large print collection, and is likely to involve innovative partnering with service providers and consumer organisations in the disability sector.

The e-book supply in New Zealand is limited and the models worldwide are still developing. Libraries will work in partnership with others in achieving national approaches to improving both the range and the ease of use of e-book platforms. The opportunity exists to work with New Zealand publishers, content aggregators and authors to develop a model for New Zealand e-content that balances the needs of all participants in the supply chain.

One of the challenges for libraries is to make sure that their great content and collections are not lost in the plethora of information that pours into the inboxes and social media sites of people every day. To increase awareness of the riches held in Auckland Libraries, we need to have our content turn up where customers are searching. Exposing Libraries' content and data in multiple channels can drive new customers to collections held by Auckland Libraries. It can ensure Libraries' generated content is available under creative commons licence<sup>15</sup> for non-commercial reuse.

<sup>15</sup> See <http://www.creativecommons.org.nz/> for details

## Collections and content



# Strategic alignment with the Auckland Plan

Auckland Plan initiatives and strategic directions	Digital library	Children and young people	Library spaces	Customer and community connection	Heritage and research	Collections
City centre			✓		✓	
Southern Initiative		✓	✓	✓		
Creating a strong, inclusive and equitable society that ensures opportunity for all Aucklanders	✓	✓	✓	✓		✓
Enabling Māori aspirations through recognition of the Treaty of Waitangi and customary rights		✓	✓	✓	✓	✓
Integrating arts, culture and heritage into our daily lives	✓			✓	✓	✓
Developing an economy that delivers opportunities and prosperity for all Aucklanders and New Zealand	✓		✓			
Creating a stunning city centre, with well-connected quality towns, villages and neighbourhoods			✓		✓	
Planning, delivering and maintaining quality infrastructure to make Auckland liveable and resilient			✓			
Creating better connections and accessibility within Auckland, across New Zealand and the world	✓			✓		✓

# Our development approach

Achieving the Te Kauroa – Future Directions for Auckland Libraries will mean we experiment, do some things differently and think about the library business in fresh and interesting ways. We will achieve more by working with others with similar aspirations and goals. This means working smarter and making sure we have the right people with the right skills and attitude to bring about the transformation envisaged. Key to success will be working with customers to shape services that meet changing needs.

Auckland Libraries has five development approaches which is the way we will work to achieve Te Kauroa:

- customers at the centre
- collaborating and partnering for success
- experiment, innovate, learn
- working smarter
- empowering our people.



## Customers at the centre

- enable independent self help and ease of use
- make every interaction count
- provide library expertise at point of need
- involve customers in shaping services
- harness customers' expertise.

## Customers at the centre

Auckland Libraries is a customer focused organisation. We aspire to be a customer driven organisation instead. Putting customers at the centre of everything we do and thinking of customers as partners in developing and delivering services will shift the way we do things. We want to make it easy to do business with Libraries and for customers to be able to do more for themselves while still retaining the expertise of the librarian where it is most needed.

By 2013 RFID technology will be installed in all our libraries, which will make it much easier for customers to help themselves.

Library materials can be issued in bulk rather than individually, saving time for customers and reducing time spent handling stock and moving it between libraries. Staff time will be focused on services where expert knowledge of the collections, information sources and technologies make a difference to a customer. Providing that expertise at the point of need, just in time, will be our aim. This will move librarians out from behind a counter or out of the library, tablet PC in hand to help people with their information and reading needs, or to deliver programmes. Making the most of RFID technology to maximise customer benefit will continue in the immediate future.

We want to learn from customers as to what works for them and understand how they use library spaces. How do cultural differences influence library use? What is most important to technology and internet users and how can we accommodate the differing requirements of different age groups and customer segments? Some of the processes for customer input may be formal, e.g. advisory or focus groups when a new library is being planned, and some may be as simple as talking informally to customers when we notice someone is using a space in a different way.

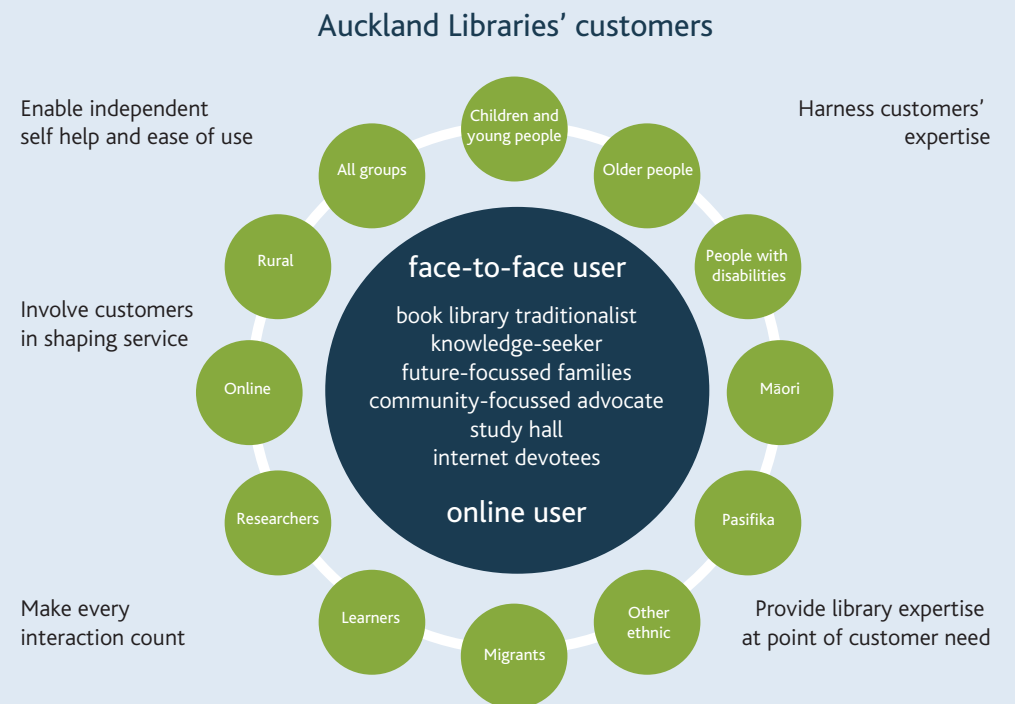
Another way of involving customers in services is to harness their expertise in support of programmes or content creation. Volunteers have traditionally been involved in activities such as shelving, housebound delivery and operating rural book libraries in some parts of Auckland. In some libraries volunteers already provide support for migrants practising their English. The voluntary contribution of people in their community is complementary to the expertise of library staff and can add value in new ways: grandparents or other older people reading stories in their own language or supporting learning after school; amateur historians creating local stories or contributing knowledge about digital images and content online; digital gurus running workshops on how to get the best from technology in exchange for some creator space in the library.

Older people in particular, many of whom are fit and active long after they cease formal work, will have skills and time to contribute back to their communities. We will look for ways of involving customers in activities at the local level.

Libraries' customers are diverse and one size does not necessarily fit all. We want every customer to have the same experience of helpful, friendly and knowledgeable staff. However, programmes and services must be tailored to fit different needs.

When we think of our customers, we take several things into account. In terms of demographics, they can be children, young or older people, Māori, Pacific or from other ethnicities. We also think about what they do that motivates them to use library services: they are learners, researchers, book traditionalists or internet devotees. Finally, we think of how they use the libraries, some prefer face-to-face and some do it online.

Auckland Libraries will continue to undertake research that focuses on customer segment by demographics as well as psycho-behavioural factors, and to enhance the channels for seeking customer feedback and insights informally.



## Collaborating and partnering for success

- leverage from others to deliver more than we are able to separately
- develop relationships and networks that provide ideas and complement our expertise
- provide leadership in the national and international library sectors to progress developments beneficial to Aucklanders
- strengthen our impact and visibility in the community
- develop services that are whānau-centric
- use and promote Te Reo Māori.



## Collaborating and partnering for success

The fundamental assumption of the Auckland Plan is that its vision can only be achieved if there is "a deep commitment to collaboration and co-operation".<sup>16</sup> Auckland Libraries believes that its Te Kauroa – Future Directions will also require a strong commitment to working in strategic partnership with others who have similar goals. These may be at a local, regional, national or international level depending on the outcome sought and the benefits that result firstly for Auckland and then for New Zealand.

At a local level, collaboration will depend on the nature of the community and the programmes to be delivered. Managers of community libraries will work closely with those who represent key customer groups, with local schools, preschools and business associations. At a regional level, we will seek to establish collaborations and partnerships that are important to our Te Kauroa – Future Directions priorities: government agencies and leading bodies involved with learning and literacy for children and young people; other libraries and collecting agencies in the heritage field; and private sector partnerships, particularly in technology-related fields as we look to significantly lift our digital library services and capability. The special relationship with Māori as Treaty partner will be developed to ensure the shared management and protection of taonga in the guardianship/kaitiaki of Auckland Libraries.

Strong relationships with organisations that represent Pacific peoples and other ethnicities in Auckland will also be important.

As the largest public library system in Australasia, Auckland Libraries has a significant leadership role in helping shape developments that can benefit other public libraries in New Zealand and lead the way in sharing content initiatives that will benefit not only Aucklanders but potentially library users nationwide. This is particularly true of digital initiatives which can be developed and then widely shared with little or no additional cost. Where such developments have a significant national benefit, Libraries will explore possible collaborative funding sources or partnerships with the National Library of New Zealand and other institutions with similar aspirations. Auckland Libraries' leadership and expertise will be invaluable particularly in collaborating on national policy priorities outlined in Public Libraries of New Zealand: a strategic framework 2012-2017, as these will benefit all New Zealanders.

Auckland Libraries' size means that its natural peers are located overseas. Benchmarking and learning from other leading public libraries is vital. We will select two to three partner libraries which are similar to us in specific aspects to benchmark against. Such relationships have the potential to yield not only ideas and insights but possibly programmes and applications that can be adapted for use with Libraries' customers.

<sup>16</sup> Source: The Auckland Plan – the Mayor's foreword.

## Auckland Libraries – possible partners

Partner	Network-wide	Local library
Māori	✓	
Ethnic Peoples Advisory Panel	✓	
Pacific Peoples Advisory Panel	✓	
Local ethnic and Pacific Associations		✓
Local marae		✓
National Library of New Zealand	✓	
Other Auckland libraries	✓	✓
Citizen's Advice Bureaux	✓	✓
COMET Auckland	✓	✓
Schools		✓
Tertiary institutions	✓	✓
Ministry of Education (MoE) and government agencies	✓	
Principals associations	✓	
Regional Facilities Auckland	✓	
Business associations	✓	✓
Community associations		✓
Technology partners	✓	
Private sector partners	✓	



## Experiment, innovate, learn

- take a more agile development approach
- prototype and try things out
- encourage creativity and innovation within our teams
- evaluate and learn from successes and failures.



## Experiment, innovate, learn

Auckland Libraries is a large organisation with over 1000 staff and a network of service points spread across the Auckland Region including on two islands: Great Barrier and Waiheke. Size is both an advantage, from the point of leveraging buying power and streamlining back office functions, and a disadvantage where size makes it difficult to be nimble in response to rapid change. If we are to keep up in a changing Auckland and changing world, we will need to take a more agile approach to development. This means trying things out, working in an iterative way on new developments and being much more nimble in responding to opportunities created by new technologies.

The expenditure of significant amounts of public money entails a formal process of feasibility, business case, planning and implementation. However, not all developments need to be costly or developed across all libraries at the same time. We will try out new things as the opportunities arise. Trialling something in one library provides a low cost opportunity to test before implementing more widely. If it is not successful then we will learn from our mistakes and modify.

Developing a culture of experimentation and innovation within teams will require nurturing. We will see failure as an opportunity to evaluate and learn from mistakes.

To participate fully, Auckland Libraries' staff will develop and maintain high levels of digital expertise to support ongoing innovation. We will embed this new way of working by establishing a programme focused on innovation during the first three years of Te Kauroa – Future Directions focused on innovation. Opportunities include establishing a guest lecture series with recognised leaders in innovation from the library and other sectors; hosting conferences or seminars such as the Metropolitan Libraries section of International Federation of Library Associations (IFLA) in 2014; developing an 'ideas to action' process where staff can put forward new ideas, the best of which get selected for development; and participating in international exchanges.

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Libraries Shaping the Future

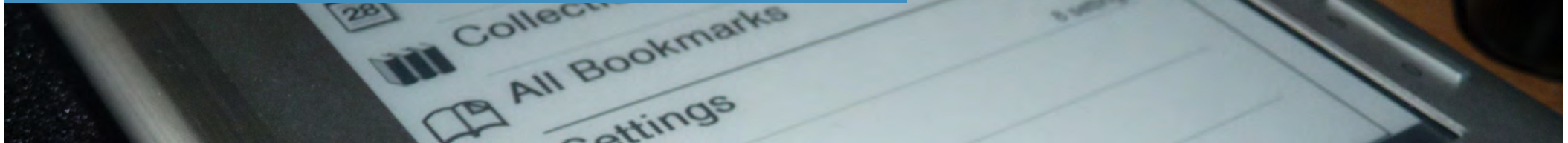
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## Working smarter

- align policies and practices for greatest impact
- foster continuous business improvement – always looking for ways to 'make the boat go faster'
- use management information for smart decision-making
- evaluate all that we do to assess what we can **stop** doing
- use technology to drive efficiency and effectiveness and improve service.



## Working smarter

The task of bringing together seven different public library systems to create the foundation for one world-class library has been a focus of the first two years in the life of Auckland Libraries. There is still work to be done to align policies and practices and to further the major transformation projects underway. The notion of working smarter will continue to be important for creating a dynamic and streamlined organisation into the future. This means developing a culture of continuous improvement, encouraging staff to look for ways to simplify their work – in the small things as well as larger projects.

Libraries collect significant data about customers, their use of libraries and the operation of the organisation, but quite often do not use it to inform decision making. Keeping abreast of trends and changes in society can also help shape service developments. Over the life of Te Kauroa – Future Directions we expect the use of services to change. Knowing and understanding these changes, anticipating the impacts and modifying services accordingly is vital to keep relevant. We have excellent source information available to us: we collect significant data about customers, their use of libraries and the operation of the organisation.

However, this data is not always used in the decision-making process. We plan to change this and will always take it into account to make more informed, smart decisions at every step. This may mean over time we stop providing some services or formats in favour of others, or stop some services altogether.

We will use data and information for smart decision making. This may mean over time we stop providing some services or formats in favour of others or stop some services altogether.

Technology continues to provide the greatest opportunities for improving services and increasing efficiency. While Libraries benefits from council-wide improvements in technology, there are library specific applications and technologies that will make significant improvements in customer service that are a priority. Developing mobile applications that enable customers to access library content and services, a single discovery layer across all our collections, and maximising the benefits of our core library management system by upgrading to new versions are all important to working smarter and delivering improved service. By 2023 other technologies, not yet developed, will enable smarter ways of working and Auckland Libraries will continue to evaluate and apply the best of these.



## Empowering our people

- develop workforce planning and talent management to ensure we have the best people to succeed
- develop leadership at all levels in the organisation
- strengthen and nurture leadership of key focus areas through innovative staff development
- foster a learning culture for individual and organisational improvement
- recruit staff with a rich range of strong skills and a 'can do' attitude that embraces change
- focus on outcomes and accountability to enable sound decision-making close to the customer
- build the confidence of staff so they feel trusted to lead change.



## Empowering our people

Customers tell us that the help and expertise of our staff is one of the most important aspects in their satisfaction with service. The achievement of Te Kauroa – Future Directions will depend on having staff with a 'can do' attitude who work alongside the customer and who embrace change as part of the natural order of things. We want our staff to reflect the make-up of the communities they serve, to be inter-culturally competent and to use their skills, talents and interest for the wider benefit of customers and communities. We will cherish staff that bring something extra to their role – a second language, a gift for storytelling, people who are musical and artistic, writers, artisans and geeks.

Auckland Libraries is the only employer in the Auckland region for people who want to work in a public library. It is therefore vital that career development opportunities are provided across the region and beyond, to ensure staff grow and develop professionally. We will support opportunities for internships, internal and external secondments, leadership development and other ways of ensuring that we grow the capability of our people and nurture talent.

Leadership is as much an attitude of mind as it is a set of competencies and skills. It involves being accountable, taking responsibility, being prepared to challenge the status quo, supporting and motivating colleagues to deliver more, exerting influence, and supporting and embracing change. These behaviours can be practised by anyone regardless of their position within Auckland Libraries. There is also a need to strengthen the leadership capability of staff who have responsibility for key focus areas. Examples include those involved in delivering and developing Māori services and those with responsibilities for children and young people.

Auckland Libraries will be a learning organisation. Every experience, project, achievement or failure provides an opportunity for learning. Peer-to-peer learning and on the job learning, viewing learning as a way of being, learning from each other, joining and creating learning networks both locally and globally will be ways we demonstrate a learning culture.

The modern library requires a rich range of knowledge and skills: the experience and knowledge of the professional librarian, digital and information technology expertise, teaching skills, and knowledge and experience of community engagement and development. The ability to take library services out into the community will require different competencies from those needed to serve customers at a counter. We expect that new skill areas will arise and that there will be a continuous need for refreshment, which will be vital to support customer access to services and ongoing innovation.

Empowering staff means moving from a rules-based culture to one which is principles-based and focuses on outcomes; expecting staff to be accountable for their actions rather than trying to control activity.

We will build a culture of trust where staff feel confident to take decisions based on guidelines and principles, knowing the desired end-result and free to work out the best way of achieving it. This means a leadership cohort focused on accountability rather than control, setting free the creativity and energies of staff to provide great service.



# The journey to 2023

Te Kauroa – Future Directions is Auckland Libraries’ first long-term view of where we want to be and where we will need to put our focus over the next 10 years. It fits within Auckland Council’s overall strategy and planning framework as one of the Core Strategies.

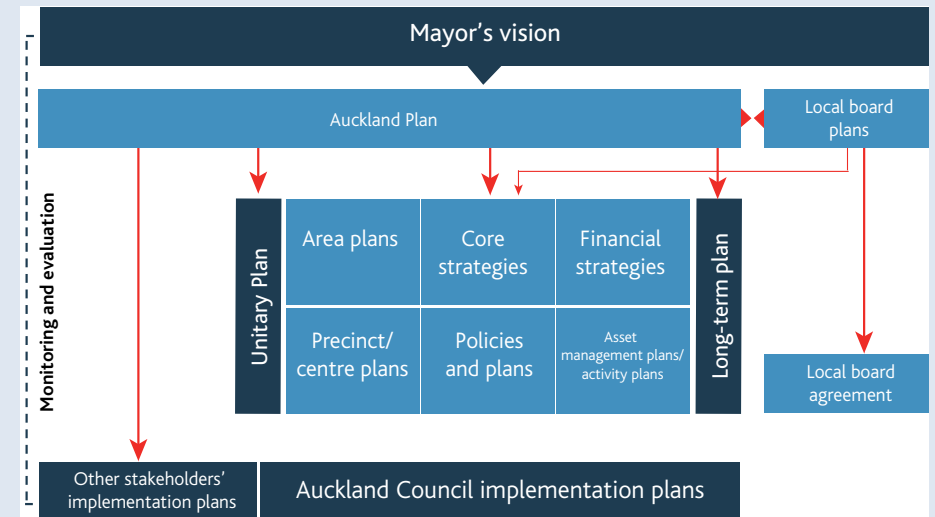
We will use Te Kauroa – Future Directions to guide business planning and implementation plans so that over time we achieve the priorities and the shifts outlined here. We will need wise stewardship of resources so that we can reassign money and time to piloting new things and building the case for significant new developments. This may mean stopping doing some things, streamlining processes and services or finding financial partners to work with us.

We recognise that there is still a lot to do to bring all our systems and practices into one streamlined, seamless service. However, we need to move now on new developments and service improvements, particularly where digital services and technologies are concerned, as the pace of change is so rapid. Over time, less energy will go into realignment activities and more into developing and improving services for the 21st century. The diagram opposite and below represents the changing nature of our effort and resources with some of the initiatives and outcomes plotted to show progress over time. Actual milestones will be set through business planning.

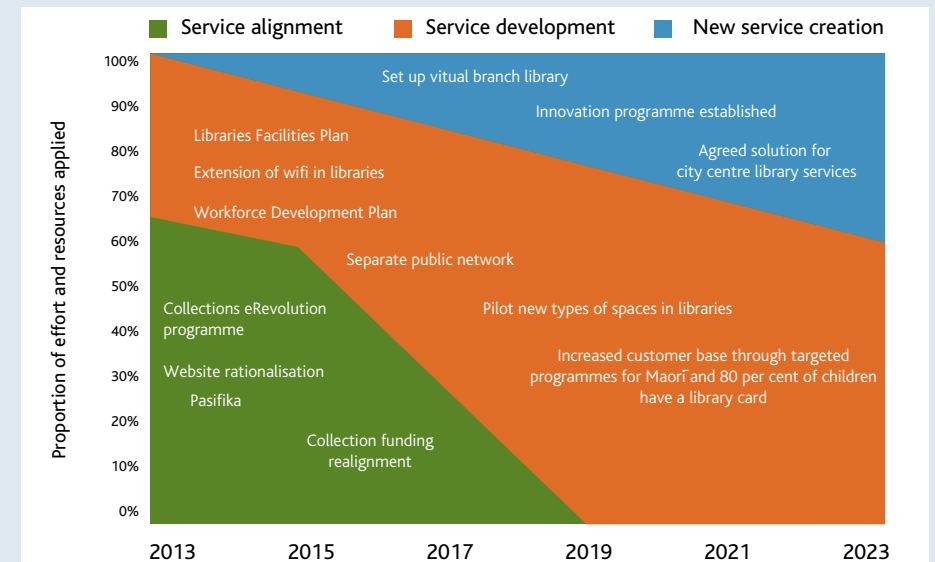
By 2023 the shifts outlined in Te Kauroa – Future Directions will result in a changed service delivery landscape. The digital library will be a significant way that Aucklanders use and contribute to library services. More services will be delivered out in the community in other people’s spaces and we will have developed new types of spaces and delivery options to respond to changing customer needs, with solutions identified for library spaces in a stunning city centre.

We aspire to have every child in Auckland as a library member and starting school ready to read. The family, whanau and care givers will be central to achieving this. We will have reached many more customers who used to find access to library services hard for a range of reasons. Customers will be central to all we do, collaborating with us to help shape programmes and services, contributing their expertise and creativity in many different ways both in person and online. Special relationships with Māori as Treaty Partners and local iwi will have made a significant difference to how we provide services to meet their needs.

## Auckland Council’s overall strategy and planning framework



## Implementation guide

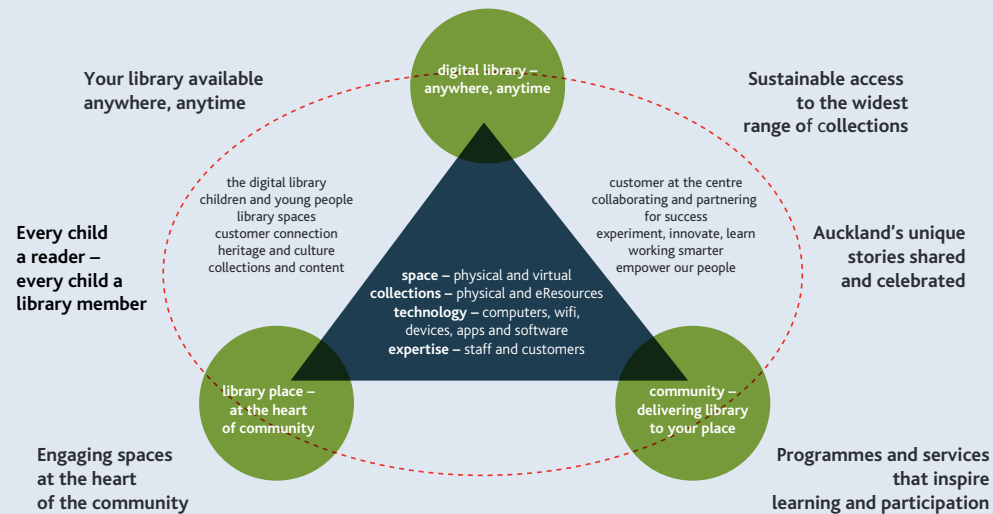


Growth in content in eFormats will continue and the balance between physical and digital collections will shift with more content being read on devices such as e-readers and tablet PCs. Multimedia will be significant both for learning and leisure and more of this media will be streamed as well as downloaded. A wide range of print and digital content will still be vital for satisfying the thirst for knowledge and inspiration of Aucklanders.

We will be worthwhile and expert partners across a range of shared endeavours knowing that we can achieve more together with others than on our own. Solutions for heritage storage, promotion and preservation will have been achieved in partnership with other libraries and heritage institutions. Innovation is vital if we are to continue to be responsive to the changing environment and customer needs. We will experiment, innovate and learn from our successes and failures. Partnerships with those who have complementary expertise and knowledge, particularly in the digital arena will be common.

Libraries will be the best place to work. Our staff will be known for their 'can do' attitude, their expertise and passion for libraries and the difference they can make in people's lives. Aucklanders will have a world-class library of the future.

### Auckland Libraries – your place of imagination, learning and connection



# Glossary

<b>Back catalogue</b>	Books or other media that are not recent publications but are still considered to be of interest to customers. They are often out of print.
<b>Born-digital content</b>	Content which is originally published in a digital form and not print. It may be able to be printed but its original form is digital.
<b>Cloud-based services</b>	Cloud computing is the use of hardware and software delivered as a service over a network, usually the internet.
<b>Copyright</b>	Copyright is an intellectual property right which gives the owner the exclusive right to reproduce a copyright work. Work which is not protected by copyright (for example because the rights have expired) is said to be in the 'public domain' and may be copied and used freely.
<b>Creative Commons Licence</b>	A licence that allow creators to choose which rights they reserve, and which rights they waive, for their books or other creations, instead of applying a blanket 'all rights reserved' copyright claim.
<b>Digital content</b>	Books, magazines, images, and other information resources published in digital form. This includes both born-digital and those physical items which have been digitised. Formats include: databases, full text databases published on the internet, downloadable media such as music, e-books, e-journals , e-audio books, images and CD-ROMs.
<b>DigitalNZ</b>	An initiative led by the National Library of New Zealand linking the digital data of more than 120 partners to make their data easier to find.
<b>Discovery layer</b>	Software designed to search all of a library's content simultaneously, including the library catalogue, databases to which the library has purchased access, the library's own databases and any other electronic materials in the library's collection.
<b>Learning ecosystem</b>	In this context, used to mean the individual educational elements (e.g. school, library, policy makers etc) that operate in relationship to one another to deliver outcomes for learners.
<b>Long tail</b>	A term used in a variety of different circumstances but used here to mean the large number of items in the back catalogue which are not in popular demand but which still have value and are used from time to time.
<b>Metadata</b>	Data that provides information about one or more aspects of the data in a file. A traditional library catalogue provides metadata about the library's books.
<b>NDHA</b>	National Digital Heritage Archive. A system of software applications that support a digital storehouse for websites, sound and vision files, digital images and other born-digital and digitised items in New Zealand. It provides ongoing preservation of, and access to, digital heritage collections under the guardianship of the National Library and Alexander Turnbull Library.
<b>Preservation</b>	The term 'preservation' covers all matters including preventive measures, storage, disaster planning and accommodation provisions, policies, reformatting, treatments, etc. that are involved in extending the physical life of an item or the information contained in it.
<b>RFID technology</b>	Radio frequency identification technology. The RFID tag has a microchip that carries information such as the title of the book, its call number, and whether the item has been checked out from the library. RFID technology is used for automatic sorting of returns and allows library users to self-issue items.
<b>Streaming media</b>	Streaming media is multimedia that is constantly received by and presented to an end-user from a provider, usually via the Internet. The user does not get to keep the item but uses it in real-time.
<b>WAI 262</b>	WAI 262 claim relating to New Zealand's law and policy affecting Māori culture and identity, in Ko Aotearoa Tēnei by the Waitangi Tribunal in 2011.

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# Appendices

## Appendix A: Universal access principles

### Principle 1: Universally accessible – A place for me, open for everyone

Available, flexible, inclusive, multidimensional, and equitable

#### Outcomes

- All Aucklanders should have identical means of access to library services where possible, equivalent where not.
- Libraries should use targeted programmes and flexible service options to increase the relevance of libraries to all the diverse communities of Auckland.
- All libraries, whether urban, mobile, digital, and rural, should be able to understand who makes up their customer base, and how best to serve them.

### Principle 2: Universally understandable – A world of ideas arranged simply

Understandable, intuitive, useable, considered, elegant

#### Outcomes

- minimise complexity for all customers so that libraries are easy to do business with
- notice when customers interact with services in unexpected or unintended ways, and adapt our service to accommodate or respond with an informative explanation
- create easy ways for customers to talk with us and share their ideas, and create opportunities for innovation together.

### Principle 3: Universally appealing – To connect with my family, my community and our future

Inspiring, dynamic, inviting, attractive, world-class

#### Outcomes

- contribute to a great customer experience by making all facilities and spaces easy to find and inspiring to visit
- create appeal by balancing form with function in all services and programming. Ensuring that neither is more important than the other will help Libraries design an inspiring world-class service that is inclusive for all.

## Appendix B: Libraries facilities planning principles

**The following principles will be taken into account in the planning and development of library facilities. These principles will form the basis of an Auckland Libraries Facilities Development Plan which will be submitted for governing body endorsement:**

1. Libraries facilities development planning will be aligned to the council's strategic directions and priorities, and the Auckland Plan hierarchy of urban and rural centres.
2. An accessible physical library remains fundamental to the future direction of Auckland's libraries.
3. Libraries have an important place-making role as public civic spaces at the heart of the communities they serve.
4. All Aucklanders should have equitable access to library and information services regardless of where they live.
5. Libraries form an integrated regional network which provides for differing regional, hub and local roles and specialist roles, including the long-term storage and preservation of heritage materials.
6. Library facilities need to be fit for purpose.
7. Public libraries need to be flexible multipurpose spaces able to offer a range of activities which reflect the interests of the local community.
8. Local communities should be actively engaged in the design of library buildings.
9. Local communities should be reflected in the building fabric and services of their library.
10. Library space should increase relative to population growth, to maintain a region-wide ratio of 41m<sup>2</sup> per 1000 people, and/or in response to population growth of 30,000 in a metropolitan area and 10,000 in a rural area.
11. Over time and where appropriate, consideration should be given to there being potentially fewer but larger libraries in order to offer the wide range of services expected in a modern public library.
12. Where possible, libraries will be co-located, multipurpose community facilities.
13. Libraries will support sustainable development approaches in line with the council's commitment to sustainability, taking a whole-of-life approach.
14. Where library buildings are no longer required, a divestment plan will be prepared with Auckland Council Property Ltd.
15. The Auckland Libraries Facilities Development Plan will establish priorities for the development of new and redeveloped buildings, taking into account the following factors:
  - linkage to Auckland Plan priorities
  - balance of provision across region
  - urban regeneration and place-making
  - response to growth and gaps in provision
  - adequacy of existing facilities
  - the best way to deliver services.

## Appendix C: Digital library planning principles

**The following principles will guide the development of the digital library:**

1. Digital library planning will be aligned to the council's strategic directions and priorities.
2. Accessibility lies at the heart of digital developments and is fundamental to the Te Kauroa – Future Directions of Auckland Libraries.
3. The digital library is the virtual library for all Aucklanders who want to access services and content online or by mobile device.
4. All Aucklanders should have equitable access to online library services and information technology from anywhere at anytime.
5. A separate public digital network with capacity to handle increases in digital traffic over time is fundamental, e.g. streaming media.
6. The digital library is managed as a region-wide resource. Some content and services may be developed locally to reflect the local community and identity.
7. Libraries will work in partnership with Auckland Council Information Services to ensure that the IT infrastructure meets growing and changing needs.
8. Asset plans and library budgets will be applied to keeping digital and IT infrastructure fit for purpose, sustainable and up-to-date.
9. Libraries' digital and technology planning and response will be flexible and nimble to meet the fast-changing information environment and customer needs.
10. Technology may be owned, leased or be developed through a partnership model, whichever model provides the community and the council with the best value service.
11. Libraries will participate actively in collaborative national and international initiatives which enhance access to content.
12. Libraries will take a whole-of-life approach to the collection, management and preservation of born-digital and digitised content.
13. Libraries will seek to work in mutually beneficial partnerships with digital development experts in university and commercial sectors to develop innovative digital solutions.
14. Use of open and linked data is key to opening up access and use of library collections.
15. The digital library will reflect the diverse communities served and will seek community input to strengthen that content.
16. As far as possible, Libraries will apply creative commons licences to its digital content.
17. Libraries staff will develop and maintain high levels of digital expertise to support customer access and ongoing innovation.
18. A digital library plan will be prepared to establish development priorities, taking into account the following factors:
  - linkage to Auckland Plan and Te Kauroa – Future Directions priorities
  - the needs of customers for easy access and self service
  - the special requirements and nature of a publically accessible network
  - growth in demand for technology to deliver new services
  - the adequacy of the existing infrastructure to deliver current services
  - the need to migrate to new versions of software in a timely manner.

